



Ever since 1933, when the first Rockwell Collins radios marked every step of Admiral Byrd's historic journey to the South Pole, "trust" has been at the heart of how we do business. This Corporate Responsibility Report tells our story of how we build that trust, focusing on a business case for corporate responsibility that drives our bottom line, our innovative spirit and the future of our company and our world.

### **Saving millions through ES&H**

In alignment with our global growth strategy, we believe investing in environment, safety and health is the right thing to do for the world, and the smart thing to do for our business.

Our Global Sustainability Team identifies opportunities to reduce our carbon footprint and lower operating costs by actively managing and reducing energy usage. We have achieved a 26 percent reduction in greenhouse gas emissions since 2009. By fostering a company culture of energy conservation, we're saving millions of dollars in operating costs.

Others are noticing our environmental efforts. We're proud to be named, for the eighth year in a row, to the Dow Jones Sustainability North America Index. Our inclusion in the index is another measure of our commitment to sustainability – and responsibility.

### **Investing in STEM**

However, corporate responsibility goes beyond the environment. We believe making an investment in the social and educational health of our communities pays deep dividends.

In the 2016 fiscal year, Rockwell Collins contributed \$5.4 million in charitable and in-kind contributions to our communities, with more than half going toward education – specifically, science, technology, engineering and math (STEM).

I continue to serve on the board of directors of *FIRST*®, a global organization dedicated to building a better world for tomorrow by engaging students through STEM education. We believe our investment in *FIRST*, as well as other STEM efforts throughout the communities in which we live and work, is essential to developing the next generation of innovators who will lift our industry and Rockwell Collins to new heights.

### **Enhancing innovation through diversity and inclusion**

We also continue to believe strongly in the business case for our diversity and inclusion journey that broadens and empowers the voices that drive our company's path forward. Ours is a company and industry built on ideas. So it is essential that we build a work environment that embraces the kind of global variety of cultures, insights and experiences that lead to the best, most innovative thinking.

And we're pleased to be recognized for our accomplishments in this area each year. Recently, we were named to Victory Media's 2017 Military Friendly Employers list, as well as the 2016 "Top Supporters of Historically Black Colleges and Universities Engineering Schools" list by *US Black Engineer and Information Technology* magazine. In addition, we achieved a 100 percent score in the 2017 Corporate Equality Index from the Human Rights Campaign foundation for LGBT Workplace Equity.

### **Building a heritage of ethical behavior**

Equally, we must maintain Rockwell Collins' deeply ingrained culture of ethical business performance.

The recognition we've received eight years in a row from the Ethisphere® Institute as one of the World's Most Ethical Companies is a testament to our employees' high standards of business conduct. In addition, we were named most JUST Company in the Aerospace & Defense industry by JUST Capital and *Forbes*. Good corporate citizenship starts from the top, but to be among the most ethical companies requires a real commitment from all employees – as well as our suppliers, our business partners and associates – to do the right thing, for the right reasons, every time.

### **Our pledge to you**

As our company continues to grow, we pledge to maintain the highest environmental, social and ethical standards. Because it's how a successful company – one committed to building trust every day – conducts itself now and far into the future.



Kelly Ortberg  
Chairman, President and Chief Executive Officer



View our Corporate Responsibility Report  
online at [www3.rockwellcollins.com/csr](http://www3.rockwellcollins.com/csr)



# Sustaining our world

*We are committed to sustainable activities, products and services wherever we do business around the world.*

Investing in environment, safety and health makes good sense – and good business. So we work to infuse these initiatives into everything we do. And we're proud to be recognized for these efforts. What makes us even prouder? The impact that our efforts have had on our business, our suppliers and those around us.

## Policies and principles

To actively pursue sustainability, we provide our employees with guidelines in a range of areas throughout our company, including:

- › Environment, safety and health policy
- › Commitment and accountability
- › Continual improvement
- › Communication, training and emergency preparedness
- › Management system assessments
- › Life cycle value stream management
- › Natural resources, energy and greenhouse gases
- › Influence on public policy
- › Human rights

## Environment, safety and health management

We believe an emphasis on environment, safety and health must be an integral part of managing our business and serves as a competitive business advantage. We strive to exceed legal and other requirements, enhance our management processes and participate in voluntary programs worldwide.

## Supply chain management

As both a supplier and customer, Rockwell Collins is well aware of the role sustainability plays at every step in the supply chain. We expect our suppliers to demonstrate stewardship of the environment and community and we recognize those who do so through our Supplier Stewardship Award, given each year at the Rockwell Collins Annual Supplier Conference.



### Greenhouse gas and energy management

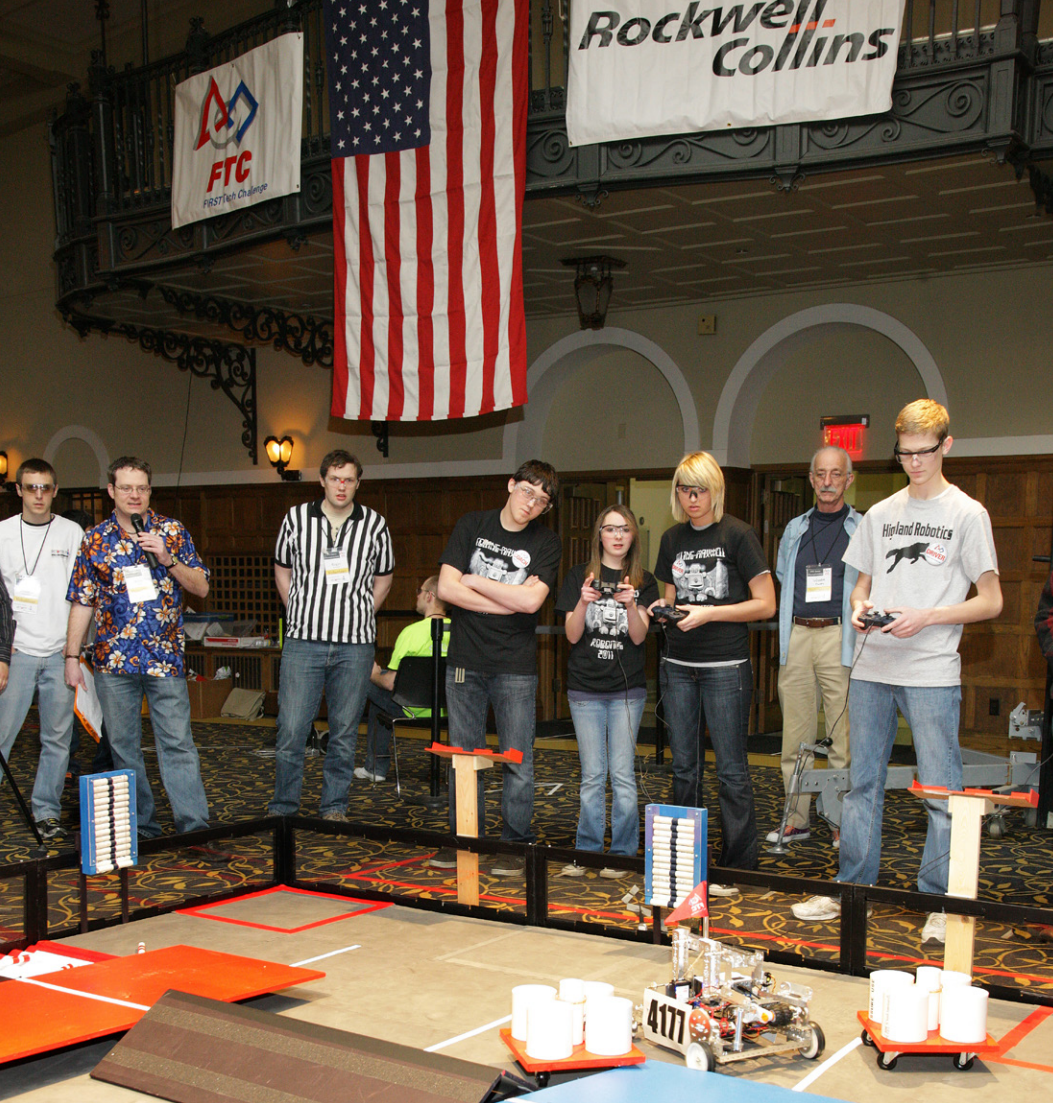
Our Global Sustainability Team leads the company in reducing our carbon footprint globally and lowering operating costs by actively managing and reducing energy usage.

Since 2009, we have achieved a 26 percent greenhouse gas emissions reduction, and have implemented the following strategies to enhance our already existing sustainable buildings and construction program:

- › Third-party utility data collection and validation for 99 percent of our enterprise usage
- › Facility energy assessments and data analysis using Lean/ Six Sigma processes such as Energy Go and See Lean events to identify opportunities for energy efficiency improvements
- › Strategic energy project management at the enterprise level
- › Fostering of a company culture of energy conservation







2016 by the numbers

**\$5.4 million**  
in charitable and  
in-kind contributions

**\$2 million**  
in employee  
contributions to  
United Way

## Building our communities

*We are committed to supporting and building strong, vital communities, today and in the future.*

Stewardship of community is deeply embedded in Rockwell Collins' values. While investment in our communities contributes to our continued growth and success, it's also just the right thing to do – for us, for our employees and for all the people who call our communities home.

### Education

Rockwell Collins believes an investment in education – particularly in science, technology, engineering and math (STEM) – is an investment in our future, and provides our employees and retirees with an opportunity to mentor the next generation. Our primary educational outreach is implemented through **Engineering Experiences**, a series of programs offering students of all ages the ability to participate in hands-on, project-based learning:

- **FIRST®**, a nonprofit organization coordinating multinational programs that team professionals and young people to solve engineering design problems in intense and competitive ways, including **FIRST LEGO® League** and **FIRST Tech Challenge**
- **Engineers Week**, which features student-focused activities such as “Introduce a Girl to Engineering” and the **Global Marathon**, as well as employee recognition and rewards

- **Future City Competition**
- **Project Lead the Way**
- **Team America Rocketry Challenge**
- **Job shadowing and internships**

### Charitable giving

In 2016, Rockwell Collins allocated \$5.4 million in charitable and in-kind contributions in our communities. Over 50 percent of our total charitable funds go toward education, including more than \$1 million to our college and university partners.

Our employees also support their communities, pledging nearly \$2 million to our annual United Way employee campaign, which supports the United Way, its agencies and other local health and human service organizations.



## Community outreach

In each of our locations around the globe, Rockwell Collins strives to promote healthy, safe and vibrant communities through corporate activities, educational outreach and partnerships with local governments, industries and community groups. Key programs include:

### › Green Communities

This grant program helps fund environmental projects coordinated by nonprofits in partnership with Rockwell Collins. In 2016, 50 grant awards totaling nearly \$90,000 were given for projects across the United States and in Australia, the United Kingdom and France.

### › Waste reduction

We forge strong partnerships between Rockwell Collins facilities and community rehabilitation centers to apply reduction, reuse and recycling techniques to lessen our impact on the environment.

Contribution type	FY'16 Actual
Rockwell Collins Charitable Corporation	\$ 4,600,000
Partnership Fund	\$ 600,000
In-Kind	\$ 250,000
<b>Total annual contributions</b>	<b>\$ 5,450,000</b>

## Leadership

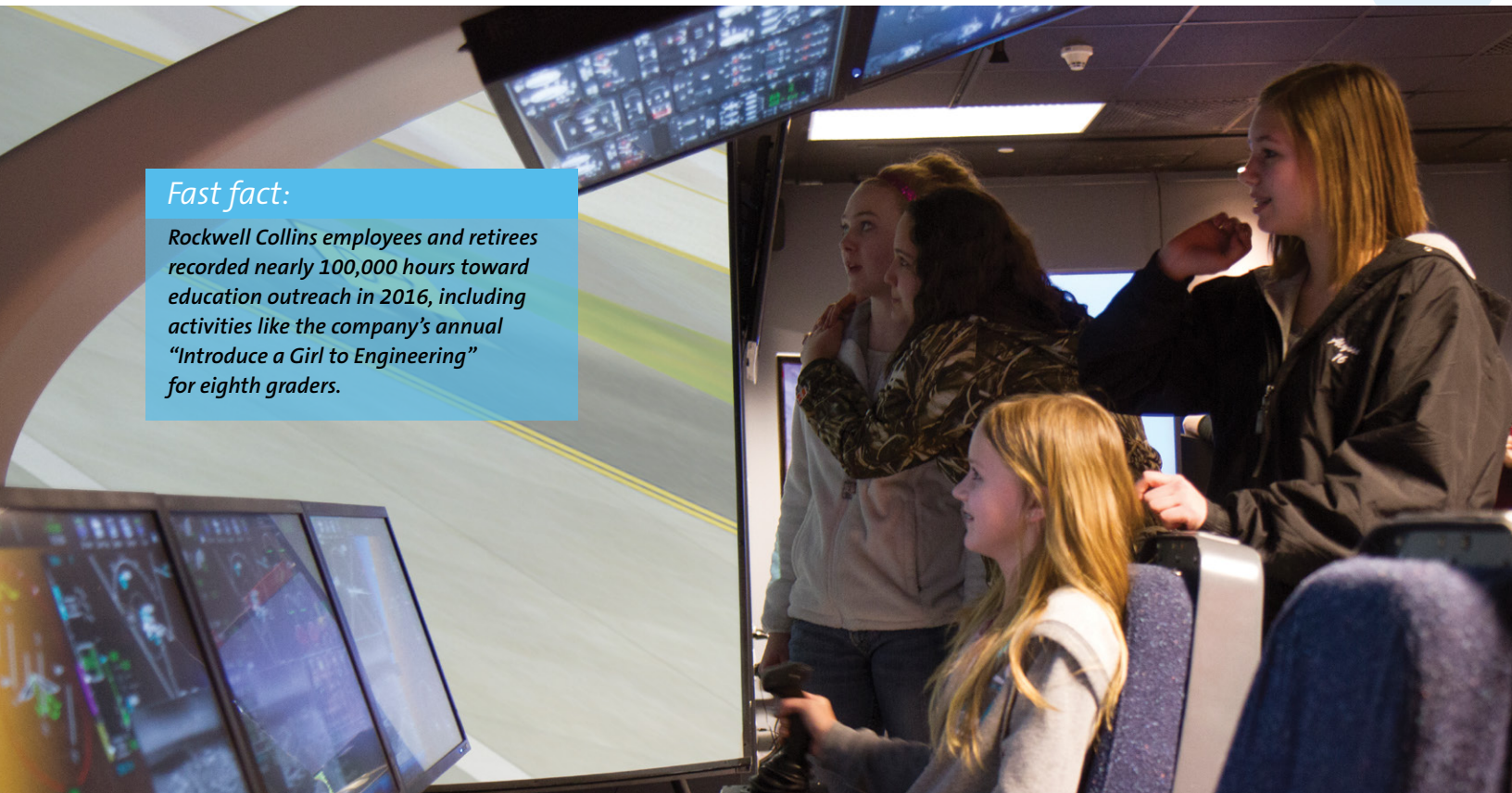
The support of our community goes beyond monetary contributions – and well beyond the walls of our facilities. Our employees fill key leadership roles in a wide range of organizations that include:

- › Alzheimer's Association
- › American Red Cross
- › Big Brothers Big Sisters
- › Boys & Girls Clubs
- › Goodwill Industries
- › Society of Women Engineers
- › United Way
- › University advisory boards

Learn more about how we invest in students, give back to our communities and lessen our environmental impact here [www3.rockwellcollins.com/csr/BuildingOurCommunities](http://www3.rockwellcollins.com/csr/BuildingOurCommunities)

### Fast fact:

*Rockwell Collins employees and retirees recorded nearly 100,000 hours toward education outreach in 2016, including activities like the company's annual "Introduce a Girl to Engineering" for eighth graders.*





# Empowering our team

*We are committed to fostering an ethical, responsible workplace that empowers its employees to grow professionally, and promotes collaboration and diversity.*

We seek to promote opportunities for employees to maintain and extend Rockwell Collins' strong commitment to ethics, grow professionally and build an atmosphere of respect, diversity and inclusion.

**Professional growth** – We help employees work through their individual career development plans and reach their full potential with a wealth of resources, including Rockwell Collins University, Communities of Practice, Rockwell Collins Enterprise Mentoring and tuition reimbursement.

**Diversity and inclusion** – At Rockwell Collins, we believe our differences are a competitive advantage, fueling innovation and building a stronger company. As an organization with locations and employees all around the world, we know how important diversity and inclusion is as a global strategy, and seek to encourage the sharing of talents and ideas across the company, our suppliers and the communities we call home.

**Ethics** – We build trust every day by operating with the highest standards of ethics and in accordance with the laws and regulations of the countries in which we do business. We are proud to be recognized on the Ethisphere Institute's World's Most Ethical Companies list for the eighth consecutive year.

## *Empowering our veterans*

Rockwell Collins has been recognized by a number of organizations for our work to employ and empower veterans:

- › Nominated for the Freedom Award, the U.S. Department of Defense's highest award for support of the National Guard and Reserve
- › "10 Best Corporations for Veteran-Owned Businesses" by the National Veteran-Owned Business Association
- › "Military-Friendly Employer" by *G.I. Jobs* magazine for the past four years

How else do we empower our employees to reach their full potential?  
Find out at [www3.rockwellcollins.com/csr/EmpoweringOurTeam](http://www3.rockwellcollins.com/csr/EmpoweringOurTeam)





## Building trust every day.

Rockwell Collins delivers innovative aviation and high-integrity solutions that transform commercial and government customers' futures worldwide. Backed by a global network of service and support, we are deeply committed to putting our solutions to work for you, whenever and wherever you need us. In this way, working together, we build trust. Every day.

## For more information, contact:

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**Rockwell  
Collins**

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