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**

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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. Aerospace Corporation, Steve Isakowitz
14. Agilent Technologies, Mike McMullen
15. AICPA, Barry C. Melancon, CPA, CGMA
16. AIG, Brian Duperreault
17. Air Products, Seifi Ghasemi
18. Alaska Air Group, Brad Tilden
19. Alcoa, Roy C. Harvey
20. Allen & Gerritsen, Andrew Graff
21. Allergan, Brent Saunders
22. Alliance Bernstein, Seth Bernstein
23. Alliance Data, Edward J. Heffernan
24. Alliant Energy, Patricia L. Kampling
25. Alliant Insurance Services, Thomas W. Corbett
26. Alliant International University, Andy Vaughn
27. Ally Financial, Inc., Jeffrey Brown
28. Alltria Group, Inc., Howard A. Willard, III
29. Ameren, Warner Baxter
30. American Airlines, Doug Parker
31. American Century Investments, Jonathan Thomas
32. American Electric Power, Nicholas K. Akins
33. American Express, Kenneth I. Chenault
34. American Heart Association, Nancy Brown
35. Anixter, Bob Eck
36. Anthem Inc., Gail Boudreaux
37. Apollo Global Management, LLC, Leon Black
38. Aptiv, Kevin P. Clark
39. Archer Daniels Midland Company, Juan R. Luciano
40. Ariel Investments, John W. Rogers
41. Ashland, William Wulfsohn
42. Ashley Stewart, James C. Rhee
43. Asian American Business Development Center, John Wang
44. Associated Bank, Philip B. Flynn
45. The Association of Junior Leagues International, Susan Danish
46. Assurant Inc., Alan Colberg
47. AT&T, Randall Stephenson
48. Atlanta Hawks, Steven R. Koonin
49. Autodesk, Andrew Anagnost
50. Avaya, Inc., Jim Chirico
51. Avery Dennison, Mitch Butler
52. Babson College, Dr. Kerry Healey
53. Bain Capital, Jonathan S. Levine and John Connaughton
54. Bain & Company, Inc., Bob Bechek
55. Bank of America, Brian Moynihan
56. Barilla, Claudio Colzani
57. Bashen Corporation, Janet Emerson Bashen
58. BCG, Joe Davis*
59. BDO USA LLP, Wayne Berson
60. Becton Dickinson, Vince Forlenza
61. Bentley University, Gloria Cordes Larson
62. Best Buy Co., Inc., Hubert Joly
63. Binghamton University, Harvey Stenger
64. BlackRock, Larry Fink
65. Blue Cross Blue Shield Massachusetts, Andrew Dreyfus
66. Booz Allen Hamilton, Horacio Rozanski
67. Boston Scientific Corporation, Michael Mahoney
68. Bowie State University, Aminta H. Breaux, Ph.D.
69. The Bozzuto Group, Toby Bozzuto
70. Bristol-Myers Squibb, Giovanni Caforio
71. Brocade, Lloyd Carney
72. Campbell Soup Company
73. Capco Northeast, Guido Tamburini
74. Cardinal Health, Mike Kaufmann
75. Career Communications Group, Inc., Tyrone D. Taborn
76. Cargill, David W. MacLennan
77. The Carlyle Group, William E. Conway, Jr.
78. Carnival Corporation & plc, Arnold Donald
79. CA Technologies, Mike Gregoire
80. Carlisle Companies, Inc., D. Christian Koch
81. Catalyst, Deborah Gillis
82. Catholic Health Initiatives, Kevin E. Lofton
83. CBS Corporation, Leslie Moonves
84. CECP, Daryl Brewster
85. Centene, Michael Neidorff
86. Center for Creative Leadership, John Ryan
87. Center for Talent Innovation, Sylvia Ann Hewlett
88. The Christ Hospital Health Network, Mike Keating
89. C.H. Robinson Worldwide, John Wiehoff
90. Chicago United, Gloria Castillo
91. Children's Minnesota, Marc H. Gorelick, MD
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93. Cigna, David Cordani
94. Cincinnati Regional Chamber, Jill P. Meyer
95. Cintas, Scott Farmer
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97. Citigroup, Mike Corbat
98. City of College New York, Vince Boudreau
99. Cleveland Clinic, Delos Cosgrove
100. The Clorox Company, Benno Dorer
101. CMS Energy, Patricia Poppe
102. CNA, Dino E. Robusto
103. CNO Financial Group Inc., Gary Bhojwani
104. The Coca-Cola Company, James Quincey
105. Con Edison, John McAvoy
106. Conagra Brands, Sean Connolly
107. Conduent Inc., Ashok Vemuri
108. Consumer Reports, Marta L. Tellado
109. Conran Corporation, Robert Graham
110. Corning Incorporated, Wendell Weeks
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112. Crowe Horwath LLP, James Powers
113. CSAA Insurance Group, Paula Downey
114. CSRA, Lawrence B. Prior III
115. Cubic Corporation, Bradley Feldmann
116. Dana Incorporated, James Kamsickas
117. Danaher Corporation, Thomas Joyce, Jr
118. DanoneWave, Mariano Lozano
119. Deloitte US, Cathy Engelbert
120. Delta Air Lines, Ed Bastian
121. Denny’s, John Miller
122. DentaQuest, Steve Pollock
123. Dentons US LLP, Mike McNamara
124. DePaul University, Amando Gabriel Esteban
125. Diageo North America, Deirdre Mahlan
126. Discovery Education, Bill Goodwyn
127. Diversity Best Practices, Subha Barry
129. Diversity Marketplace, Tim McChristian
130. Dominion Energy, Thomas F. Farrell, II
131. Dotdash, Neil Vogel
132. The Dow Chemical Company, Andrew Liveris
133. DST Systems, Inc., Steve Hooley
134. DTCC, Michael Bodson
135. DTE Energy, Gerry Anderson
136. Duke Energy, Lynn Good
137. DuPont, Ed Breen
138. Ecolab, Inc., Douglas Baker
139. Edinboro University, Michael Hannan
140. Edelman, Richard Edelman
141. Edward Jones, Jim Weddle
142. Eli Lilly and Company, David A. Ricks
143. Emerson, David Farr
144. Engility, Lynn Dugle
145. Entergy, Leo P. Denault
146. Equilar, David Chun
147. Erie Insurance, Timothy G. NeCastro
148. The Estée Lauder Companies, Fabrizio Fred
149. Eversource Energy, James J. Judge
150. Ewing Marion Kauffman Foundation, Wendy Guillies
151. The Executive Leadership Council
152. Exelon, Christopher Crane
153. Express Scripts, Timothy C. Wentworth
154. EY, Kelly Grier
155. FactSet, Phil Snow
156. Fannie Mae, Tim Mayopoulos
157. Feeding America
158. Fifth Third Bank, Greg Carmichael
159. Financial Industry Regulatory Authority, Inc., Robert Cook
160. First Data, Frank Bisignano
161. FirstEnergy, Chuck Jones
162. FIS, Gary Norcross
163. Fisher & Phillips, LLP, Roger K. Quillen
164. Flagstar Bank, Sandro DiNello
165. Framingham State University, F. Javier Cevallos
166. Franklin Templeton Investments, Greg Johnson
167. Fred Hutchinson Cancer Research Center, Gary Gilliland, M.D., Ph.D.
168. Frontier Communications, Dan McCarthy
169. Gannett Co., Robert Dickey
170. Gap, Inc., Art Peck
171. Genentech, Bill Anderson
172. General Atlantic, Bill Ford*
173. General Mills, Jeff Harmening
174. General Motors, Mary Barra
175. George Mason University, Angel Cabrera
176. Georgetown University, John J. DeGioia, Ph.D.
177. Grange Insurance, John Ammendola
178. Greater Cleveland Partnership, Joseph D. Roman
179. Great Place to Work, Michael C. Bush
180. GTCR, Craig Bondy
181. The Guardian Life Insurance Company, Deanna Mulligan
182. Guitar Center, Ron Japinga
183. Hall Capital Partners, LLC, Kathryn A. Hall
184. HARMAN, Dinesh Paliwal
185. Harris Corporation, William M. Brown
186. The Hartford, Christopher J. Swift
187. Harvard Pilgrim Health Care, Eric Schultz
188. Henry Ford Health System, Wright L. Lassiter III
189. Herbalife Nutrition, Richard P. Goudis
190. The Hershey Company, Michele Buck
191. Hershey Entertainment & Resorts, John Lawn
192. Hewlett Packard Enterprise, Antonio Neri
193. Highmark Health, David L. Holmberg
194. Hilton Worldwide, Christopher J. Nassetta
195. Hispanic Association of Colleges and Universities, Antonio Flores
196. Hispanic Association on Corporate Responsibility, Cid Wilson
197. HP Inc., Dion Weisler
198. The Home Depot, Craig Menear
199. HSBC, Patrick J. Burke
200. Humana, Bruce Broussard
201. Huntington Bank, Steve Steinour
202. Huntington Ingalls Industries, Mike Petters
203. Hyland, Bill Primer
204. IAC, Joey Levin
205. IAC Applications, Tim Allen
206. IBM, Ginni Rometty
207. IHS Markit, Lance Uggla
208. IKEA US, Lars Peterson
209. Illinois Tool Works Inc., E. Scott Santi
210. Infectious Diseases Society of America, Christopher D. Busky
211. Information Technology Senior Management Forum, Viola Thompson
212. Ingredion, Ilene Gordon
213. Ingersoll Rand, plc, Mike Lamach
215. Institute for Corporate Productivity, Kevin Oakes
216. International Council of Shopping Centers, Tom McGee
217. International Flavors & Fragrances, Inc., Andreas Fibig
218. Interpublic Group, Michael Roth
219. Jackson Lewis P.C., Vincent Cino
220. Jamney Montgomery Scott LLC, Timothy Scheve
221. J. C. Penney, Marvin Ellison
222. JLL Americas, Greg O’Brien
223. J.M. Huber Corporation, Michael L. Marberry
224. Johnson & Johnson, Alex Gorsky
225. K12, -
227. Katten Muchin Rosenman LLP, Noah S. Heller
228. Kellogg Company, John Bryant
229. KeyBank, Beth Mooney
230. Kilpatrick Townsend & Stockton LLP, Henry Walker
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232. Kindred Healthcare, Ben Breier
233. King’s College, Reverend John J. Ryan
234. KKR, George R. Roberts, Henry R. Kravis
235. KPMG, Lynne Doughtie*
236. Kroger, Rodney McMullen
237. L3 Technologies, Inc., Christopher E. Kubasik
238. Land O'Lakes, Inc., Chris Polingenski
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240. Lathrop Gage LLP, Cameron Garrison
241. Le Moyne College, Linda M. LeMura
242. Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa
243. Legg Mason Global Asset Management, Joe Sullivan
244. Lehigh University, John D. Simon
245. Liberty Mutual Insurance Group, David H. Long
246. Lifespan, Timothy J. Babineau, MD
247. Lockheed Martin, Marillyn A. Hewson
248. L'Oreal USA, Frédéric Rozé
249. Lowe's Companies, Inc., Robert Niblock
250. Macy's, Jeff Gennette
251. Management Leadership for Tomorrow, John Rice
252. Marccum LLP, Jeffrey M. Weiner
253. Marriott International, Arne Sorenson
254. Mars, Incorporated, Grant Reid
255. Marsh & McLennan Companies, Daniel S. Glaser
256. Massachusetts Mutual Life Insurance Company, Roger Crandall
257. Mastercard, Ajay Banga
258. Mattel Inc., Margaret Georgiadis
259. Maxim Healthcare Services, Bill Butz
261. MDC Partners, Scott Kauffman
262. Medidata, Tarek Sherif
263. Medtronic, Omar Ishra
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273. The MITRE Corporation, Dr. Jason Press
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282. National Down Syndrome Society, Sara Hart Weir
283. National Grid PLC, John Pettigrew
285. National Organization on Disability, Carol Glazer
286. National Retail Federation, Matthew Shay
287.Nationwide, Steve Rasmussen
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291. Network of Executive Women, Sarah Alter
292. New York Life, Ted Mathas*
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295. NiSource, Joe Hamrock
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304. Oceana Financial Corporation, Ronald Faris
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330. Penn State Erie, The Behrend College, Ralph M. Ford
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332. Perdue Farms, Randy Day
333. Per Scholas, Plinio Ayala
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335. PGA of America, Pete Bevacqua
336. PGA TOUR, Jay Monahan
337. PIMCO, Emmanuel Roman
338. Ping Identity, Andre Durand
339. Pluralsight, Aaron Skonnard
340. Point B, Mike Pongon
341. Post Acute Medical, Anthony F. Misitano
342. PPL Corp., William Spence
343. PR Council, Renee Wilson
344. Procter & Gamble, David Taylor*
345. Progressive, Tricia Griffith
346. Protiviti, Joseph A. Tarantino
347. Providence College, Rev. Brian J. Shanley, O.P.
348. Prudential, John Strangfeld
349. PSEG, Ralph Izzo
350. Publicis Groupe, Arthur Sadoun
351. Pure Romance LLC, Chris Cicchinelli
352. PVH, Emanuel Chirico
353. PubC, Tim Ryan*
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355. QVC, Mike George
356. Ralph Lauren Corporation, Patrice Louvet
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369. Saturday Morning Group, Keith Cartwright
370. S&P Global, Douglas Peterson
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373. Sealed Air, Ted Doheny
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448. Walmart, Doug McMillon
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456. Wells Fargo & Company, Timothy J. Sloan
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460. Wintrust Financial Corporation, Edward Wehmer
462. Workday, Aneel Bhusri
463. WP Engine, Inc., Heather Brunner
464. WPP, -
465. W.W. Grainger, DG Macpherson
466. Wyndham Worldwide, Stephen P. Holmes
467. Xavier University of Louisiana, C. Reynold Verret
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