

Stronger Together Employee Guide

Becoming an Anti-Racist Today
July 2020



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"To be antiracist is to think nothing is behaviorally wrong or right—inferior or superior—with any of the racial groups. Whenever the antiracist sees individuals behaving positively or negatively, the antiracist sees exactly that: individuals behaving positively or negatively, not representatives of whole races. To be antiracist is to deracialize behavior, to remove the tattooed stereotype from every racialized body. Behavior is something humans do, not races do."

-Ibram X. Kendi, author of *How to Be an Antiracist*

Interrupting Biases

So, how do you interrupt biases you might not know you have, and in some cases, are adamantly opposed to? Here are five ways to begin:

- 1 Be proactive.** You're already taking the first step by reading this guide. That's a great start! Take it a step further and educate yourself by reading guides about racism or fiction written by people who have a different racial identity than you. Nonfiction creates awareness of hidden biases, and fiction creates empathy for others.
- 2 Contribute.** Financially and verbally support pro-POC movements and POC-owned businesses.
- 3 Reach out.** Ask for honest and direct feedback from colleagues about your speech and behavior. You might need someone else to shine a light on areas where you're in the dark.
- 4 Be open.** When someone gives you feedback, try not to take it personally if what they've said is upsetting. Just listen and allow yourself a few days to ponder whether there might be some truth behind their comments.
- 5 Speak up.** Stand up for others who are being discriminated against in both covert ways (not getting an invitation to lunch, not being included in a meeting with peers, having to do twice the work for half the credit, etc.) and overt ways (bearing the brunt of blame, being talked over in a meeting, etc.).

Pro Inclusion Tip

Listen to the experiences of others, especially those with marginalized identities (those groups treated as insignificant or peripheral) who often don't have an equal say in decision making. Give them the floor in meetings or on calls, even if it means silencing yourself to do so. You learn more when you listen than when you speak anyway, so it's a win-win.

Working Toward Inclusivity & Belonging

After you've confronted your own biases and are helping put a stop to discrimination, work diligently to build a workplace that is inclusive, where all employees belong.

Make some of these practical changes that can help make work life more inclusive:



Change 1: Mindfully hand out high-value projects.

Reconsider who is capable of doing important jobs, and look outside of your small team of champions. Chances are good someone who is not on your usual list can excel at the job, says Joyce Norcini, former general counsel for Nokia Siemens Networks.



Change 2: Respond quickly to double standards and idea theft.

When you see instances of majority-group members taking or being given credit for ideas that people of color originally offered, speak up and give the idea originators their due.



Change 3: Seek opinions from those who don't speak up.

Some people are brought up to be modest or quiet, which can lead them to hold back their opinions. Counter this by actively seeking out their thoughts. "Jackie, you're experienced here. What's your take on this?"



Change 4: Learn what to say and what not to say.

People with the best intentions are often unwittingly causing harm with their language, especially during tumultuous times like we're living in today. This guide, adapted from Adunola Adeshola, Forbes contributor and executive coach, offers some insight.

What Not To Say to Your Black Colleagues Right Now

"I'm scared to say the wrong thing to you."

This asks your Black colleague to either console you or help you figure out what to say, which isn't fair.

"I hope/pray things change soon."

This shows that you *mean* well, but meaning well isn't enough. Adeshola says, "This is the time to *do* well."

"I can't wait for things to calm down and get back to normal."

This says that your comfort is more important than the message of anti-racism.

What To Say

"I'm having conversations about racism with my non-Black family and friends, even though I'm afraid."

This shows Black colleagues that you're being courageous enough to take a stand.

**"I'm taking these steps to become a better ally."
"I'm shutting down racist comments on my team."
"I'm supporting the fight against racism by calling my representatives, backing Black businesses, and/or XYZ."**

This shows that you're paying more than lip service to the anti-racism movement.

"I realize my discomfort is a fraction of what you're feeling."

Acknowledge that while you might feel unsettled right now, Adeshola says Black people are "exhausted, mentally drained, frustrated, stressed, barely sleeping, scared and overwhelmed," feelings which demand empathy and action.

Pro Inclusion Tip

To create unity in your group, talk about your organization's shared values. Use common examples of cooperation that everyone can relate to no matter their identity, like hospital staff working in unison to save a patient or sports teammates playing together to win the game. We're all human, and we all want to feel like we are part of something greater than ourselves.

Building Belonging

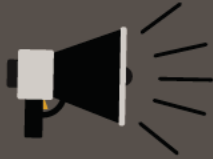
Belonging means being part of a group, sharing with others and feeling secure enough to be who you really are. No matter where we come from, we all want to belong. It's human nature and one thing we have in common.

When employees feel they belong, performance and retention increase. When they feel they don't belong, their work can suffer. And if enough people feel the same, the entire company can suffer.

How to Build Belonging



Recognize
accomplishments



Encourage free
expression



Value everyone's
contributions



Help others feel
comfortable at work



Communicate
transparently



Have you heard of the term **intersectionality**?

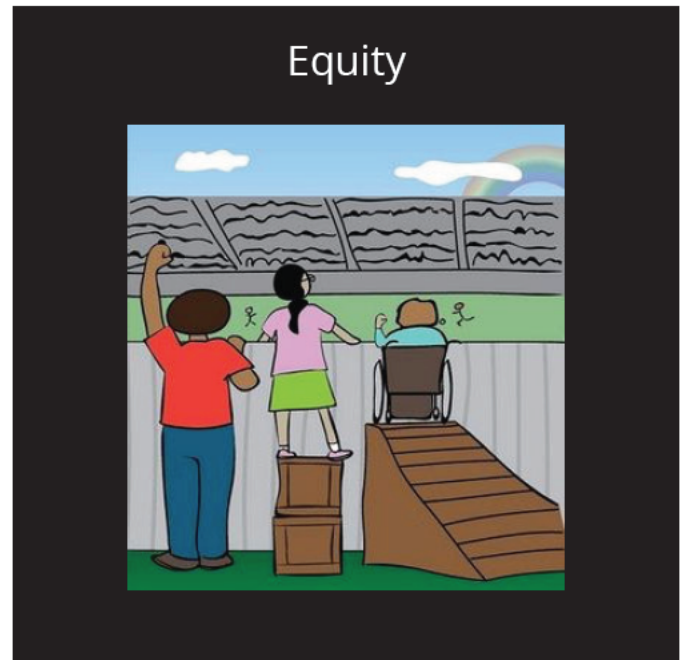
Basically, it's the way in which different forms of discrimination overlap. For instance, a Black person who is also a member of the LGBTQ community, or a Chinese-American who is disabled, face different and greater discrimination than someone who carries one marginalized identity.

Pro Inclusion Tip

Someone's race or ethnicity isn't a taboo topic. Talk openly about it to appeal to people's conscious values and challenge their unconscious biases. You cannot address racial injustice in the workplace if you do not acknowledge that different experiences exist for people. But be aware that if you're going to talk about race, identify *everyone's* race, including those who are White. By identifying someone as Black or Latin, but *not* categorizing someone else as White, you're saying that White is the norm by which all other races are measured.

Establishing Equity

Equality is a noble goal. Equal treatment and access to opportunities help each of us perform our best within a shared set of parameters. But we really need to be striving for *equity*, where we focus on the equality of the outcome, not the equality of the experience by taking individual needs and skills into account.

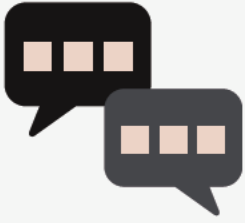


A Challenge

So, what can you do about racism? Krishna Kuman of ISEC says to do this to combat it in your organization:

- 1** Be a change agent by calling out microaggressions and other racist behavior when you witness them.
- 2** Speak up to leadership about discriminatory policies and hiring practices, and ask when changes will be made.
- 3** Pass the mic to those who are excluded and silenced, redirecting the conversation using their names so their voices are heard.

In your workplace, you (yes, YOU) can be the person who takes action to ensure everyone feels like they belong, a goal for every single individual at Raytheon Technologies.



Discussion Starter

Before you begin, tell everyone that the primary focus of this discussion is on solutions, not blame or shame.



Ice Breaker



While it is important to educate ourselves about our implicit biases and how they support racism across the globe, it is vital and urgent to make a difference in our workplace and communities. Let's go around the group and discuss this question:
"What actionable steps can you take to be an anti-racist?"

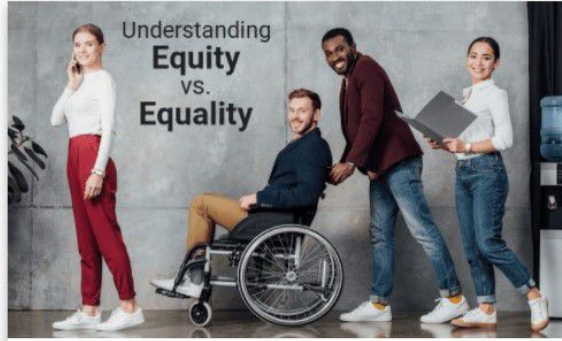


Deeper Group Discussion:

- Do you feel equipped to become part of the solution? If not, will you commit to learning more using some of the resources that follow?
- How can we, as a group, support everyone else as they learn more about anti-racism?
- What changes should our organization make within the month to support anti-racism?
- What questions do you still have about racism?

Reflect

Examine yourself. If some of the things you've heard or read today leave you feeling uncomfortable, defensive or upset, ask yourself why, without casting blame. If your answer is something like, "Because I don't judge anyone by their skin color. I appreciate everyone no matter who they are," then consider that you might not see them in any particular way related to race, but society does. Focusing on your feelings instead of taking action will hold everyone back from making lasting, vital change.



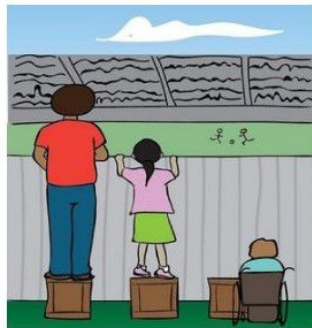
Video: The Difference of Two Little Letters

Equality is a noble goal. Equal treatment and access to opportunities help each of us perform our best within a shared set of parameters. But what about when the same thing doesn't work for everyone in the same way? This is where *equity* comes in.

Equality

Definition Equality means treating each person the same, offering them the same tools and opportunities regardless of their differences.

Example Every student in a classroom is given the same desk, materials, and books regardless of physical and learning differences.



Equity

Equity focuses on the equality of the *outcome* by taking individual needs and skills into account.

Every student in a classroom is given the type of desk and learning materials that fits their physical and educational needs.





Photo Credit: <https://www.unitedwaysela.org/>

When thinking about equity we must also consider the structural barriers that keep us from achieving it. Often considered “the way things are,” these obstacles are built into the foundations of our industries and society. For example, despite having equal qualifications, working mothers often find themselves overlooked for promotions even after returning from maternity leave.



Watch: Using the example of healthcare, this short video demonstrates the simple difference between equality and equity, highlighting the fact that equity takes individual needs and talents into account for the sake of fairness.



Take Away: Equality and equity aren't separate goals. Instead, considering both helps us work toward equal outcomes while acknowledging that we can't all get there on the same path or using the same tools. Like with the illustration, giving all three people a box provides one with something he doesn't need, helps another, and does nothing for the third, while the second image considers individual needs.

Stronger Together Resource Center

Day of Understanding



Raytheon Technologies relies on employees to find new solutions and disrupt traditional ways of thinking to create the future and stay ahead of the competition. Research shows that companies are more innovative, make better decisions and perform better financially when they bring together people with different viewpoints, experiences and backgrounds.

The bottom line: More inclusive workplaces are better for everyone.

CEO Greg Hayes recently signed the CEO Action for Diversity & Inclusion™ **pledge**, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. Hayes joins nearly 2,000 CEOs of the world's leading companies who have committed to a specific set of actions to:

- 1 Continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.
- 2 Implement and expand unconscious bias education.
- 3 Share best known—and unsuccessful—actions.
- 4 Create and share strategic inclusion and diversity plans with their board of directors.

understanding what racism, and privilege, looks like today. Then, they will open up the conversation, answering questions and facilitating dialogue about the importance of individual change and how it creates a culture of authentic inclusion and diversity at work, and a more equal and just society overall.

Here are actions you can take:

1 / 4 Take the I ACT ON pledge.

We all contribute to our company culture. Make a commitment to foster an inclusive workplace through your behavior by [signing the I ACT ON pledge](#).

I pledge to check my bias, speak up for others and show up for all.

- I will check my own biases and take meaningful action to understand and mitigate them.
- I will initiate meaningful, complex, and sometimes difficult, conversations with my friends and colleagues.
- I will ask myself, “Do my actions and words reflect the value of inclusion?”
- I will move outside my comfort zone to learn about the experiences and perspectives of others.
- I will share my insights related to what I have learned.

Read [this story](#) about why one of your colleagues signed the pledge.

2 / 4 Have an open conversation with a friend, colleague or your team.

Empathy and active listening are key to strengthening connections and understanding new perspectives. [Use this resource](#) to help start a candid conversation with someone you know.

Intersectionality

Antecedents

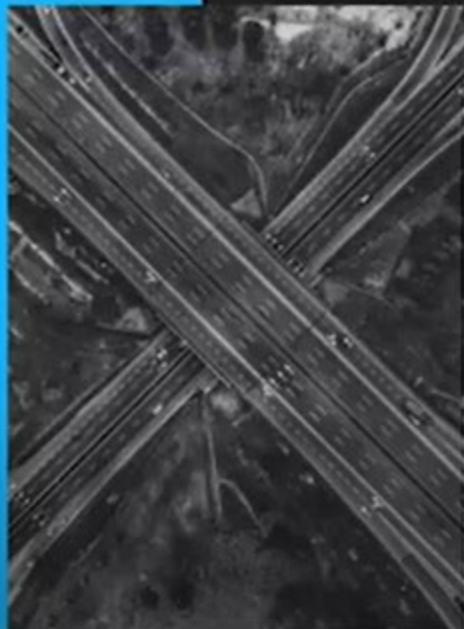
- Black Feminist Critique
- "Interlocking Systems of Oppression"

Analysis

- Limits single axis frameworks
- Highlights our framing problem

Legal Issue

- Emma DeGraffenreid v. General Motors Assembly Div. (1976)





"Intersectionality is an analytic sensibility, a way of thinking about identity and its relationship to power. Originally articulated on behalf of black women, the term brought to light the invisibility of many constituents within groups that claim them as members, but often fail to represent them. Intersectional erasures are not exclusive to black women."

Kimberlé Crenshaw



Pillars of Allyship



Educate

Address

Listen

Amplify

Speak Up

Respect

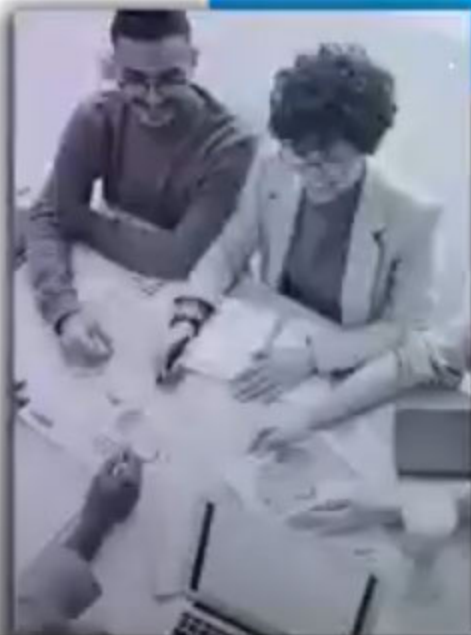
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Developing Intersectional Allyship in the Workplace

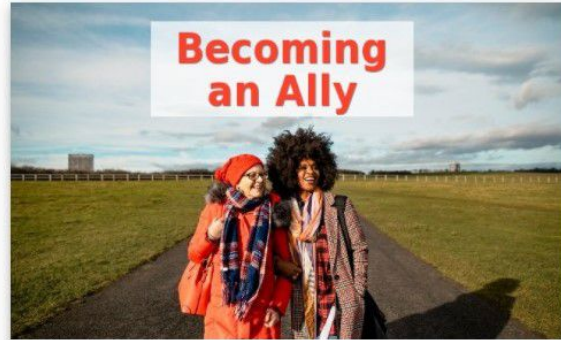
OUT & EQUAL
WORKPLACE ADVOCATES



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 **Raytheon**
technologies

Meeting Expires In
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Becoming an Ally



Using Your Everyday Privilege

Privilege is often ignorable, unless you don't have it. As award-winning psychologist and professor at New York University's Stern School of Business Dolly Chugh writes, "In America, if you are white or Christian or able-bodied or straight or English-speaking, these particular identities are easy to forget." This is called "ordinary privilege" because these identities and traits easily blend in with the people and norms around us.

The question for allies is this: "How can you use your privilege to help others?"

Identify Your Privilege



First, consider those aspects of your identity that you think about the least. Be it your gender or ethnicity or sexual orientation, once you pinpoint your ordinary privileges you can better utilize them to help others who don't share the same ones.

Learn About Others' Disadvantages



Take your freshly opened mind and seek to understand others' experiences. You can do this by increasing your awareness in your own life and looking beyond to the world in general. The internet—news, blogs, social media—is a great place to start!

Speak Up



Just as the luxury to ignore microaggressions and other injustices is a tenet of privilege, action is the cornerstone of allyship. If you witness a problem, say something. Your privilege will help you be heard.

Step Aside



Recognizing your privilege also means recognizing when other voices are more important than your own. Be sure to amplify others instead of attempting to speak for them.

Straightness is a powerful example of privilege. If you're a straight person, it's likely you can go long periods without consciously considering how your sexual orientation impacts how you interact with the



▾ Diversity 2020

▾ Diversity & Inclusion

▾ Employee Resource Groups

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[ERG Senior Leader Advisors](#)

[ERG Global Presidents](#)

Employee Resource Groups

Raytheon employees represent our talent, identity and our future. To advance an inclusive culture, Raytheon Employee Resource Groups (ERGs) exist to lead and contribute to projects at Raytheon and in our greater communities. ERGs are forums where employees can communicate and network. An integral part of our company, ERGs represent employees that possess particular insights stemming from unique experiences, valuable to helping Raytheon achieve its vision of global growth.

ERGs Vision

Best in class global employee networks operating as valued strategic business partners, fostering employee success and an inclusive, engaged culture.

ERGs Mission

Energizing employees to support business objectives, growth, and innovation across the enterprise; attracting, retaining, and developing employees; and sustaining community connections.



RAYPRIDE

Lesbian, Gay, Bisexual, Transgender, Queer and Allies



HOLA

Hispanic Organization for Leadership Advancement



RAIN

Raytheon American Indian Network



RAPA

Raytheon Asian-Pacific Association



RAYBEN

Raytheon Black Employees Network



RAYVETS

Raytheon Employee Veterans Network (RAYVETS)



RADA

Raytheon Alliance for Diverse Abilities



RWN

Raytheon Women's Network



YESNET

Young Employee Success Network

Stronger Together

Multimedia Library

🕒 2 mins read

Monday, June 22, 2020

Check out books, movies and more recommended by your RTX teammates to help you expand your thinking and perspective.

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Articles and resources

- [Collins Aerospace leader shares advice and experiences with injustice](#) (RTXConnect)
- [Black People Need Stronger White Allies — Here's How You Can Be One](#) (Refinery 29)
- [We Must Step Up for Black People Right Now — Here's How](#) (Forbes)
- [A Guide to How You Can Support Marginalized Communities](#) (CNN)
- [raceAhead Newsletter](#) (Fortune)
- [21-Day Racial Equity Habit Building Challenge](#) (Debby Irving)
- [1619 Project](#) (The New York Times)
- [Maintaining Professionalism in the Age of Black Death Is ... A Lot](#) (Medium)
- [75 Things White People Can Do for Racial Justice](#) (Medium)
- [Conversation Ground Rules](#) (Catalyst.org)
- [Be Inclusive Every Day](#) (Catalyst.org)