

Diversity Today:

*What does it mean?
Why does it matter?*



AGENDA

1. Who is RTI ?

2. In the Beginning... Equal Opportunity

3. The Evolution of the Practice

4. Current Status

5. How to Effect Change

6. What's at Stake



1951: Titanium Mill Product Manufacturer

1998: Advanced to Titanium Fabrication

Blue Chip Customer Base:

- Airbus
- Boeing
- Lockheed Martin
- United Technologies
- BP
- Chevron



RTI | International
Metals, Inc.
Advancing Titanium

Employees: 2,500

Capital Investment (Past 5 Years): \$245 million

Locations: 24, Canada, China, France, Japan, UK, US

Sales (2013): \$783.3 million





Titanium Segment Overview

**2013 Revenues: \$346.6 million
(44%)**

Titanium mill products, including: Bloom, Billet, Sheet and Plate

Multiple melt platforms provide for wide range of titanium alloyed products



Engineered Products & Service Segment Overview

*2013 Revenues: \$436.7 million
(56%)*



Multiple machining, extrusion and superplastic / hot forming businesses in the U.S., Canada, and Europe

Engineer, Design, Extrude, 3D Print, Precision Machine, Fabricate, Assemble, Kit and Install



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Affirmative Action and Equal Employment Opportunity

**“Take affirmative action
to ensure that applicants are
employed and that employees
are treated during employment
without regard to their
race, creed, color,
or national origin.”**

- John F. Kennedy



1961

1965



2015: 50th Anniversary of Executive Order 11246

Equal Opportunity

Affirmative Action:

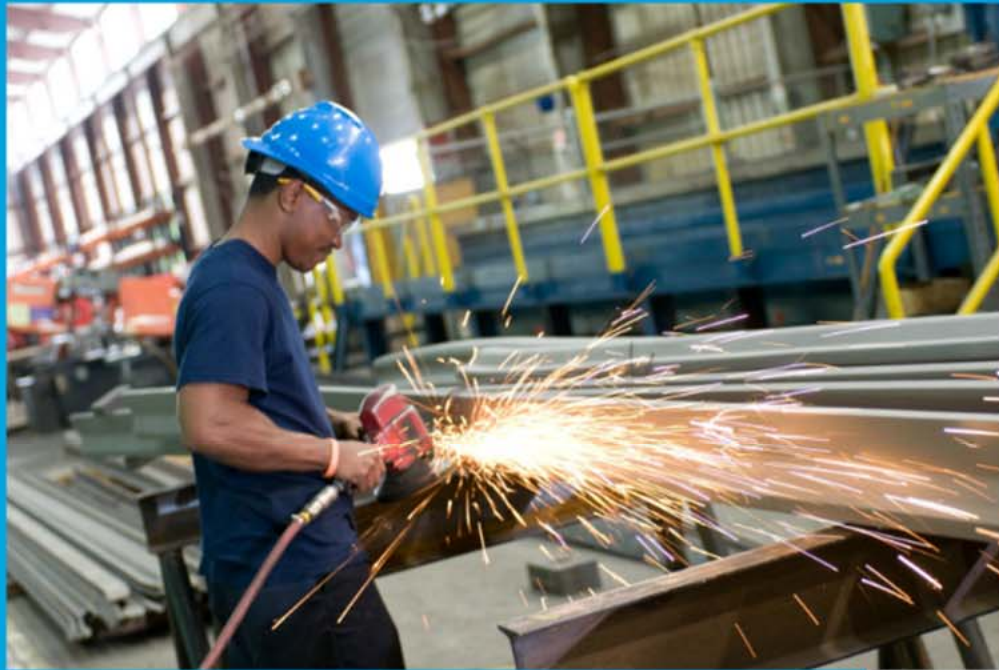
- Numbers oriented
- Aims at changing internal demographics
- Opens doors
- Promotes access
- Historically excluded groups including:
 - Women
 - Minorities

Later laws cover people with disabilities, veterans and age discrimination.



Evolves to Concept of Diversity

Diversity: All the complex ways in which people are different.



Civil Rights Act of 1964:

Race

Color

Religious Belief

Sex

National Origin

Age (1967)

Pregnancy (1978)

Disability (1990)

Political Belief

Sexual Orientation

Education

Ethnicity

Culture

Generation



Diversity Initiatives Studies, 1997

National Center for Research in Vocational Education, 1997

Major Reasons Why Organizations Manage Diversity:

- To improve productivity and remain competitive
- To form better work relationships among employees
- To enhance social responsibility
- To address legal concerns



Best Strategies for Managing Diversity

- Training and education programs
- Mentoring programs
- Career development programs
- Outreach programs
- Performance appraisal systems that are nondiscriminatory
- Organization policies that mandate fairness & equity for all employees

Why Change to Diversity?

Factors influencing diversity initiatives in 1997:

- Demographic changes
- Global marketplace
- Economics
- People are more comfortable being different
- Diverse customer base
- EEO and AA programs

“Due to legislation, there was a dramatic increase in the hiring of women and minorities in organizations, but they were treated like outsiders.”



The need developed to retain women & minorities:
Awareness-based diversity training to all employees
Sexual harassment policies
Beginning of benchmarking
Linking diversity to the strategic plan

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Current Status: Diversity & Inclusion

Inclusion: *Creating a working culture that values the differences between people.*

- Requires individuals to alter their innate beliefs and behaviors, which is difficult.
- Refers to a state of being valued, respected and supported.



Best Practices

Top 50 Companies of 2014 per DiversityInc

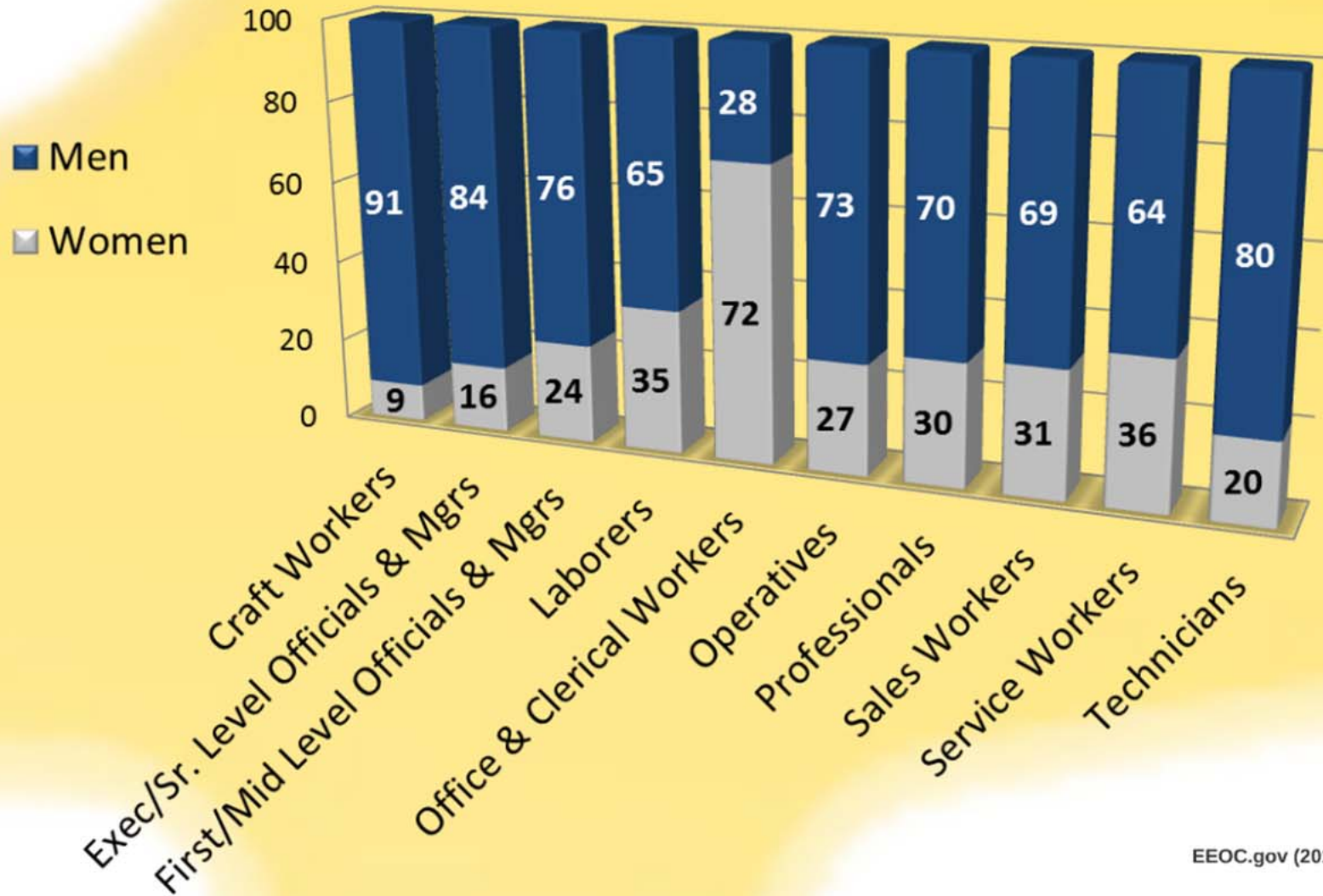
What Do They Do??!!

- Support from the top! CEO is the most important diversity officer
- Compensation of executives tied to diversity goals
- Diversity & Inclusion director
- Internal resource groups have business charters
- Formal mentoring programs
- Board of Directors is diverse
- Spend their money with minority/women owned businesses
- Partnering with multicultural nonprofits – on the board, volunteer
- Philanthropy – giving to nonprofits
- CEO statement about the importance of D&I on the website
- Corporate mission statement includes diversity
- Initiatives are constantly being measured against top companies
- Sponsorship programs
- CEO chairs the diversity council, meet quarterly
- Review supplier diversity metrics

Current Status

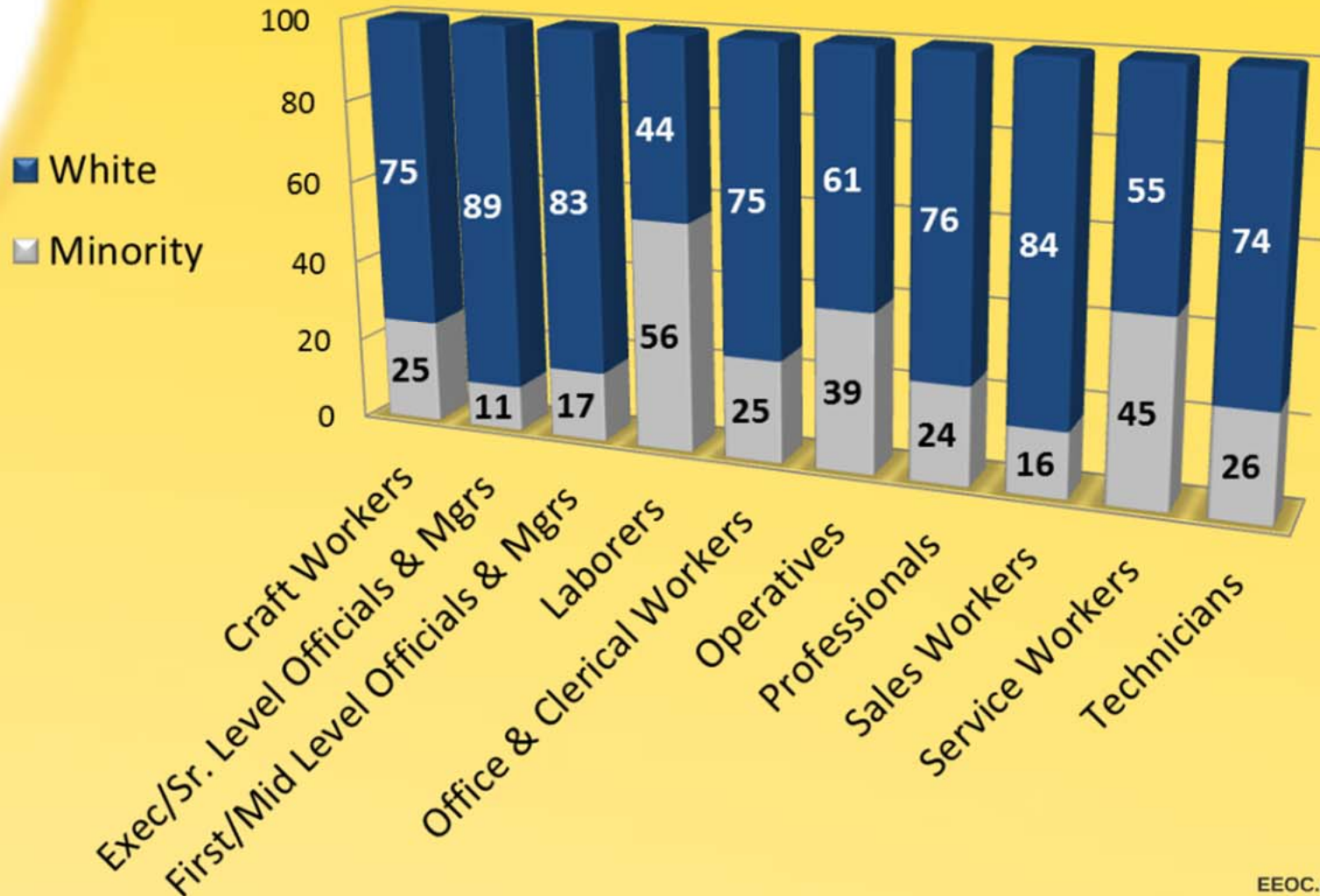
U.S. Manufacturing Sectors

% Male/Female Workers by Occupation



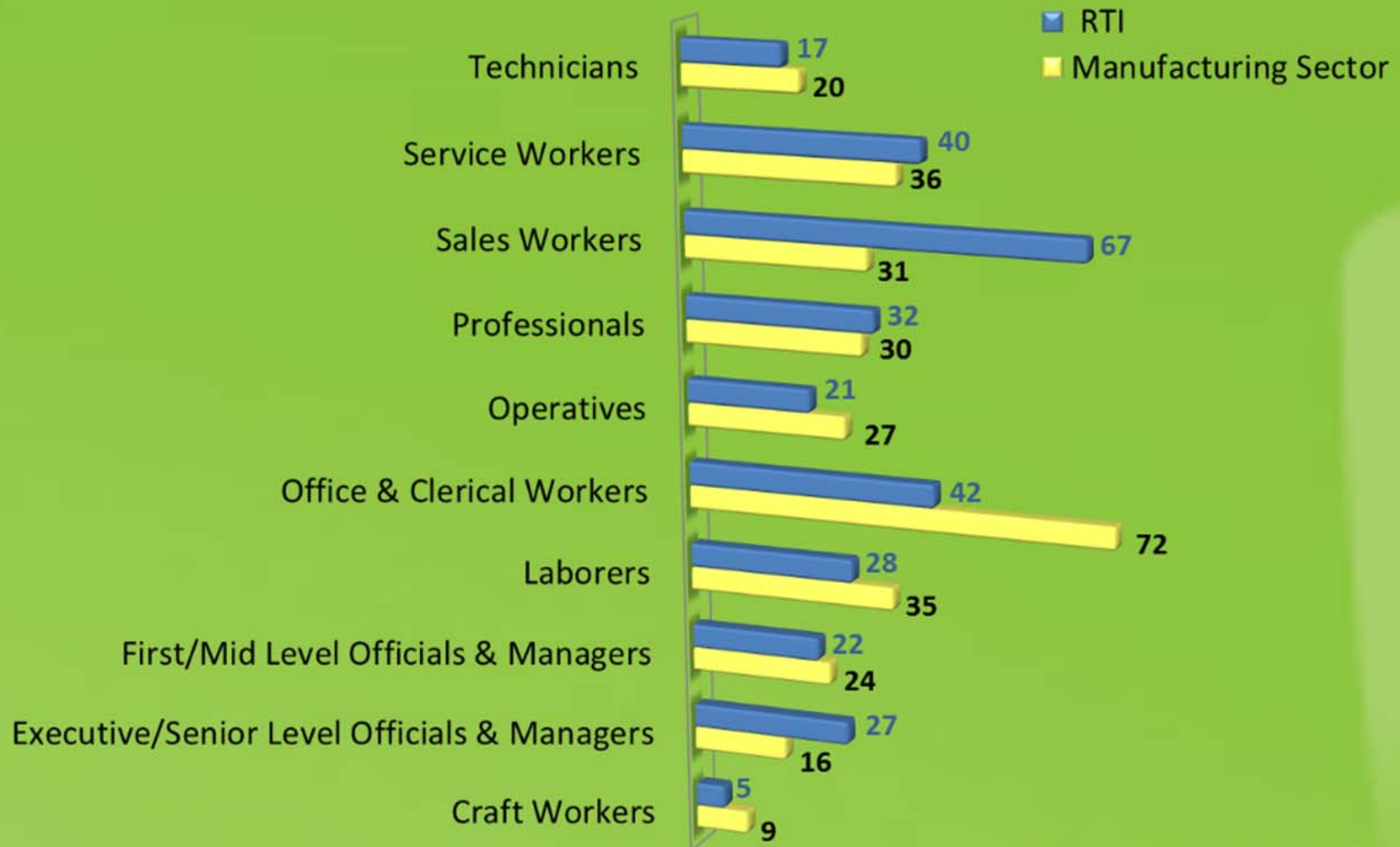
Current Status U.S. Manufacturing Sectors

% of Minority Workers by Occupation



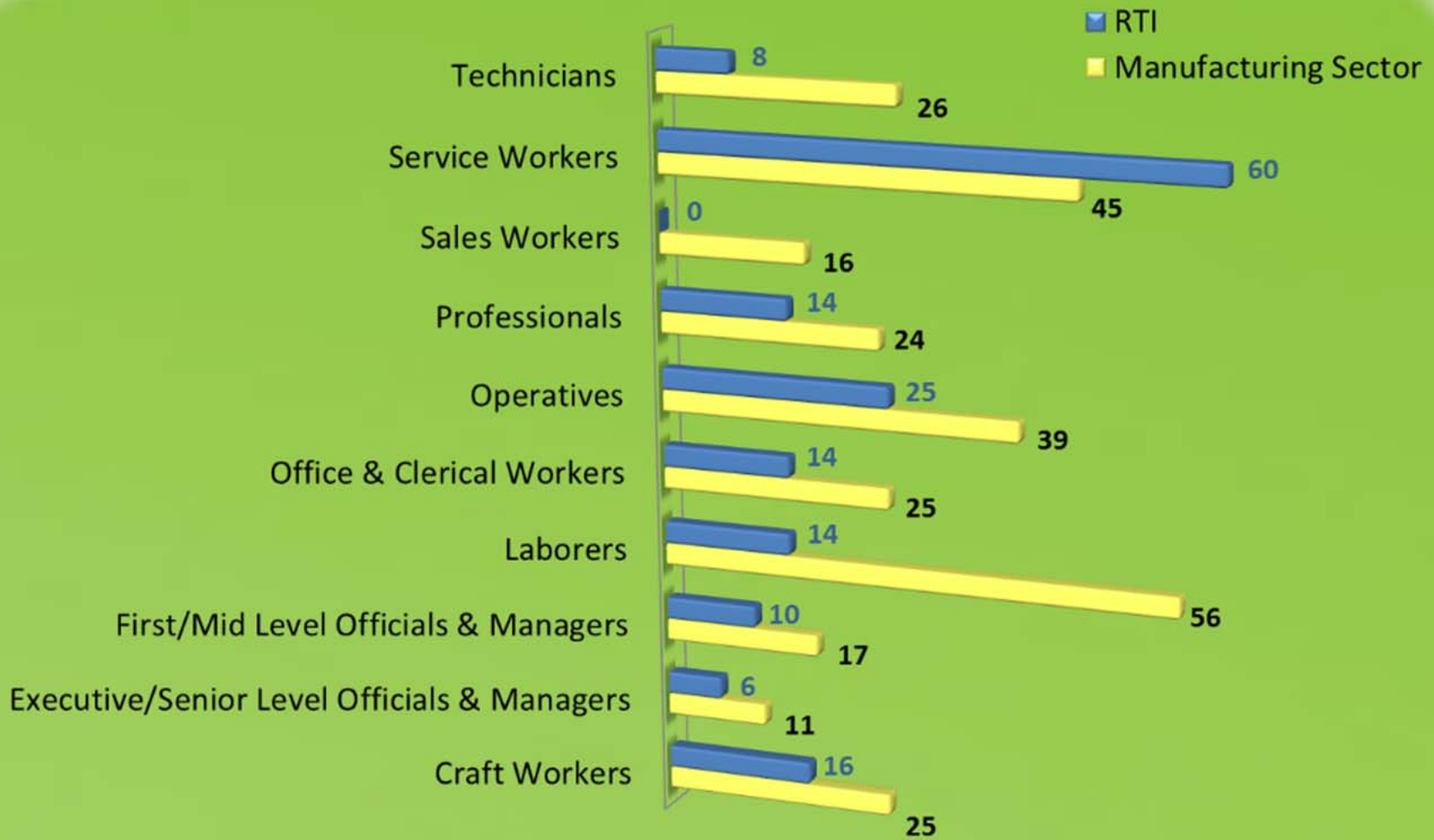
Current Status - RTI

Comparison of RTI vs. Manufacturing Sectors % Women Workers by Occupation

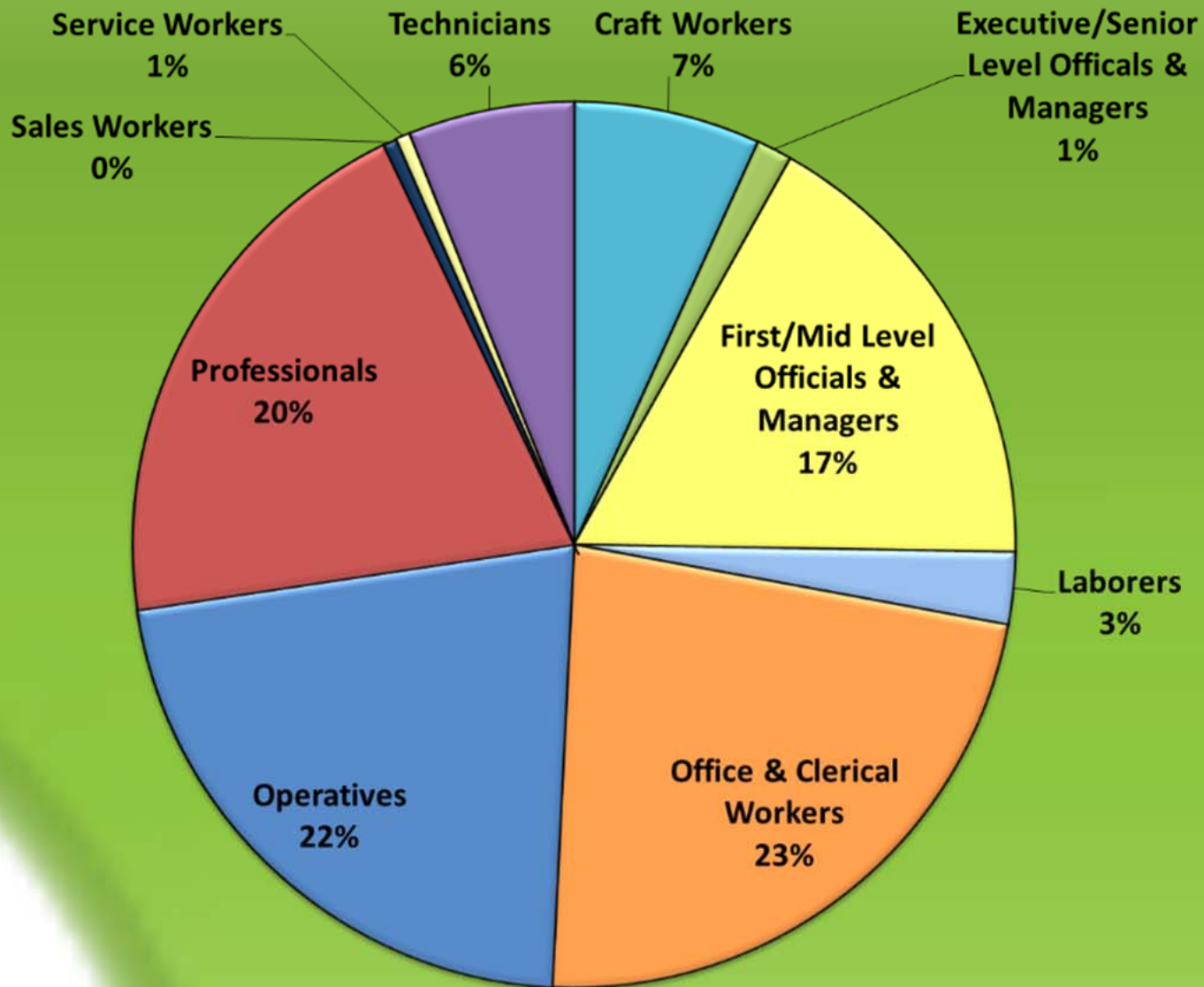


Current Status - RTI

Comparison of RTI vs. Manufacturing Sectors % Minority Workers by Occupation



Where are the Women at RTI?



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Diversity Initiatives at RTI



Diversity...

Our workforce is inclusive of multiple cultures, thought, ideas and backgrounds.

This is reflected in how we operate and enables our global success.

Center of Gravity:

Measurement

Promotions & Hiring

Leadership Positions

Industry D&I Roundtable

Talent Pipeline

Effecting Change

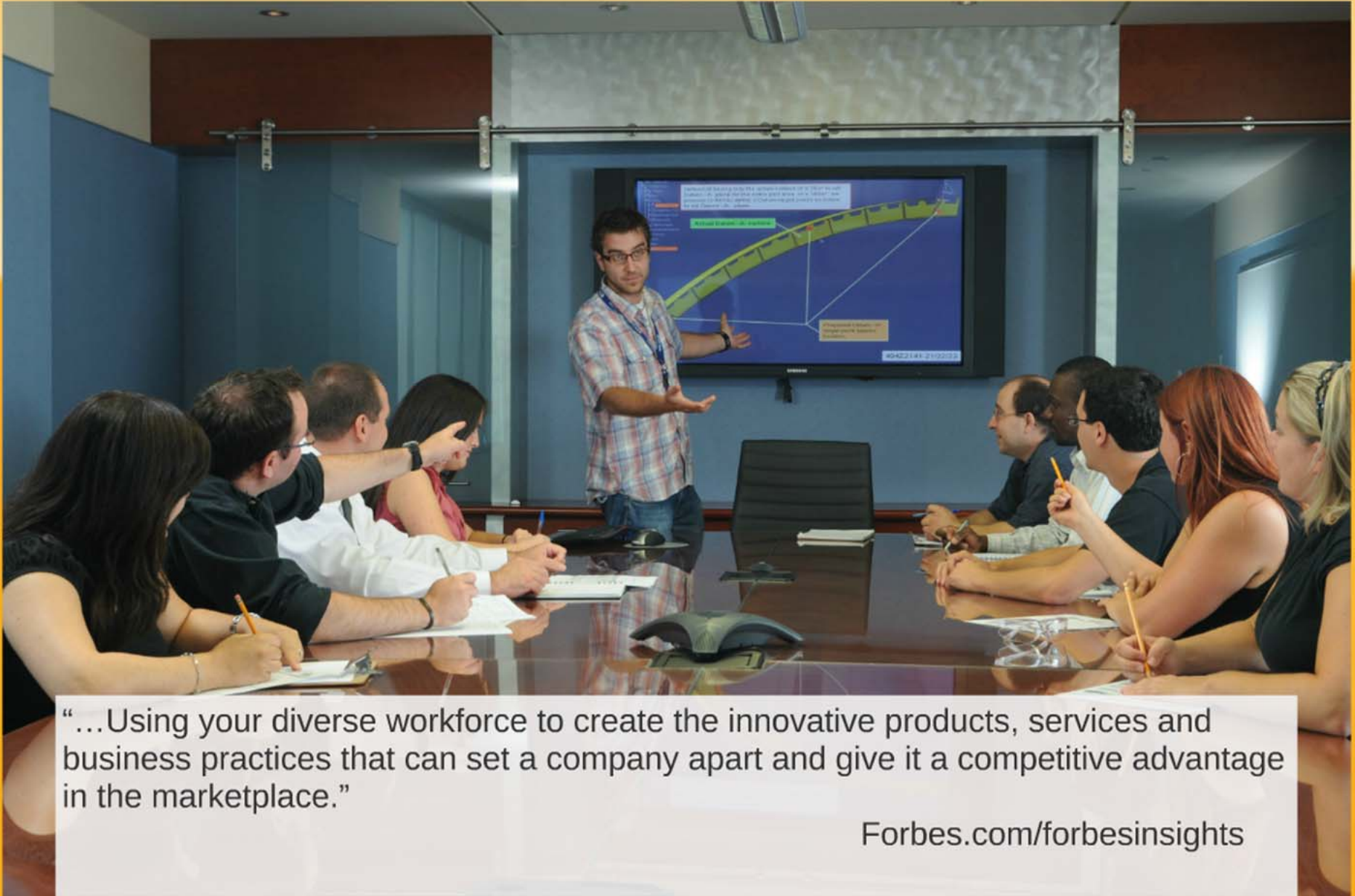
Point - Counterpoint
Lean-In vs. Why Women Still Can't Have it All



*"Face the facts of being what you are,
for that is what changes what you are."*

Soren Kierkegaard
Danish philosopher

What's At Stake – The Driving Forces



“...Using your diverse workforce to create the innovative products, services and business practices that can set a company apart and give it a competitive advantage in the marketplace.”

[Forbes.com/forbesinsights](https://www.forbes.com/forbesinsights)

What's At Stake – The Driving Forces

- Business Growth
- Key Driver of Innovation, Foster Creativity
- Attract & Retain Top Talent
- Guide Business Strategy
- Increase Productivity
- Avoid Litigation

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Why Does it Matter?



Change starts from within.

