



Employee Scholar Program

UTC

United Technologies is a \$54.3 billion diversified manufacturer that provides high-technology products and services to the global aerospace and building industries. The company employs 200,000 people, including about 71,000 in the United States. United Technologies is a member of the Fortune 50, the Dow Jones industrial average and the Dow Jones sustainability indexes.

Our businesses include **Hamilton Sundstrand** aerospace and industrial systems; **Otis** elevators and escalators; **Pratt & Whitney** engines; **Sikorsky** helicopters and **UTC Climate, Controls & Security**.

UTC has an unwavering commitment to maintaining the highest ethical standards, to providing a safe and healthy workplace for our employees, and to demonstrating environmental leadership in our operations and products.

EMPLOYEE SCHOLAR PROGRAM

UTC pays for tuition, academic fees and books at approved educational institutions

The program is available to our global workforce

Payments are made directly to the educational institution to minimize out-of-pocket costs

Employees can obtain a degree in any field, whether or not it is related to their job

Partner universities deliver programs at our locations to provide work-life flexibility

Eligible employees can receive up to three hours of paid time off to study per week

About the Employee Scholar Program

The work performed by the employees of United Technologies is complex and the products they build and service truly power modern life.

To successfully deliver our broad, high technology portfolio, United Technologies requires a workforce of the highest quality. We have achieved this by recruiting and developing the best talent and encouraging learning throughout an employee's career. Our commitment to learning is embodied in UTC's *Employee Scholar Program (ESP)*.

ESP is the premier corporate-sponsored employee education program. It pays for tuition, books and fees for employees enrolled in accredited programs. In addition to prepayment of expenses, employees also receive paid time-off each week to study. Unlike more typical tuition reimbursement programs, ESP places no restrictions on the course of study an employee may pursue, and there is no requirement that coursework pertain to an employee's current job.

ESP has enabled UTC employees to earn more than 32,000 college degrees—more than double the combined number of degrees awarded by American, Georgetown and George Washington Universities last spring. In 2011, more than 10,000 UTC employees were enrolled in college programs through ESP and nearly 2,000 of them earned degrees.

United Technologies will mark major ESP milestones in the coming months, including achieving the 16-year anniversary of the program. United Technologies' investment in ESP will also reach \$1 billion. To put UTC's investment in perspective, \$1 billion would more than

cover the entire cost of tuition for every freshman in all schools that make up the Big East or Atlantic Coast Conferences.

The Employee Scholar Program exemplifies UTC's belief in the power of education and the importance of developing people and creating opportunities. It reflects UTC's ideals as expressed in the corporation's commitments to excellence and responsibility.

"Our employees' ideas and inspiration create opportunities constantly, and without limits. We improve continuously everything we do, as a company and as individuals. We support and pursue lifelong learning to expand our knowledge and capabilities and to engage with the world outside UTC. Confidence spurs us to take risks, to experiment, to cooperate with each other, and, always, to learn from the consequences of our actions."

UTC's "Our Commitments"

empowering 

VALUE TO EMPLOYEES

The Employee Scholar Program allows employees to expand their skill set, positioning them for career advancement and serving as a valuable hedge against the uncertainties of a fast-changing work environment. In today's competitive global market, no private employer can guarantee lifelong employment.

However, responsible companies have an obligation to provide opportunities for employees to expand their skills in a truly meaningful way. UTC provides employees these opportunities through our UTC Employee Scholar Program.



My education has certainly helped me better understand the complexities of the jet engines we make.

Daniel Ward, Pratt & Whitney
Master's in Mechanical Engineering



I can see a direct link between my graduate program work and the scientific accomplishments I provide United Technologies.

Sonia Tulyani,
United Technologies Research Center
Ph.D. in Chemical Engineering



My education has allowed me to advance quickly in my career and play a part in keeping our soldiers safe and our aircraft flying. That's the biggest reward.

Yelitza Forte, Sikorsky
Master of Business Administration

VALUE TO THE COMPANY

The ESP has helped UTC achieve its goal of having the highest skilled workforce. The knowledge employees acquire through ESP makes them more effective in their current positions, and more capable of adapting to change in the global business environment. While there is no obligation for ESP participants to stay with the company after earning their degrees, the retention rate among employee scholars is significantly higher than for their counterparts, as is the promotion rate. Many ESP graduates now hold senior positions across UTC companies.

ESP is a valuable investment both for the company and for participating employees. UTC recognizes and applauds the commitment demonstrated by the thousands of employees who have furthered their education by taking on the extra responsibilities of going to school while continuing to work. Their dedication and sacrifice has made them more capable and productive and made UTC a better company.

