

RAYTHEON AUSTRALIA'S
WOMEN IN STEM
DECADAL PLAN RESPONSE

WOMEN IN STEM DECADAL PLAN

As a national employer of highly-skilled engineers, Raytheon Australia is investing in the next generation of women engineers by creating pathways to fulfilling STEM careers.

FORMAL RESPONSE

INTRODUCTION

Raytheon Australia welcomes the release of the inaugural Women in STEM Decadal Plan by the Australian Academy of Science and the Australian Academy of Technology and Engineering and shares the view that STEM is the foundation of Australia's future workforce.

As a national employer of highly-skilled engineers, Raytheon invests in the next generation of women engineers by creating pathways to fulfilling STEM careers. The company's goal is to identify, reach, attract and retain the best talent in the industry—irrespective of gender, race or creed.

Given the preeminence that STEM skills will gain in the labour market over the coming decades, it is critical that action is taken now to create career pathways that will enable more women to enter into STEM industries—such as in the engineering and technical roles found within Raytheon.

It is with this in mind that Raytheon is an inaugural champion of the Decadal Plan. As a key supporter of this initiative, Raytheon is committed to the Leadership focus area that is represented in the Decadal Plan. The company's demonstration of its commitment is outlined below.

LEADERSHIP

Raytheon is increasing participation of women in STEM industries now and into the future. The company has a culture that is strategy-led and values based, with a focus on being deliberately diverse and inclusive.

Driving this deliberate and focused culture is the head of Raytheon Australia, Michael Ward, the company's Managing Director. Michael is a strong supporter of diversity initiatives that attract the country's top STEM talent, and has invested in programs to grow their skills within the company once employed. He recognises that senior leaders must engage in a visible commitment to gender diversity and inclusion, and this belief informs his actions.

Raytheon provides opportunities for women to advance to positions of leadership. This investment is paying dividends with women's participation in senior management roles almost doubling in the past four years to 2019.

The company employs a number of women in senior leadership positions—including the Heads of Business Operations and Human Resources, as well the General Manager Mission Solutions, the Engineering Staff Executive, the Talent Director, the company's gender diversity champion and numerous other women in leadership positions at various levels of seniority throughout the company.

DEVELOPING LEADERS WITHIN

Under his stewardship, the company has established a professional development program known as the Raytheon Australia Leadership Continuum, which is growing a pipeline of talented leaders at every level of the organisation— many of whom are women.

The Leadership Continuum is complemented by annual values and behaviours training across the enterprise, which Michael has mandated for all Raytheon Australia employees to eliminate gender bias and raise awareness of the importance of diversity. It comprises a number of strategy, business management and succession planning activities. The curriculum includes structured learning, external academic expertise, ongoing development activities and Raytheon's talent management tools and processes.



Frontline Leadership



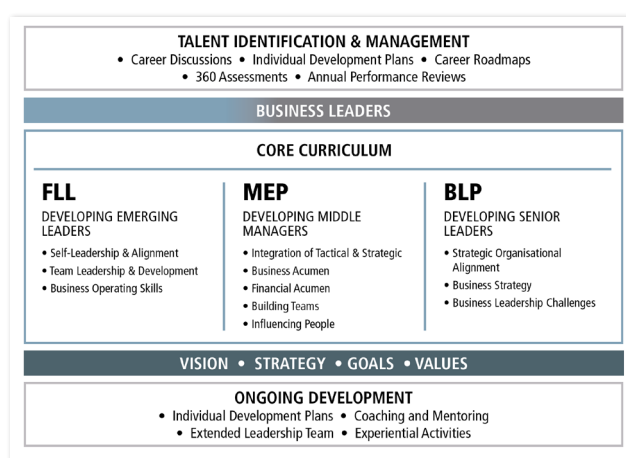
Management Excellence Program



Business Leadership Program

The Continuum spans all levels of leadership within the company through three main programs — the Frontline Leadership Program (FLL), the Management Excellence Program (MEP) and the Business Leadership Program (BLP). The curriculum for each program is informed by the company's strategy and developed by human resources, in consultation with other functions and product lines. Each program builds on the previous program, with BLP aimed at senior managers within the company.

The Leadership Continuum was launched in 2010, and there have been 652 graduates to date. The majority of program graduates have been promoted to more senior roles within the company including numerous women.



LEADERSHIP CONTINUUM FRAMEWORK

Women's participation in each of the Leadership Continuum programs has grown year on year. This is a positive development for women in the company, as it puts them squarely in the leadership succession pipeline—thus increasing their representation in management positions—and internal tracking has indicated that women who undertake Leadership Continuum programs have a reduced attrition rate, which helps drive business outcomes.

Michael's commitment to developing strong leaders of all genders is echoed by the company's dedication to developing leaders of all genders. He has championed an inclusive and diverse culture via his own behaviours, and through a practical and structured approach to removing barriers in the workplace so that every employee can achieve their full potential.

A practical example of this is Michael's introduction of the Strategy Executive; a role that has been held by a number of women. This highly coveted position is an annual rotation reserved for a hand selected high potential employee on the cusp of a very senior role in the organisation. The Strategy Executive reports to the Head of Strategy and Business Development and works closely with the Managing Director and other senior leaders.

The company has a number of other STEM specific leadership initiatives in addition to the creation of the Strategy Executive role, and the Leadership Continuum Programs. These include Raytheon's participation in external mentoring programs whereby women engineers provide mentoring and coaching to other women engineers employed elsewhere in the industry, and the appointment of an emerging women engineer to the role of Engineering Staff Executive to assist in career acceleration.

Raytheon's professional development programs allow people of all genders in STEM roles, or from STEM backgrounds, to advance their career and gain senior leadership positions by putting them in the succession pipeline. Having women from STEM backgrounds in senior leadership roles in STEM industries is an important factor in removing barriers and encouraging greater workforce participation. Beyond that, it enables those individuals to become visible role models to encourage the next generation.

WORKPLACE CULTURE

Beyond the Leadership Continuum, Michael has championed the development, funding and execution of a detailed diversity and inclusion strategy that has culminated in the company's Five Point Diversity Plan.

The plan outlines Raytheon's approach to diversity, and highlights the company's focus on maximising growth and enhancing capability through its commitment to a diverse and inclusive culture that taps into a variety of perspectives and ideas. Further, it reaffirms the company's commitment to creating an environment where every employee can see themselves thriving and contributing fully to the organisation while also bringing their 'whole self' to work.

The Five Point Plan affirms the company's commitment to:

- 1) Investing in a pipeline of diverse talent that supports its growth and sustainment priorities.
- 2) Renewing its talent acquisition, retention and development processes to institutionalise inclusion as a key element.
- 3) Renewal and rollout of workplace behaviour and cultural training.
- 4) Holding leaders accountable for behaviours that impact on an inclusive environment.
- 5) The company will consistently demonstrate and communicate these initiatives across the enterprise to drive conversation, inclusive behaviours and high performance.

Raytheon Australia is focused on maximising growth and capability through a commitment to a diverse and inclusive culture where we can tap into a variety of perspectives and ideas.

We commit to creating an environment where every single employee and candidate can envision and reach their full potential, contributing fully to the organisation.

FIVE POINT PLAN:

1

Investing in a diverse pipeline of talent that supports our sustainment and growth priorities

2

Renewing our talent acquisition, retention and development processes to institutionalise inclusion as a key element

3

Renewal and rollout of workplace behaviour and cultural training

4

Flowing from training – we will hold our leaders to account for behaviours that impact an inclusive environment

5

We will consistently demonstrate and communicate these initiatives across the enterprise to drive conversation, inclusive behaviours and high performance.

RAYTHEON AUSTRALIA'S FIVE POINT PLAN

Through tools such as recognition programs to drive positive change, formal performance rating systems to drive behaviours and annual leadership goals specific to inclusion to shape a new culture, Michael has demonstrated his commitment to holding leaders to account for culture. The result of this approach has been that readiness for progression is measured, at least in part, by an individual's commitment to inclusive leadership. Linking inclusion to performance allows for more than simple rhetoric-based compliance.

The company has long recognised the importance of a HR team with professionals who have experience in diversity, inclusion and cultural change activities. To support this, Michael has appointed a seasoned diversity professional as the head of Raytheon's talent acquisition team. This is in addition to diversity officers and leadership champions to support Ward's gender, indigenous and veteran employment diversity platforms.

EDUCATION

Apart from internal company leadership, Raytheon has established itself as an industry leader in community engagement. The company is invested in creating a pipeline of future talent, and that means engaging early with young students of all genders.

The company has had a twelve year association with Questacon, Australia's National Science and Technology Centre. Through a series of sponsorships over this period the company has established a strong and trusted partnership with the organisation to inspire the next generation of scientists and engineers.

This has comprised a number of projects including:

- The “Innovation Factory” travelling exhibition, telling the story of systems integration, which has reached 600,000 people in science centres across Australia
- The establishment of the Questacon Schmidt Digital Studio, named after Nobel Prize winning scientist Prof Brian Schmidt, which has become Questacon's mechanism to deliver live and interactive science workshops to schools across Australia, particularly in distant regional areas, through video conferencing
- Mission Astronautica – a project to link schools students with NASA astronauts and the Raytheon engineers who train them at the NASA Neutral Buoyancy Laboratory at the Johnson Space Centre
- Engineering is Elementary—a program developed by the Boston Museum of Science that uses engineering challenges to introduce younger students to engineering concepts.



The Engineering is Elementary (EiE) program is the most recent, and arguably the most significant of Raytheon's programs with Questacon because it targeted teachers as much as it did students. This is an important distinction as few people have the ability to influence young women and men during their formative educational years as their teachers do.

This trial of the program took place in 2017 and 2018. Questacon staff members travelled to Boston in 2017 to undertake training. Professional learning workshops were then delivered to 67 primary school teachers from across 41 schools in the Australian Capital Territory and South Australia.

Phase two of the pilot was launched in June 2018. This phase of the activity involved more professional learning workshops, as well as further units being trialed in more primary schools located in the Australian Capital Territory, South Australia, New South Wales and Queensland.

An additional 80 teachers from 47 schools attended the learning workshops for this phase. Following the workshops, teachers received resource kits, in-class support and online support materials to equip them to be able to run the lessons in their own classrooms.

To date EiE has equipped 147 teachers from four Australian states and territories with the skills and confidence needed to teach the program to their students.

Teachers who can confidently teach their students about engineering, and otherwise engage with them about it are one of the surest ways that we can fan the flame of STEM interest in Australian students of all genders. Questacon has since undertaken an evaluation of the EiE pilot which found the following outcomes:

- The learning workshops increased the percentage of teachers feeling confident in their understanding of engineering from 41 per cent to 92 per cent;
- 60 per cent of teacher respondents reported they were confident of teaching other EiE units without further professional development;
- 90 per cent of respondents have presented on EiE or shared content with their colleagues;
- There had been a substantial increase in the numbers of teachers expressing confidence in their understanding of the engineering design process and how science, technology and engineering interrelate; and

The learning workshops had dramatically increased teachers' preparedness to teach EiE and to integrate EiE into their own curriculum.

RAYTHEON'S COMMITMENT

While the company has made significant inroads into investing in diversity initiatives to get more women into the workplace; in establishing leadership development opportunities for Raytheon's women employees, and in engaging with the community, more can always be done. The company is committed to increasing women's participation in programs like the Leadership Continuum, removing barriers to inclusion where they are identified, and taking a leadership role in the industry in terms of engaging with the community to promote STEM.

CONCLUSION

Raytheon is a company whose work is founded in STEM. With Michael Ward at the helm, and with the advice of senior women in the company, Raytheon continues to invest in creating a pipeline of new STEM employees to meet the engineering challenges of the future.

The company welcomes the Women in STEM Decadal plan, and shares the hope of the Australian Academy of Science that its release will herald a new era of gender diversity in STEM through the actions of industry, and government, to remove barriers, and advance women in STEM careers.