

*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*
9. *Adtalem Global Education, Lisa W. Wardell*
10. *Advance Auto Parts, Inc., Thomas Greco*
11. *Advanced Micro Devices, Inc., Dr. Lisa Su*
12. *Advancing Minorities' Interest in Engineering, Veronica L. Nelson*
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. *AllianceBernstein, 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. *Altria 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 Butier*
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*
92. *Cielo, Sue Marks*
93. *Cigna, David Cordani*
94. *Cincinnati Regional Chamber, Jill P. Meyer*
95. *Cintas, Scott Farmer*
96. *Cisco Systems Inc., Chuck Robbins*
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 McAvooy*
106. *Conagra Brands, Sean Connolly*
107. *Conduent Inc., Ashok Vemuri*
108. *Consumer Reports, Marta L. Tellado*
109. *Contran Corporation, Robert Graham*
110. *Corning Incorporated, Wendell Weeks*
111. *Council of Foundations, -*
112. *Croue 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*
128. *DiversityInc, Luke Visconti*
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*
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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 Petersson*
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*
214. *INROADS, Inc., Forest T. Harper Jr.*
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. *Janney 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, -*
226. *Kaiser Permanente, Bernard J. Tyson*
227. *Katten Muchin Rosenman LLP, Noah S. Heller*
228. *Kellogg Company, John Bryant*
229. *KeyBank, Beth Mooney*
230. *Kilpatrick Townsend & Stockton LLP, Henry Walker*
231. *Kimberly-Clark Corporation, Thomas J. Falk*
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 Policinski*
239. *Latham & Watkins LLP*
240. *Lathrop Gage LLP, Cameron Garrison*
241. *L Catterton, J. Michael Chu and Scott Dahnke*
242. *Le Moyne College, Linda M. LeMura*
243. *Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa*
244. *Legg Mason Global Asset Management, Joe Sullivan*
245. *Lehigh University, John D. Simon*
246. *Levi Strauss & Co, Chip Bergh*
247. *Liberty Mutual Insurance Group, David H. Long*
248. *Lifespan, Timothy J. Babineau, MD*
249. *Lincoln Financial Group, Dennis R. Glass*
250. *Lockheed Martin, Marillyn A. Hewson*
251. *L'Oreal USA, Frédéric Rozé*
252. *Lowe's Companies, Inc., Robert Niblock*
253. *Macy's, Jeff Gennette*
254. *Major League Baseball, Rob Manfred*
255. *Management Leadership for Tomorrow, John Rice*
256. *Marcum LLP, Jeffrey M. Weiner*
257. *Marist College, David Yellen*
258. *Marriott International, Arne Sorenson*
259. *Mars, Incorporated, Grant Reid*
260. *Marsh & McLennan Companies, Daniel S. Glaser*
261. *M&T Bank, Rene F. Jones*
262. *Masco Corporation, Keith J. Allman*
263. *MassMutual, Roger Crandall*
264. *Mastercard, Ajay Banga*
265. *Mattel Inc., Margaret Georgiadis*
266. *Maxim Healthcare Services, Bill Butz*
267. *McKinsey & Company, Gary Pinkus*
268. *MDC Partners, Scott Kauffman*
269. *Medidata, Tarek Sherif*
270. *Medtronic, Omar Ishra*
271. *Mercedes-Benz USA, Dietmar Exler*
272. *Merck, Ken Frazier*
273. *Mesirow Financial, Richard S. Price*
274. *MetLife, Steve Kandarian*
275. *Miami University (Ohio), Dr. Gregory P. Crawford*
276. *Michelman, Steven J. Shifman*
277. *Micron Technology, Inc., Sanjay Mehrotra*
278. *Miles & Stockbridge, John Frisch*
279. *Minor League Baseball, Pat O'Conner*
280. *The MITRE Corporation, Dr. Jason Providakes*
281. *Mondelēz International, Dirk Van de Put*
282. *Moody's, Raymond McDaniel Jr.*
283. *Morgan Stanley, James P. Gorman*
284. *Morgan State University, Dr. David Wilson*
285. *Movado Group Inc., Efraim Grinberg*
286. *Mutual of Omaha, James Blackledge*
287. *National Basketball Association, Adam Silver*
288. *National Center for Women & Information Technology, Lucy Sanders*
289. *National Down Syndrome Society, Sara Hart Weir*
290. *National Grid PLC, John Pettigrew*
291. *National HBCU Business Deans Roundtable, Joe M. Ricks, Jr.*
292. *National Organization on Disability, Carol Glazer*
293. *National Retail Federation, Matthew Shay*
294. *Nationwide, Steve Rasmussen*
295. *Navigant, Julie Howard*
296. *NCR Corporation, Bill Nuti*
297. *NetApp, George Kurian*
298. *NewCo, John Battelle*
299. *Network of Executive Women, Sarah Alter*
300. *New York Life, Ted Mathas\**
301. *The New York Times Company, Mark Thompson*
302. *Nielsen, Mitch Barns*
303. *NiSource, Joe Hamrock*
304. *Nixon Peabody LLP, Andrew Glincher*
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306. *Northern Illinois, Lisa C. Freeman*
307. *Northern Trust Corporation, Michael O'Grady*
308. *Northrop Grumman, Wes Bush*
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316. *One To World, Jen Clarke*
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324. Paul, Weiss, Rifkind, Wharton & Garrison  
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326. Peabody, Glenn Kellow
327. Peloton, John Foley
328. The Pennsylvania State University, Eric J.  
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329. Penn State College of Medicine and Penn State  
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A. Craig Hillemeier
330. Penn State Erie, The Behrend College, Ralph  
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331. PepsiCo, Inc., Indra Nooyi
332. Perdue Farms, Randy Day
333. Per Scholas, Plinio Ayala
334. Pfizer Inc., Ian C. Read
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. PPG, Michael McGarry
343. PPL Corp., William Spence
344. PR Council, Renee Wilson
345. Procter & Gamble, David Taylor\*
346. Progressive, Tricia Griffith
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348. Providence College, Rev. Brian J. Shanley,  
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352. Pure Romance LLC, Chris Cicchinelli
353. PVH, Emanuel Chirico
354. PwC, Tim Ryan\*
355. Qualcomm Incorporated, Steve Mollenkopf
356. QVC, Mike George
357. Ralph Lauren Corporation, Patrice Louvet
358. RBC Capital Markets, LLC, John Thurlow
359. Reed Smith LLP, Sandy Thomas
360. Reinsurance Group of America Inc., Anna  
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361. Republic Services, Donald W. Slager
362. Robert Morris University, President Chris  
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363. Rockwell Automation, Blake Moret
364. RRD, Daniel Knotts
365. RSM US LLP, Joe Adams
366. Russell Reynolds Associates, Clarke Murphy
367. Saint Louis University, Fred P. Pestello, Ph. D.
368. Salesforce, Marc Benioff
369. SAS, Jim Goodnight
370. Saturday Morning Group, Keith Cartwright
371. S&P Global, Douglas Peterson
372. Schreiber Foods, Inc., Mike Haddad
373. Seagate Technology, Steve Luczo
374. Sealed Air, Ted Doheny
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380. Sidley Austin LLP, Michael J. Schmidtberger
381. Skoda Minotti, Gregory J. Skoda
382. Society for Human Resource Management,  
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383. Sodexo North America, Lorna C. Donatone
384. Solar Energy Industry Association, Abigail  
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385. SONIC, America's Drive-In, Clifford Hudson
386. Southern Company, Tom Fanning
387. Spelman College, Mary Schmidt Campbell,  
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388. St. Bonaventure University, Dennis R.  
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389. St. John's University, Dr. Conrado Gempesaw
390. St. Louis Community College, Dr. Jeff L.  
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391. The Standard, J. Greg Ness
392. Stanley Black & Decker, Jim Loree
393. Staples Inc., Shira Goodman
394. State Street, Joseph Hooley
395. Stetson University, Wendy B. Libby, Ph.D.
396. Stinson Leonard Street LLP, Mark Hinderks
397. SunTrust Bank Inc., Bill Rogers
398. SurveyMonkey, Zander Lurie
399. Swiss Re, Eric Smith
400. Symantec, Greg Clark
401. Synchrony Financial, Margaret Keane
402. Tanenbaum, Joyce Dubensky
403. Tapestry, Inc., Victor Luis
404. Target Corporation, Brian Cornell
405. TE Connectivity, Terrence Curtin
406. Thermo Fisher Scientific, Marc Casper

407. Thomson Reuters, James Smith
408. Thurgood Marshall College Fund,  
Harry L. Williams
409. TIAA, Roger W. Ferguson, Jr.
410. T-Mobile USA, John Legere
411. TPG, Jon Winkelried
412. T. Rowe Price, William J. Stromberg
413. TriHealth, Mark Clement
414. Tufts Health Plan, Thomas Crosswell
415. Tupperware, Rick Goings
416. Tyson Foods, Inc., Tom Hayes
417. UMB Financial Services, Mariner Kemper
418. Under Armour, Kevin Plank
419. Unilever, Kees Kruythoff
420. United Airlines, Oscar Munoz
421. Union Pacific, Lance Fritz
422. United Way Worldwide, Brian Gallagher
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429. University of Missouri - St. Louis, Thomas F.  
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434. University of San Francisco, Paul Fitzgerald,  
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435. Unum Group, Richard McKenney
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438. USG Corporation, Jennifer F. Scanlon
439. U.S. Bancorp, Andrew Cecere
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447. Voya Financial, Rodney O. Martin, Jr.
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461. W. L. Gore & Associates, Inc., Jason Field
462. Workday, Aneel Bhusri
463. WP Engine, Inc., Heather Brunner
464. WPP, -
465. W.W. Grainger, DG Macpherson
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467. Xavier University of Louisiana, C. Reynold  
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470. XL Catlin, Mike McGavick
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