

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 blindspots, 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. Accenture, Julie Sweet*
3. **ACT, Inc., Marten Roorda**
4. Adient plc, R. Bruce McDonald
5. Adobe, Shantanu Narayen
6. **ADP, Carlos Rodriguez**
7. Advanced Micro Devices, Inc., Dr. Lisa Su
8. Advancing Minorities' Interest in Engineering, Veronica L. Nelson
9. **AIG, Brian Duperreault**
10. **Air Products, Seifi Ghasemi**
11. Alaska Air Group, Brad Tilden
12. **Alcoa, Roy C. Harvey**
13. **Alliant International University, Andy Vaughn**
14. Ally Financial, Inc., Jeffrey Brown
15. **Altria Group, Inc., Martin Barrington**
16. Ameren, Warner Baxter
17. **American Airlines, Doug Parker**
18. American Electric Power, Nicholas K. Akins
19. American Express, Kenneth I. Chenault
20. **American Heart Association, Nancy Brown**
21. Anthem Inc., Joe Swedish
22. Apollo Global Management, LLC, Leon Black
23. Archer Daniels Midland Company, Juan R. Luciano
24. Ariel Investments, John W. Rogers
25. **Asian American Business Development Center, John Wang**
26. Assurant Inc., Alan Colberg
27. AT&T, Randall Stephenson
28. **Autodesk, Andrew Anagnost**
29. Avery Dennison, Mitch Butier
30. Bain Capital, Jonathan S. Levine and John Connaughton
31. **Bain & Company, Inc., Bob Bechek**
32. Bank of America, Brian Moynihan
33. **Barilla, Claudio Colzani**
34. BCG, Joe Davis*
35. **BDO USA LLP, Wayne Berson**
36. **Becton Dickinson, Vince Forlenza**
37. **Bentley University, Gloria Cordes Larson**
38. **Best Buy Co., Inc., Hubert Joly**
39. **Binghamton University, Harvey Stenger**
40. **BlackRock, Larry Fink**
41. Blue Cross Blue Shield Massachusetts, Andrew Dreyfus
42. **Booz Allen Hamilton, Horacio Rozanski**
43. Boston Scientific Corporation, Michael Mahoney
44. **The Bozzuto Group, Toby Bozzuto**
45. **Bristol-Myers Squibb, Giovanni Caforio**
46. **Brocade, Lloyd Carney**
47. Campbell Soup Company, Denise Morrison
48. Cardinal Health, George Barrett
49. Career Communications Group, Inc., Tyrone D. Taborn
50. Cargill, David W. MacLennan
51. The Carlyle Group, William E. Conway, Jr.
52. Carnival Corporation & plc, Arnold Donald
53. CA Technologies, Mike Gregoire
54. Catalyst, Deborah Gillis
55. Catholic Health Initiatives, Kevin E. Lofton
56. CBS Corporation, Leslie Moonves
57. Centene, Michael Neidorff
58. Center for Talent Innovation, Sylvia Ann Hewlett
59. **The Christ Hospital Health Network, Mike Keating**
60. C.H. Robinson Worldwide, John Wiehoff
61. Cigna, David Cordani
62. Cisco Systems Inc., Chuck Robbins
63. **Cleveland Clinic, Delos Cosgrove**
64. The Clorox Company, Benno Dorer
65. CMS Energy, Patricia Poppe
66. **CNA, Dino E. Robusto**
67. The Coca-Cola Company, James Quincey
68. Conagra Brands, Sean Connolly
69. Conduent Inc., Ashok Vemuri
70. Corning Incorporated, Wendell Weeks
71. **Crowe Horwath LLP, James Powers**
72. **CSAA Insurance Group, Paula Downey**
73. **CSRA, Lawrence B. Prior III**
74. **Cubic, Bradley Feldmann**
75. Dana Incorporated, James Kamsickas
76. **Danaher Corporation, Thomas Joyce, Jr**
77. Deloitte US, Cathy Engelbert*
78. Delphi, Kevin P. Clark
79. Delta Air Lines, Ed Bastian
80. Denny's, John Miller
81. **DentaQuest, Steve Pollock**
82. Diversity Best Practices, Subha Barry
83. DiversityInc, Luke Visconti
84. Diversity Marketplace, Tim McChristian

85. **Dotdash, Neil Vogel**
86. *The Dow Chemical Company, Andrew Liveris*
87. *DST Systems, Inc., Steve Hooley*
88. *DTCC, Michael Bodson*
89. *DTE Energy, Gerry Anderson*
90. **Duke Energy, Lynn Good**
91. *DuPont, Ed Breen*
92. *Ecolab, Inc, Douglas Baker*
93. **Edelman, Richard Edelman**
94. *Edward Jones, Jim Weddle*
95. *Eli Lilly and Company, David A. Ricks*
96. *Emerson, David Farr*
97. *Engility, Lynn Dugle*
98. *Entergy, Leo P. Denault*
99. **Erie Insurance, Timothy G. NeCastro**
100. *The Executive Leadership Council, Ronald C. Parker**
101. *Exelon, Christopher Crane*
102. *Express Scripts, Timothy C. Wentworth*
103. *EY, Steve Howe**
104. *FactSet Research Systems Inc., Phil Snow*
105. **Fannie Mae, Tim Mayopoulos**
106. **Feeding America, Diana Aviv**
107. *Fifth Third Bank, Greg Carmichael*
108. **Financial Industry Regulatory Authority, Inc., Robert Cook**
109. **First Data, Frank Bisignano**
110. *FirstEnergy, Chuck Jones*
111. *FIS, Gary Norcross*
112. **Flagstar Bank, Sandro DiNello**
113. **Franklin Templeton Investments, Greg Johnson**
114. **Fred Hutchinson Cancer Research Center, Gary Gilliland, M.D., Ph.D**
115. *Frontier Communications, Dan McCarthy*
116. *Gannett Co., Robert Dickey*
117. **Gap, Inc., Art Peck**
118. **Genentech, Bill Anderson**
119. *General Atlantic, Bill Ford**
120. *General Mills, Jeff Harmening*
121. **Great Place to Work, Michael C. Bush**
122. **GTCR, Craig Bondy**
123. *The Guardian Life Insurance Company, Deanna Mulligan*
124. **Guitar Center, Ron Japinga**
125. **HARMAN, Dinesh Paliwal**
126. *The Hartford, Christopher J. Swift*
127. **Harvard Pilgrim Health Care, Eric Schultz**
128. *Herbalife, Richard P. Goudis*
129. *The Hershey Company, Michele Buck*
130. **Hershey Entertainment & Resorts, John Lawn**
131. *Hewlett Packard Enterprise, Meg Whitman*
132. *Hilton Worldwide, Christopher J. Nassetta*
133. *Hispanic Association on Corporate Responsibility, Cid Wilson*
134. *HP Inc., Dion Weisler*
135. *The Home Depot, Craig Menear*
136. **HSBC, Patrick J. Burke**
137. *Humana, Bruce Broussard*
138. *Huntington Bank, Steve Steinour*
139. **Huntington Ingalls Industries, Mike Petters**
140. **IAC, Joey Levin**
141. **IAC Applications, Tim Allen, Eric Esterlis**
142. *IBM, Ginni Rometty*
143. *IHS Markit, Lance Uggla*
144. **IKEA US, Lars Petersson**
145. *Information Technology Senior Management Forum, Viola Thompson*
146. *Ingersoll Rand, plc, Mike Lamach*
147. *INROADS, Inc., Forest T. Harper Jr.*
148. **Institute for Corporate Productivity, Kevin Oakes**
149. *Interpublic Group, Michael Roth*
150. *Illinois Tool Works Inc., E. Scott Santi*
151. **Jackson Lewis P.C., Vincent Cino**
152. **Janney Montgomery Scott LLC, Timothy Scheve**
153. *J. C. Penney, Marvin Ellison*
154. *JLL Americas, Greg O'Brien*
155. *Johnson & Johnson, Alex Gorsky*
156. **K12, Stuart Udell**
157. *Kaiser Permanente, Bernard J. Tyson*
158. *Kellogg Company, John Bryant*
159. *KeyBank, Beth Mooney*
160. **Kilpatrick Townsend & Stockton LLP, Henry Walker**
161. **KKR, George R. Roberts, Henry R. Kravis**
162. *KPMG, Lynne Doughtie**
163. *Kroger, Rodney McMullen*
164. **Land O'Lakes, Inc., Chris Policinski**
165. **Latham & Watkins LLP, William H. Voge**
166. *L Catterton, J. Michael Chu and Scott Dahnke*
167. *Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa*
168. *Legg Mason Global Asset Management, Joe Sullivan*

169. *Lehigh University, John D. Simon*
170. *Levi Strauss & Co, Chip Bergh*
171. *Liberty Mutual Insurance Group, David H. Long*
172. *Lincoln Financial Group, Dennis R. Glass*
173. ***L'Oreal USA, Frédéric Rozé***
174. ***Lowe's Companies, Inc., Robert Niblock***
175. *Macy's, Jeff Gennette*
176. *Major League Baseball, Rob Manfred*
177. ***Marriott International, Arne Sorenson***
178. ***Mars, Incorporated, Grant Reid***
179. *Marsh & McLennan Companies, Daniel S. Glaser*
180. *M&T Bank, Robert Wilmers*
181. *Masco Corporation, Keith J. Allman*
182. *MassMutual, Roger Crandall*
183. *Mastercard, Ajay Banga*
184. *Mattel Inc., Margaret Georgiadis*
185. ***McKinsey & Company, Gary Pinkus***
186. ***MDC Partners, Scott Kauffman***
187. *Medtronic, Omar Ishrak*
188. ***Mercedes-Benz USA, Dietmar Exler***
189. *Merck, Ken Frazier*
190. ***Miami University (Ohio), Dr. Gregory P. Crawford***
191. *Micron Technology, Inc., Sanjay Mehrotra*
192. ***Miles & Stockbridge, John Frisch***
193. ***Minor League Baseball, Pat O'Conner***
194. *The MITRE Corporation, Dr. Jason Providakes*
195. *Mondelēz International, Irene Rosenfeld*
196. *Moody's, Raymond McDaniel Jr.*
197. *Morgan Stanley, James P. Gorman*
198. ***Mutual of Omaha, James Blackledge***
199. ***National Center for Women & Information Technology, Lucy Sanders***
200. *National Grid PLC, John Pettigrew*
201. *National HBCU Business Deans Roundtable, Joe M. Ricks, Jr.*
202. ***National Retail Federation, Matthew Shay***
203. ***Nationwide, Steve Rasmussen***
204. ***Navigant, Julie Howard***
205. *NCR Corporation, Bill Nuti*
206. ***NetApp, George Kurian***
207. *New York Life, Ted Mathas**
208. ***Nielsen, Mitch Barns***
209. *NiSource, Joe Hamrock*
210. ***Nixon Peabody LLP, Andrew Glincher***
211. *Northern Trust Corporation, Frederick H. Waddell*
212. *Northrop Grumman, Wes Bush*
213. *Northwestern Mutual, John Schlifske*
214. ***Novant Health, Carl Armato***
215. ***Oaktree Capital Management, Jay Wintrob***
216. *Ocwen Financial Corporation, Ronald Faris*
217. ***OhioHealth, David Blom***
218. *Omnicom Group, John Wren*
219. ***Orrick, Herrington & Sutcliffe, LLP, Mitch Zuklie***
220. *Owens & Minor Inc., P. Cody Phipps*
221. *Palo Alto Networks, Mark D. McLaughlin*
222. ***Paul Hastings LLP, Seth Zachary***
223. ***Paul, Weiss, Rifkind, Wharton & Garrison LLP, Brad S. Karp***
224. *PayPal, Dan Schulman*
225. ***The Pennsylvania State University, Eric J. Barron***
226. ***Penn State College of Medicine and Penn State Health Milton S. Hershey Medical Center, Dr. A. Craig Hillemeier***
227. *PepsiCo, Inc., Indra Nooyi*
228. ***Perdue Farms, Randy Day***
229. *Per Scholas, Plinio Ayala*
230. *Pfizer Inc, Ian C. Read*
231. ***PGA of America, Pete Bevacqua***
232. *PGA TOUR, Jay Monahan*
233. ***PIMCO, Emmanuel Roman***
234. ***Ping Identity, Andre Durand***
235. *PPG, Michael McGarry*
236. *PPL Corp, William Spence*
237. *Procter & Gamble, David Taylor**
238. *Progressive, Tricia Griffith*
239. ***Providence College, Rev. Brian J. Shanley, O.P.***
240. *Prudential, John Strangfeld*
241. *Publicis Groupe, Arthur Sadoun*
242. *PwC, Tim Ryan**
243. *Qualcomm Incorporated, Steve Mollenkopf*
244. ***QVC, Mike George***
245. ***Ralph Lauren Corporation, Patrice Louvet***
246. *Reinsurance Group of America Inc., Anna Manning*
247. ***Republic Services, Donald W. Slager***
248. ***Rockwell Automation, Blake Moret***
249. ***RRD, Daniel Knotts***
250. ***RSM US LLP, Joe Adams***
251. ***Russell Reynolds Associates, Clarke Murphy***

252. **Salesforce, Marc Benioff**
253. *Saturday Morning Group, Keith Cartwright*
254. *S&P Global, Douglas Peterson*
255. *Seagate Technology, Steve Luczo*
256. *Sealed Air, Jerome Peribere*
257. **Securian Financial Group, Chris Hilger**
258. *Sempra Energy, Debra Reed*
259. *SEO, William Goodloe*
260. *Service Corporation International, Thomas L. Ryan*
261. **Sodexo North America, Lorna C Donatone**
262. **SONIC, America's Drive-In, Clifford Hudson**
263. **Southern Company, Tom Fanning**
264. *Spelman College, Mary Schmidt Campbell*
265. *Staples Inc., Shira Goodman*
266. *State Street, Joseph Hooley*
267. **Stetson University, Wendy B. Libby, Ph.D.**
268. *SunTrust Bank Inc., Bill Rogers*
269. **SurveyMonkey, Zander Lurie**
270. *Swiss Re, Eric Smith*
271. *Symantec, Greg Clark*
272. *Synchrony Financial, Margaret Keane*
273. *Tanenbaum, Joyce Dubensky*
274. *Target Corporation, Brian Cornell*
275. **TE Connectivity, Terrence Curtin**
276. **Thermo Electron and Fisher Scientific, Marc Casper**
277. **Thurgood Marshall College Fund, Johnny C. Taylor, Jr.**
278. *TIAA, Roger W. Ferguson, Jr.*
279. *T-Mobile USA, John Legere*
280. **TPG, Jon Winkelried**
281. **T. Rowe Price, William J. Stromberg**
282. **Tufts Health Plan, Thomas Croswell**
283. *Tupperware, Rick Goings*
284. **Tyson Foods, Inc., Tom Hayes**
285. **UMB Financial Services, Mariner Kemper**
286. *Under Armour, Kevin Plank*
287. **Unilever, Kees Kruythoff**
288. *United Airlines, Oscar Munoz*
289. *University of Arkansas, Joseph E. Steinmetz*
290. **University of Dayton, Eric F. Spina**
291. *University of Maryland, Baltimore County, Dr. Freeman Hrabowski*
292. *University of San Francisco, Paul Fitzgerald, S.J.*
293. *Unum Group, Richard McKenney*
294. **UPS, David Abney**
295. *U.S. Bancorp, Andrew Cecere*
296. **VF Corporation, Steve Rendle**
297. *Viacom Inc., Robert Bakish*
298. **Villanova University, Rev. Peter M. Donohue, O.S.A.**
299. **Vimeo, Anjali Sud**
300. *Visa Inc, Alfred F. Kelly, Jr.*
301. *Voya Financial, Rodney O. Martin, Jr.*
302. *Walmart, Doug McMillon*
303. **Weil, Gotshal & Manges LLP, Barry Wolf**
304. **Welbilt, Inc., Hubertus M. Muehlhaeuser**
305. **WellCare Health Plans, Ken Burdick**
306. **Wells Fargo & Company, Timothy J. Sloan**
307. **Williams-Sonoma, Inc., Laura Alber**
308. **Wintrust Financial Corporation, Edward Wehmer**
309. **WP Engine, Inc., Heather Brunner**
310. *WPP, Martin Sorrell*
311. *W.W. Grainger, DG Macpherson*
312. *Wyndham Worldwide, Stephen P. Holmes*
313. *Xerox, Jeffrey Jacobson*
314. *XL Catlin, Mike McGavick*

*Denotes Steering Committee Member