The CEO Action for Diversity & Inclusion™ aims to rally the business community to advance diversity & inclusion within the workplace by working collectively across organizations and sectors. It outlines a specific set of actions the undersigned companies will take to cultivate a trusting environment where all ideas are welcomed and employees feel comfortable and empowered to discuss diversity & inclusion. All the signatories serve as leaders of their companies and have committed to implementing the following pledge within their workplaces. Where companies have already implemented one or several of the commitments, the undersigned commit to support other companies in doing the same.

The persistent inequities across our country underscore our urgent, national need to address and alleviate racial, ethnic and other tensions and to promote diversity within our communities. As leaders of some of America’s largest corporations, we manage thousands of employees and play a critical role in ensuring that inclusion is core to our workplace culture and that our businesses are representative of the communities we serve. Moreover, we know that diversity is good for the economy; it improves corporate performance, drives growth and enhances employee engagement. Simply put, organizations with diverse teams perform better.

We recognize that diversity & inclusion are multi-faceted issues and that we need to tackle these subjects holistically to better engage and support all underrepresented groups within business. To do this, we believe we also need to address honestly and head-on the concerns and needs of our diverse employees and increase equity for all, including Blacks, Latinos, Asians, Native Americans, LGBTQ, disabled, veterans and women.

This group convened to ask what we can do collectively as business leaders, because one fact is clear: we have to do more. For us, this means committing to three initial goals that we hope will catalyze further conversation and action around diversity & inclusion within the workplace and foster collaboration among our organizations:

1. **We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity & inclusion:** We will create and maintain environments, platforms, and forums where our people feel comfortable reaching out to their colleagues to gain greater awareness of each other’s experiences and perspectives. By encouraging an
ongoing dialogue and not tolerating any incongruence with these values of openness, we are building trust, encouraging compassion and open-mindedness, and reinforcing our commitment to a culture of inclusivity.

2. **We will implement and expand unconscious bias education:** Experts tell us that we all have unconscious biases -- that is human nature. Unconscious bias education enables individuals to begin recognizing, acknowledging, and therefore minimizing any potential blind spots he or she might have, but wasn’t aware of previously. We will commit to rolling out and/or expanding unconscious bias education within our companies in the form that best fits our specific culture and business. By helping our employees recognize and minimize any potential blind spots, we aim to facilitate more open and honest conversations. Additionally, we will make non-proprietary unconscious bias education modules available to others free of charge.

3. **We will share best—and unsuccessful—practices:** Each of our companies has established programs and initiatives around diversity and inclusion. Yet, we know that many companies are still developing their strategies. We will commit to helping other companies evolve and enhance their current diversity strategies and encourage them, in turn, to share their successes and challenges with others.

We also pledge to create accountability systems within our companies to track our own progress and to share regular updates with each other in order to catalog effective programs and measurement practices. We believe that by sharing and learning with each other, we can strengthen our existing programs and commitments to better serve our employees and society as a whole.
We recognize that these three commitments are not the complete answer, but we believe they are important, concrete steps toward building more diverse and inclusive workplaces. We hope our list of signatories will grow, and we invite other CEOs across America to join us.

Let’s come together to make good on the inherent promise that all of our people should be able to bring their best selves to work and unleash their full potential. By working together toward diversity & inclusion within our workplaces, industries, and broader business community, we can cultivate meaningful change for our society.

**Signatories**

1. 21st Century Fox, James R. Murdoch
2. AACSB International, Thomas R. Robinson
3. Accenture, Julie Sweet*
4. Achieve3000, Stuart Udell
5. ACT, Inc., Marten Roorda
6. Adient plc, R. Bruce McDonald
7. Adobe, Shantanu Narayen
8. ADP, Carlos Rodriguez
10. Advance Auto Parts, Inc., Thomas Greco
11. Advanced Micro Devices, Inc., Dr. Lisa Su
13. Advocate Aurora Health, Jim Skogsbergh and Nick Turkal, MD
14. Aerospace Corporation, Steve Isakowitz
15. Agilent Technologies, Mike McMullen
16. AICPA, Barry C. Melancon, CPA, CGMA
17. AIG, Brian Duperreault
18. Air Products, Seifi Ghasemi
19. Alaska Air Group, Brad Tilden
20. Alcoa, Roy C. Harvey
21. Allen & Gerritsen, Andrew Graff
22. Allergan, Brent Saunders
23. AllianceBernstein, Seth Bernstein
24. Alliance Data, Eduard J. Hefferman
25. Alliant Energy, Patricia L. Kompling
26. Alliant Insurance Services, Thomas W. Corbett
27. Alliant International University, Andy Vaughn
29. Altria Group, Inc., Howard A. Willard, III
30. Ameren, Warner Baxter
31. American Airlines, Doug Parker
32. American Century Investments, Jonathan Thomas
33. American Electric Power, Nicholas K. Akins
34. American Express, -
35. American Family Insurance, Jack Salzwedel
36. American Heart Association, Nancy Brown
37. American University, Sylvia Mathews Burwell
38. AmeriHealth Caritas Family of Companies, Paul A. Tufano
39. AMN Healthcare, Susan Salka
40. Anixter, Bob Eck
41. Anthem Inc., Gail Boudreaux
42. Aon, Greg Case
43. Apollo Global Management, LLC, Leon Black
44. Aptiv, Kevin P. Clark
45. Archer Daniels Midland Company, Juan R. Luciano
46. Ariel Investments, John W. Rogers
47. Ascena Retail Group, Inc., David Jaffe
48. Ashland, William Wulfsohn
49. Ashley Stewart, James C. Rhee
50. Asian American Business Development Center, John Wang
51. Associated Bank, Philip B. Flynn
52. The Association of Junior Leagues International, Susan Danish
53. Assurant Inc., Alan Colberg
54. Asurion, Tony Detter
55. AT&T, Randall Stephenson
56. Atlanta Hawks, Steven R. Koonin
57. Autodesk, Andrew Anagnost
58. Avaya, Inc., Jim Chirico
59. Avery Dennison, Mitch Butier
60. Babson College, Dr. Kerry Healey
61. Bain Capital, Jonathan S. Levine and John Connaughton
63. Baker Tilly, Alan D. Whitman
64. Bank of America, Brian Moynihan
65. Barilla, Claudio Colzani
66. Bashen Corporation, Janet Emerson Bashen
67. BCG, Joe Davis*
68. BDO USA LLP, Wayne Berson
69. Becton Dickinson, Vince Forlenza
70. Bennett Thrasher LLP, Jeff Eischeid
71. Bentley University, -
72. Best Buy Co., Inc., Hubert Joly
73. Binghamton University, Harvey Stenger
74. BJC Healthcare, Richard J. Liekweg
75. BlackRock, Larry Fink
76. Blue Cross Blue Shield Massachusetts, Andrew Dreyfus
77. Blue Cross Blue Shield of Michigan, Daniel J. Loep
78. Booz Allen Hamilton, Horacio Rozanski
79. Boston Scientific Corporation, Michael Mahoney
80. Bowie State University, Aminta H. Breaux, Ph.D.
81. The Bozzuto Group, Toby Bozzuto
82. Brighton Agency, Tina VonderHaar
83. Bristol-Myers Squibb, Giovanni Caforio
84. Brocade, Lloyd Carney
85. Campbell Soup Company
86. Capeo Northeast, Guido Tamburini
87. Cardinal Health, Mike Kaufmann
88. Career Communications Group, Inc., Tyrone D. Taborn
89. Cargill, David W. MacLennan
90. The Carlyle Group, Glenn A. Youngkin
91. Carnival Corporation & plc, Arnold Donald
92. CA Technologies, Mike Gregoire
93. Carlisle Companies, Inc., D. Christian Koch
94. Catalyst, -
95. Catholic Health Initiatives, Kevin E. Lofton
96. CBS Corporation, -
97. CECP, Daryl Brewster
98. Centene, Michael Neidorff
99. Center for Creative Leadership, John Ryan
100. Center for Talent Innovation, Sylvia Ann Hewlett
101. Central Ohio Diversity Consortium, Tim Harman
102. Century Snacks, Valerie Oswalt
103. The Christ Hospital Health Network, Mike Keating
104. C.H. Robinson Worldwide, John Wiehoff
105. Chicago United, Gloria Castillo
106. Children’s Minnesota, Marc H. Gorelick, MD
107. Cielo, Sue Marks
108. Cigna, David Cordani
109. Cincinnati Regional Chamber, Jill P. Meyer
110. Cintas, Scott Farmer
111. Cisco Systems Inc., Chuck Robbins
112. Citigroup, Mike Corbat
113. City of College New York, Vince Boudreau
114. Cleveland Clinic, Delos Cosgrove
115. The Clorox Company, Benno Dorer
116. CMS Energy, Patricia Poppe
117. CNA, Dino E. Robusto
118. CNO Financial Group Inc., Gary Bhojwani
119. The Coca-Cola Company, James Quincey
120. Con Edison, John McAvoy
121. Conagra Brands, Sean Connolly
122. Conduent Inc., Ashok Vemuri
123. Consumer Reports, Marta L. Tellado
124. Contran Corporation, Robert Graham
125. Corning Incorporated, Wendell Weeks
126. Council of Chief State School Officers, Carissa Moffat Miller
127. Council of Foundations, -
128. Crowe Horwath LLP, James Powers
129. CSAA Insurance Group, Paula Downey
130. CSRA, Lawrence B. Prior III
131. Cubic Corporation, Bradley Feldmann
132. d.e. FOXX & Associates, Inc., Gerald Sparkman
133. Dana Incorporated, James Kamsickas
134. Danaher Corporation, Thomas Joyce, Jr
135. Danone North America, Mariano Lozano
136. Deloitte US, Cathy Englebert*
137. Delta Air Lines, Ed Bastian
138. Denny’s, John Miller
139. DentaQuest, Steve Pollock
140. Dentons US LLP, Mike McNamara
141. DePaul University, Amando Gabriel Esteban
142. Diageo North America, Deirdre Mahlan
143. Discovery Education, Bill Goodwyn
144. Diversity Best Practices, Subha Barry
146. Diversity Marketplace, Tim McChristian
147. Dominion Energy, Thomas F. Farrell, II
148. Dotdash, Neil Vogel
149. The Dow Chemical Company, Andrew Liveris
150. DST Systems, Inc., Steve Hooley
151. DTCC, Michael Bodson
152. DTE Energy, Gerry Anderson
153. Duke Energy, Lynn Good
154. DuPont, Ed Breen
155. Ecolab, Inc., Douglas Baker
156. Edinboro University, Michael Hannan
158. Edward Jones, Jim Weddle
159. Eli Lilly and Company, David A. Ricks
160. Emerson, David Farr
161. Engility, Lynn Dugle
162. Entergy, Leo P. Denault
163. Equilar, David Chun
164. Erie Insurance, Timothy G. NeCastro
165. ESI, Michael Burger
166. The Estée Lauder Companies, Fabrizio Fred
167. Etsy, Inc., Josh Silverman
168. Eversource Energy, James J. Judge
169. Ewing Marion Kauffman Foundation, Wendy Guillies
170. The Executive Leadership Council
171. Exelon, Christopher Crane
172. Express Scripts, Timothy C. Wentworth
173. EY, Kelly Grier
174. F5 Networks, Inc., François Locoh-Donou
175. Facing History and Ourselves, Roger Brooks
176. FactSet, Phil Snow
177. Fannie Mae, -
178. Federal Home Loan Bank of Des Moines, Michael L. Wilson
179. Feeding America, -
180. Fifth Third Bank, Greg Carmichael
181. Financial Industry Regulatory Authority, Inc., Robert Cook
182. First Data, Frank Bisignano
183. FirstEnergy, Chuck Jones
184. FIS, Gary Norcross
185. Fisher & Phillips, LLP, Roger K. Quillen
186. Flagstar Bank, Sandro DiNello
187. The Ford Motor Company, James P. Hackett
188. Framingham State University, F. Javier Cevallos
189. Franklin Templeton Investments, Greg Johnson
190. Fred Hutchinson Cancer Research Center, Gary Gilliland, M.D., Ph.D
191. Frontier Communications, Dan McCarthy
192. FS Investments, Michael Forman
193. Gannett Co., Robert Dickey
194. Gap, Inc., Art Peck
195. Gartner, Gene Hall
196. Genentech, Bill Anderson
197. General Atlantic, Bill Ford*
198. General Mills, Jeff Harmening
199. General Motors, Mary Barra
200. George Mason University, Angel Cabrera
201. Georgetown University, John J. DeGioia, Ph.D.
203. Grange Insurance, John Ammendola
204. Grant Thornton LLP, J. Michael McGuire
205. Great Place to Work, Michael C. Bush
206. Greater Cleveland Partnership, Joseph D. Roman
207. Greater Green Bay Chamber, Laurie Radke
208. GTCR, Craig Bondy
209. The Guardian Life Insurance Company, Deanna Mulligan
210. Guitar Center, Ron Japinga
211. Hall Capital Partners, LLC, Kathryn A. Hall
212. HARMAN, Dinesh Paliwal
213. Harris Corporation, William M. Brown
214. The Hartford, Christopher J. Swift
215. Harvard Pilgrim Health Care, Eric Schultz
216. Health Partners, Andrea M. Walsh
217. Henry Ford Health System, Wright L. Lassiter III
218. Herbalife Nutrition, Richard P. Goudis
219. The Hershey Company, Michele Buck
220. Hershey Entertainment & Resorts, John Lawn
221. Hewlett Packard Enterprise, Antonio Neri
222. Highmark Health, David L. Holmberg
223. Hilton Worldwide, Christopher J. Nassetta
224. Hispanic Association of Colleges and Universities, Antonio Flores
225. Hispanic Association on Corporate Responsibility, Cid Wilson
226. HP Inc., Dion Weisler
227. The Home Depot, Craig Menear
228. Horace Mann, Marita Zuraitis
229. Horizon Pharma, Timothy P. Walbert
230. Howard University, Wayne A.I. Frederic
231. HSBC, Patrick J. Burke
232. Humana, Bruce Broussard
233. Huntington Bank, Steve Steinour
234. Huntington Ingalls Industries, Mike Petters
235. Hyland, Bill Primer
236. IAC, Joey Levin
237. IAC Applications, Tim Allen
238. IBM, Ginni Rometty
239. IHS Markit, Lance Uggla
240. IKEA US, Lars Petersson
241. Illinois Tool Works Inc., E. Scott Santi
242. Infectious Diseases Society of America, Christopher D. Busky
243. Information Technology Senior Management Forum, Viola Thompson
244. Ingredion, Ilene Gordon
245. Ingersoll Rand, plc, Mike Lamach
247. Institute for Corporate Productivity, Kevin Oakes
248. Integra Life Sciences, Peter J. Arduini
249. International Council of Shopping Centers, Tom McGee
250. International Flavors & Fragrances, Inc., Andreas Fibig
251. Intuit, John Donahoe
252. Jackson Lewis P.C., Vincent Cino
253. Janney Montgomery Scott LLC, Timothy Scheve
254. J. C. Penney, -
255. JLL Americas, Greg O'Brien
256. J.M. Huber Corporation, Michael L. Marberry
257. Johnson & Johnson, Alex Gorsky
258. K12, -
259. Kaiser Permanente, Bernard J. Tyson
260. The Kaleidoscope Group, LLC, Doug Harris
261. Katten Muchin Rosenman LLP, Noah S. Heller
262. Kellogg Company, John Bryant
263. KeyBank, Beth Mooney
264. Kilpatrick Townsend & Stockton LLP, Henry Walker
265. Kimberly-Clark Corporation, Thomas J. Falk
266. Kindred Healthcare, Ben Breier
267. King's College, Reverend John J. Ryan
268. KKR, George R. Roberts, Henry R. Kravis
269. KPMG, Lynne Doughtie
270. Kroger, Rodney McMullen
271. L3 Technologies, Inc., Christopher E. Kubasik
272. Land O'Lakes, Inc., Beth E. Ford
274. Lathrop Gage LLP, Cameron Garrison
275. L Catterton, J. Michael Chu and Scott Dahnke
276. Le Moyne College, Linda M. LeMura
277. Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa
278. Legg Mason Global Asset Management, Joe Sullivan
279. Lehigh University, John D. Simon
280. Levi Strauss & Co, Chip Bergh
281. Liberty Mutual Insurance Group, David H. Long
282. Lifespan, Timothy J. Babineau, MD
283. Lincoln Financial Group, Dennis R. Glass
284. Lockheed Martin, Marilyn A. Hewson
285. L'Oréal USA, Frédéric Rozé
286. Lowe's Companies, Inc., -
287. Lumeri, Lucina Hanover
288. Macy's, Jeff Gennette
289. Major League Baseball, Rob Manfred
290. Management Leadership for Tomorrow, John Rice
291. Marcum LLP, Jeffrey M. Weiner
292. Marist College, David Yellen
293. Marriott International, Arne Sorenson
294. Mars, Incorporated, Grant Reid
295. Marsh & McLennan Companies, Daniel S. Glaser
296. M&T Bank, Rene F. Jones
297. Masco Corporation, Keith J. Allman
298. MassMutual, Roger Crandall
299. Mastercard, Ajay Banga
300. Mattel Inc., -
301. Maxim Healthcare Services, Bill Butz
303. MDC Partners, Scott Kauffman
304. Medidata, Tarek Sherif
305. Medtronic, Omar Ishra
306. Mercedes-Benz USA, Dietmar Exler
307. Merck, Ken Frazier
308. Mesirow Financial, Richard S. Price
309. MetLife, Steve Kandarian
310. Miami University (Ohio), Dr. Gregory P. Crawford
311. Michelman, Steven J. Shifman
312. Micron Technology, Inc., Sanjay Mehrotra
313. Miles & Stockbridge, John Frisch
314. Minnesota Wild, Craig L. Leipold
315. Minor League Baseball, Pat O'Connor
316. The MITRE Corporation, Dr. Jason Providakes
317. Mondeléz International, Dirk Van de Put
318. Moody’s, Raymond McDaniel Jr.
319. Morgan Stanley, James P. Gorman
320. Morgan State University, Dr. David Wilson
321. Movado Group Inc., Efraim Grinberg
322. Mutual of Omaha, James Blackledge
323. National Basketball Association, Adam Silver
324. National Center for Women & Information Technology, Lucy Sanders
325. National Down Syndrome Society, Sara Hart Weir
326. National Grid PLC, John Pettigrew
328. National Organization on Disability, Carol Glazer
329. National Retail Federation, Matthew Shay
330. NatioNow, Steve Rasmussen
331. Navigant, Julie Howard
332. NCR Corporation, Michael D. Hayford
333. NetApp, George Kurian
334. NewCo, John Battelle
335. Network of Executive Women, Sarah Alter
336. New York Life, Ted Mathas*
337. The New York Times Company, Mark Thompson
338. Nielsen, Mitch Barns
339. NiSource, Joe Hamrock
340. Nixon Peabody LLP, Andrew Glincher
341. Norfolk Southern, James A. Squires
342. Northern Illinois, Lisa C. Freeman
343. Northern Trust Corporation, Michael O’Grady
344. Northrop Grumman, Wes Bush
345. Northwestern Mutual, John Schlifske
346. Novant Health, Carl Armato
347. Oaktree Capital Management, Jay Wintrob
348. Ocwen Financial Corporation, Ronald Faris
349. OhioHealth, David Blom
350. The Ohio State University, Michael V. Drake
351. Omnicom Group, John Wren
352. One To World, Jen Clarke
353. Oregon State University, Edward Ray
354. Orrick, Herrington & Sutcliffe, LLP, Mitch Zakie
355. OshKosh Corporation, Wilson Jones
356. Out Leadership, Todd Sears
357. Owens & Minor Inc., P. Cody Phipps
358. Owens Corning, Mike Thaman
359. Pace University, Marvin Krislov
360. Palo Alto Networks, Nikesh Arora
361. Park University, Greg Gunderson
362. Paul Hastings LLP, Seth Zachary
363. Paul, Weiss, Rifkind, Wharton & Garrison LLP, Brad S. Karp
364. PayPal, Dan Schulman
365. Peabody, Glenn Kellow
366. Peloton, John Foley
367. The Pennsylvania State University, Eric J. Barron
368. Penn State College of Medicine and Penn State Health Milton S. Hershey Medical Center, Dr. A. Craig Hillemeyer
369. Penn State Erie, The Behrend College, Ralph M. Ford
370. PepsiCo, Inc., Indra Nooyi
371. Perdue Farms, Randy Day
372. Per Scholas, Plinio Ayala
373. Pfizer Inc., Ian C. Read
374. PGA of America, Pete Bevacqua
375. PGA TOUR, Jay Monahan
376. PIMCO, Emmanuel Roman
377. Ping Identity, Andre Durand
378. Pluralsight, Aaron Skonnard
379. Point B, Mike Pongon
380. Post Acute Medical, Anthony F. Misitano
381. PPG, Michael McGarry
382. PPL Corp., William Spence
383. PR Council, Renee Wilson
384. Procore, Tooey Courtemanche
385. Procter & Gamble, David Taylor*
386. Progressive, Tricia Griffith
387. Protiviti, Joseph A. Tarantino
388. Providence College, Rev. Brian J. Shanley, O.P.
389. Prudential, John Strangfeld
390. PSEG, Ralph Izzo
391. Publicis Groupe, Arthur Sadoun
392. Pure Romance LLC, Chris Cicchinelli
393. PVH, Emanuel Chirico
394. PwC, Tim Ryan*
395. Qualcomm Incorporated, Steve Mollenkopf
396. Queens College CUNY, Felix V. Matos Rodriguez
397. QVC, Mike George
398. Ralph Lauren Corporation, Patrice Louvet
399. Randstad North America, Linda Gaiffeau
400. RBC Capital Markets, LLC, John Thurlow
401. Reed Smith LLP, Sandy Thomas
402. Reinsurance Group of America Inc., Anna Manning
403. Republic Services, Donald W. Slager
487. University of San Francisco, Paul Fitzgerald, S.J.
488. Unum Group, Richard McKenzie
489. UPS, David Abney
490. USAA, Stuart Parker
491. USG Corporation, Jennifer F. Scanlon
492. U.S. Bancorp, Andrew Cecere
493. U.S. Steel Corp., David Burritt
494. Ventas, Inc., Debra A. Cafaro
495. Versum Materials, Guillermo Novo
496. VF Corporation, Steve Rendle
497. Viacom Inc., Robert Bakish
498. Villanova University, Rev. Peter M. Donohue, O.S.A.
499. Vimeo, Anjali Sud
501. Volunteers of America, Mike King
503. Walmart, Doug McMillon
504. Washington University in St. Louis, Mark S. Wrighton
505. Waters Corporation, Christopher J. O’Connell
506. WayUp, Elizabeth Wessel
507. Weaver, John J. Mackel, III
508. Webster University, Elizabeth J. Stroble
509. Weil, Gotshal & Manges LLP, Barry Wolf
510. Welbilt, Inc., Hubertus M. Muehlhaeuser
511. WellCare Health Plans, Inc., Ken Burdick
512. Wells Fargo & Company, Timothy J. Sloan
513. William & Mary, W. Taylor Reveley, III
514. Williams-Sonoma, Inc., Laura Alber
515. Willis Towers Watson Bermuda, Paul Scope
516. Winston & Strawn LLP, Thomas P. Fitzgerald
517. Wintrust Financial Corporation, Edward Wehmer
518. W. L. Gore & Associates, Inc., Jason Field
519. Workday, Aneel Bhusri
520. WP Engine, Inc., Heather Brunner
521. WPP, -
522. W.W. Grainger, DG Macpherson
523. Wyndham Worldwide, Stephen P. Holmes
524. Xavier University of Louisiana, C. Reynold Verret
525. Xcel Energy, Inc., Ben Fowke
526. Xerox, Jeffrey Jacobson
527. XL Catlin, Mike McGavick
528. Yum! Brands, Inc., Greg Creed
529. ZVRS, Sherri Turpin

*Denotes Steering Committee Member