Our Fundamental belief is that leadership diversity in our company is critical to business performance and innovation and to attracting and retaining the best talent. Our customers, employees and shareholders are diverse, and they value inclusion. In 2010, we challenged ourselves to achieve diversity at all leadership levels and to create a company culture in which employees feel valued and able to achieve success.

As a growing technology company, we found that attracting and retaining diverse talent in engineering disciplines is increasingly difficult, given the low percentage of science, technology, engineering and math (STEM) college graduates who are women and people of color. While this represents a challenge, we have demonstrated that our goals can be achieved by ensuring we apply the level of discipline and leadership commitment to implement our diversity and inclusion (D&I) initiatives that we bring to performing complex programs for our customers.

Sustainable change starts at the top
Leadership visibility is critical. Our leaders are visible both externally and internally to ensure that we reinforce our expectations for D&I and that we have the opportunity to engage and answer questions from all employees, including new and experienced managers. Our Board of Directors shares our commitment to D&I and has supported the use of D&I metrics in our incentive plans.

Our executive team meets regularly to discuss development plans for high-potential talent, measuring the diversity of succession benches to ensure a robust pipeline of talent for future roles. This planning process has helped the company to build a leadership team that is more than 50 percent female and people of color. Since 2010, the number of female vice presidents at our company has increased from 15.5 percent to 29.1 percent, and for women of color, those percentages have more than doubled.

The company, as well as each of our business sectors, has a Diversity and Inclusion Leadership Council led by executives. The councils set goals each year, measure progress and candidly discuss opportunities for improvement. We sponsor numerous
external diversity conferences, and we ensure senior executive participation in these events.

**Diversity is a business priority**
D&I must be a part of the business process; its progress must be measured as other key metrics in our business are measured. Measurement of outcomes is a key characteristic of an engineering technology company, and consistent with this profile, we set metrics each year for improvement. D&I metrics are tracked and reported during quarterly business reviews, and they are incorporated into annual business performance scores. We assess our progress relative to internal and external benchmarks.

We annually seek feedback from employees on changes to our work environment. Our company communications reinforce critical aspects of an inclusive work environment including respect; empowerment; the ability to speak up and feel involved in decisions; and importantly, a sense that there is career development opportunity for every employee. Our employee resource groups engage more than 19,000 employees globally. We also conduct internal conferences including a Women’s Summit, a Veterans’ Summit and an Inclusion Summit. Skills training for managers and all employees is also a key element of our program.

**Set the bar high**
Even when the company as a whole is achieving its diversity goals and inclusion targets, there are opportunities within the company to do more. We assess progress against benchmarks, but we also measure our progress over time to ensure we capture best practices, as well as regularly assess our opportunities for improvement.

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