



To expand the reach of our annual enterprise diversity summit model, in 2009 Raytheon held a series of regional diversity summits in which more than 2,000 employees from across the company participated. At the summits, employees took part in breakout sessions where discussions and experiential learning activities provided opportunity to further explore diversity competencies.

Diversity

Fostering an Inclusive Culture

Raytheon's diversity vision is to create an inclusive culture that fully engages all employees and stakeholders to deliver superior business performance.

Building Diversity Competencies

Diversity awareness is not enough to create an inclusive environment. Fully implementing concepts of diversity and inclusion requires us to embrace change and develop skills to work across differences. Raytheon's diversity competencies are a collection of knowledge, skills, attitudes and behaviors that will allow us to excel in inclusiveness and capture the strength of our differences. An employee exhibiting our diversity competencies:

- Creates opportunity for all people to participate, contribute and give feedback;
- Builds diverse teams and organizations that value and include diverse perspectives;
- Proactively resolves diversity-related conflict;
- Actively encourages different ideas or viewpoints;
- Demonstrates the ability to adapt personal style to accommodate differences; and
- Demonstrates commitment to improvement and continuous learning related to diversity and inclusion.

Regional Summits

Raytheon's enterprise diversity summit model, established in 2005, has effectively increased the momentum of our diversity initiatives through impactful experiential learning and leadership commitment. To expand the reach of our diversity programs, in 2009 we held a series of regional summits in which 2,400 employees from across the company participated. Following each event, attendees, diversity champions and game changers committed to take action by communicating, educating and engaging other Raytheon employees around our diversity competencies and embedding them in our daily interactions.

Improving Our Workforce Diversity

Raytheon is committed to building an inclusive culture in the workplace that recognizes, respects and accepts individual differences. We recognize the importance of retaining, attracting and developing a diverse range of world-class talent in our employee ranks to maximize the potential of the company, and to bring the most value to our shareholders.



The **Diversity Wheel** is used to symbolize the breadth of qualities that make our culture vibrant and distinctive.

2009 EOS Survey

Our 2009 Employee Opinion Survey gave Raytheon a 97% favorability rating for diversity versus the national average of 67%. Ratings for all questions in this category improved significantly over our 2007 survey, reflecting our progress in embedding diversity awareness in our culture.

Supplier Diversity

Raytheon's supplier diversity policies and practices are an integral part of building a world-class supply chain. Small, minority-, women- and veteran-owned businesses make up a significant number of Raytheon's supplier excellence awardees. In 2009, a supplier nominated by Raytheon was named the National Subcontractor of the Year by the U.S. Small Business Administration. Raytheon was also named Corporate Advocate of the Year by the National Center for American Indian Enterprise Development and the National Minority Supplier Development Council®.

In 2009, Raytheon spent \$2.3 billion with small businesses; \$390 million with small, disadvantaged businesses; \$304 million with women-owned small businesses; and \$381 million with veteran-owned businesses.



The **Raytheon Diversity** insignia reflects our commitment to diversity while providing a unifying device to help the company leverage the efforts of our many employees.