Innovation is our lifeblood. UTC’s future depends on our ability to attract, develop and retain the best talent. After all, companies don’t innovate — people do. That’s why we are committed to fostering a diverse, inclusive workforce. It’s the right thing to do and an imperative for a growing global business.

United Technologies was founded by inventors and remains grounded in innovation. We solve big challenges to help billions of people experience a brighter future in an urbanizing world.

Because innovation is our lifeblood, UTC’s future depends on our ability to attract, develop and retain the best talent. After all, companies don’t innovate — people do. That’s why we are committed to fostering a diverse, inclusive workforce. It’s the right thing to do and an imperative for a growing global business.

There are many reasons why diversity is important. In my view, talent is at the top of that list. To the extent we overlook portions of the population, we miss out on the opportunity to learn, to differentiate ourselves and to achieve the breakthroughs that can come from diverse thought.

Throughout my career, I’ve seen many instances in which diversity was a game-changer. Where there is diversity of thought, experience and background, we make better decisions.

But how do we get diverse decision-makers at all levels of the organization? That’s where inclusion comes in. It’s about cultivating a sense of trust and respect so that all employees feel that they belong — and that their input is valued. I meet with employees informally and formally many times throughout the year. During each interaction, I remind them that their voices matter. I want to hear from employees — whether they are asking questions or sharing ideas.

Beyond knowing that their contributions are valued, employees need to see a path for career advancement. This is where sponsorship comes into play. In order for organizations to have a pipeline of diverse talent, it’s critical that everyone gets a fair opportunity to advance.

The fact is, every successful business leader owes their career trajectory to someone who once took a chance on them. Many of us have had doubts about taking on a challenging new assignment but were encouraged by a sponsor. At UTC, we recognize that having a framework for sponsorships is a real opportunity to improve diversity in our leadership ranks.
When it comes to diversity and inclusion, we have made solid progress — particularly in advancing women to leadership roles — but we have more work to do. I’m confident we’ll get there because my leadership team shares the commitment to fostering a diverse and inclusive workplace. The topic is a regular part of business reviews and — just like financial and operational performance — we continuously set goals and track progress.

Our continued success as a global technology leader relies on the unique abilities, perspectives and experiences of our talented workforce. I’m grateful for their commitment to making United Technologies a better company, every single day.

Focus areas

● **Gender parity:** UTC is committed to the advancement of women in leadership positions. In 2017 we joined the Paradigm for Parity (P4P) coalition to put this commitment into action. Today, 29 percent of UTC’s global executives are women. By joining P4P, we set a goal to achieve 50 percent women representation in our senior leadership roles by 2030. Using the P4P framework, UTC will build upon a number of activities currently under way — such as our Inclusive Leaders Curriculum, which has been completed by nearly 7,000 managers. We also recognize that sponsorship is important to career advancement. UTC provides a framework for high-performing women to have that support and visibility.

● **Employee-led engagement:** We encourage and support our employees to join Employee Resource Groups (ERGs), whose collective mission supports our effort to attract, develop and retain top talent globally. Our ERGs fall into nine core dimensions: African-American, Asian-American, Disability, Generational, Hispanic-American, LGBT Pride, Military Veterans, Professional and Women. Through shared interests and experiences, our more than 110 ERG chapters foster advocacy, professional development, education and mentoring along with community outreach — while elevating the company’s reputation as an employer of choice.

● **Opportunity following career break:** UTC recently launched its Re-Empower Program for professionals who have taken a voluntary career break and seek to re-enter the workforce. Through the 16-week program, participants gain paid, on-the-job experience; develop personalized plans for success; and receive coaching to guide their return to work experience. Upon completion of the program, based on performance, participants are eligible for full-time employment.

[www.utc.com/diversity](http://www.utc.com/diversity)