



## CEO Action for Diversity & Inclusion™ FAQ

### General

Q: When did the CEO Action for Diversity & Inclusion™ initiative launch?

A: The [initiative launched](#) on June 12<sup>th</sup>, 2017.

Q: What is the CEO Action for Diversity & Inclusion™?

A: The CEO Action for Diversity & Inclusion™ is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. A unique coalition of more than 500 CEOs have signed on to this commitment, agreeing to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss diversity and inclusion. All the signatories of the commitment serve as leaders of their companies and committed to implementing the pledge within their workplaces, or where companies have already implemented one or several of the commitments, will support other companies in doing the same.

Q: Do signatories have to agree to execute against all Pledge commitments?

A: Yes. As part of signing on to the CEO Action for Diversity & Inclusion™, CEOs are committing to implementing all of the elements within the pledge.

Q: Who created the commitment?

A: The CEO Action for Diversity & Inclusion™ was collectively formed and is led by a steering committee of CEOs and leaders from Accenture, BCG, Deloitte US, The Executive Leadership Council, EY, General Atlantic, KPMG, New York Life, P&G and PwC.

Q. What are the CEO Action pledge commitments?

A: The CEO Action for Diversity & Inclusion™ signatories are taking three essential actions. First, each of the signatories are focused on cultivating workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.

Second, we believe that there is a gap around sharing and collaborating across enterprises in order to advance this issue within the business community. Some are making strides while others aren't, and there are valuable lessons to be shared and learned in both of those experiences. To facilitate the exchange of actions, we built a hub that enables companies to share best known actions across different areas of diversity.

Finally, each signatory has agreed to implement unconscious bias training in their respective organization, and those who have already done so are committing to mentor others so they can effectively implement this training.

Q: How do you determine who else can join this effort?

A: We are inspired by the number of organizations that want to sign onto the CEO Action for Diversity & Inclusion™ pledge and join our collective efforts. Our desire is to welcome as many different voices and perspectives as possible in an orderly manner that will allow for knowledge sharing and greater collective potential contributions. We are responding to all requests and signing new signatories in waves to maintain measured growth of the coalition, its goals and collaborations over time. We hope this strategy will help us stay true to the goal of establishing a firm foundation for a knowledge sharing platform that can be cultivated to foster even greater collaboration with time.

Q: How is the CEO Action for Diversity & Inclusion™ different?

A: The CEO Action for Diversity & Inclusion™ assembles the largest collection of business leaders from various industries openly committing to sharing successful diversity and inclusion initiatives as well as lessons learned to share with the collective business community.

Q: Is this commitment aimed at benefiting one group?

A: No. We are committed to advancing inclusion of all employees and making them feel supported in the workplace, regardless of race, ethnicity, national origin, gender or gender identity, sexual orientation, age, religion, disability status, veteran status, or other aspect of diversity. We recognize that diversity and inclusion are multi-faceted issues and that we need to tackle these subjects holistically to better engage and support all of our employees, our communities and our stakeholders.

Q: Are there financial contributions as part of the CEO Action for Diversity & Inclusion™?

A: As part of this commitment, signatories have agreed to dedicate their time and resources to advance diversity and inclusion efforts both within their companies and as a part of this coalition to benefit society as a whole.

Q: How has CEO Action been successful in its first year?

A: Marking its first year, CEO Action for Diversity & Inclusion™ has rallied a record number of CEOs who acknowledge that more can be done to drive diversity and inclusion in the workplace. In addition to achieving a significant number of signatories and sharing more than 500 actions on the [CEOAction.com](https://www.ceoaction.com) database, the coalition has focused on helping its signatories fulfill their commitments within the pledge. Key accomplishments include: hosting leadership sessions that facilitated hundreds of conversations between signatories in order to share resources as well as creating formal peer networks to help signatories remain motivated, persistent and focused on driving change within their workforces.

In an April 2017 survey answered by half of the coalition signatories, almost 80 percent of surveyed CEOs feel that CEO Action has had a positive impact on diversity and inclusion in their organization. Nearly 90 percent of CEO Action signatories are delivering on their pledge commitment to have difficult conversations and implement unconscious bias education.

Q: What free resources are being released?

A: With recent [news article](#) citing companies reportedly spending almost \$8 billion a year in diversity training, CEO Action will also release a free suite of educational materials to help organizations create and maintain a diverse and inclusive culture. The tools will be designed in part by the more than 120 experienced D&I and HR leaders who comprise the CEO Action working groups and represent a key part of the coalition's evolved strategy to truly impact the existing and future workforce and engage more CEOs. Included in the suite of materials will be tools to measure diversity and inclusion within companies, complete self-assessments to gauge progress and toolkits on a range of topics.

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Q. When will the free tools be made public?

A: The CEO Action working groups will be releasing materials as they are finalized throughout the next year.

### Actions

Q: You say this commitment is all about action – what specific action(s) are signatories taking?

A: The CEO Action for Diversity & Inclusion™ are taking three essential actions. First, each of the signatories are focused on cultivating workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.

Second, we believe that there is a gap in the market around sharing and collaborating across enterprises in order to advance this issue within the business community. Some are making strides while others aren't, and there are valuable lessons to be shared and learned in both of those experiences. To facilitate the exchange of actions, we built a hub that enables companies to share best known actions across different areas of diversity.

Finally, each signatory has agreed to implement unconscious bias training in their respective organization, and those who have already done so are committing to mentor others so they can effectively implement this training.

Q: What if a company is already implementing all the actions outlined in a commitment? What is their role?

A: We recognize that companies are at different points in their diversity journey. Companies that currently are not implementing some or all of the elements of the pledge can use this as an opportunity to learn from others that are already doing so in order to apply that to their company in the most effective and meaningful way. Companies that are already implementing some or all of the actions can use this as an opportunity to drive greater engagement within their own programs, contribute best known actions as well as mentor others.

Q: How is each company going about making its workplace safe to have difficult conversations about topics such as race?

A: Rather than prescribe the creation of specific tools, each company is asked to foster environments, platforms, or forums with their people and organizations in mind. Through our unified hub, [CEOAction.com](https://CEOAction.com), companies can share best known actions on how they are doing this.

Q: When and how does each company share best known—and unsuccessful—actions?

A: We are the largest corporate exchange of best known actions around diversity and inclusion. This unified hub – [CEOAction.com](https://CEOAction.com) – will provide companies with a platform to easily share successes and challenges with one another. We believe by sharing successes and actions that were ineffective, it will help companies learn from each other and more effectively apply meaningful tools, programs, and strategies within their companies.

Q: How do you make unconscious bias training available to everyone?

A: Collectively, the companies in this coalition manage millions of people, and have seen the benefits of effective educational programs. We have made the blind spot video series available, free-of-charge, to anyone to help them offer it within their respective organizations. These resources can be found on the "Actions" section within [CEOAction.com](https://CEOAction.com) and at the website [www.pwc.com/us/blindspots](https://www.pwc.com/us/blindspots).

Additionally, the Check Your Blind Spots unconscious bias mobile tour has been expanded with experiential elements and online resources to mitigate unconscious bias. In conjunction with the mobile tour, individuals can commit to action through a personal pledge, "I Act On," to act on driving more inclusive behaviors in their everyday lives.

Q: Why is implementing and expanding unconscious bias training a main focus of the CEO Action for Diversity & Inclusion™?

A: Experts tell us that we all have unconscious biases that manifest themselves in various aspects of our daily lives. Unconscious bias education is a resource that can enable individuals to begin recognizing, acknowledging, and deconstructing any potential blind spots he or she might have, but was not aware of previously. By giving employees at all levels access to these insights, we aim to facilitate more open and honest conversations that will support inclusion throughout our organizations.

As leaders of some of America's largest corporations, nonprofits and academic organizations, we recognize that such education is an important necessary step, because unconscious bias, by its very nature is hidden. But we also recognize that such education while necessary, is not a sufficient step to create change. That requires constant vigilance and proactive efforts to create equal opportunity and access.

Q: While CEO Action for Diversity & Inclusion™ signatories represent a collective footprint across all 50 states, are there regions or geographic clusters with significant concentration of signatories?

A: More companies from nearly 85 industries have signed on, giving the signatory group additional unique perspectives on how to develop comfortable environments for our employees to thrive. These CEOs are excited about the pledge and want to make sure that their companies are diverse and inclusive of all employees.

Q. What does success look like and how do you measure it?

A: Success, to us, is centered around knowledge sharing and collaboration across industries. This is why we will be focused on using our [unified hub](#) to easily share successes and challenges as well as continue to expand our list of signatories to draw in even more perspectives and experiences from the workplace. The hub measures the efforts' reach and impact by capturing many of the best known actions that are shared across companies who visit the site for more information about diversity and inclusion in the workplace.

Q: What has happened since the CEO Action for Diversity & Inclusion™ launch?

A: Since the launch of the CEO Action for Diversity and Inclusion™, we have had a number of milestones including:

- Hosted four gatherings with more than 400 CEO and C-Suite leaders
- expanded the "Check Your Blind Spots" unconscious bias mobile tour
- introduced the I Act On pledge
- developed six working groups addressing key issues around gender, race, and impact
- made the blind spot video series available, free of charge to anyone
- drove dialogue at more than 15 high-profile [events](#)
- and convened companies together within their industry and markets to drive collective action.

Q: What have you learned thus far in the process?

A: The positive response to the initiative has been overwhelming. It is evident companies and their workforces are craving action to advance diversity and inclusion. More than 250 companies have submitted best known actions that are being implemented within their respective organizations. To read

about these actions visit the [CEO Action hub](#).

Q: Are all the signatories meeting the obligations of the agreement thus far?

A: By signing on to the CEO Action for Diversity & Inclusion™, CEOs are committing to implement all of the elements within the pledge. These include implementing and expanding unconscious bias education and sharing best known actions via a unified hub. To track their progress against these actionable commitments, our goal is to have each company create accountability systems within their own four walls and share regular updates with each other in order to catalog effective programs and measurement practices.

Q: What are the new actions that were announced on November 15, 2018?

A: The three actions announced include:

- Launched the new [“Check Your Blind Spots” unconscious bias mobile tour](#) with experiential elements and online resources to give people the opportunity to learn about and explore ways to mitigate unconscious bias in their everyday lives. The tour will make 100 stops across the country and engage one million people.
- Initiated the “I Act On” pledge, in conjunction with the unconscious bias mobile tour, individuals can commit to action through a personal pledge to mitigate any personal unconscious biases, and act on driving more inclusive behaviors in their everyday lives. Individuals can also take the pledge via [ceoaction.com](#).
- On Dec. 7, the coalition is hosting a “Day of Understanding”, the largest mass dialogue focused on tackling key diversity and inclusion issues such as race, gender and age. More than 150 signatories will come together to take a bold action and host a day of candid conversations within each of their respective companies in order to further embrace differences in our organizations.

Also worth noting is the launch of “Beyond the Bottom Line”, a five-part landmark series featuring intimate conversations between CEOs and their employees, unpacking topics and issues confronting the workplace today around D&I.

Q: How will these actions make an impact?

A: These actions will help the coalition expand our reach beyond the business community, and make an impact in our communities by bringing unconscious bias training and actions to drive inclusive behaviors to individuals.

### UNCONSCIOUS BIAS TOUR

Q. What is the unconscious bias tour?

A: No one is immune from bias, and neither is any business, underpinning the importance of recognizing that unconscious bias exists and we can take steps to mitigate it.

In the fall of 2018, CEO Action for Diversity & Inclusion™ will launch a nationwide unconscious bias mobile tour, the “Check Your Blind Spots” mobile tour that will make 100 stops in its first year. The mobile information center will visit corporate and university campuses, as well as major conferences and festivals, and will include live interactive sessions; a digital library of educational materials (video and podcast) with optional self-assessment and educational quizzes; and a space for participants to reflect on unconscious biases and how they could potentially impact the workplace, classroom, and other settings.

Q: Is there a published list of stops for the “Check Your Blind Spots” mobile tour?

A: As tour stops are confirmed, they will be added to the Events section of CEOAction.com. To follow future updates on the Check Your Blind Spots mobile tour, please visit CEOAction.com and connect with us on Instagram: @CEO\_Action and Twitter: @CEOAction.

Q: Who are you trying to reach through the Check Your Blind Spots mobile tour?

A: CEO Action for Diversity & Inclusion™ signatories represent 12 million employees and students in the US. While institutional change must continue to be driven at the leadership level, the coalition recognizes that in order to drive real change, it must create opportunity for CEOs as well as the current workforce and our future workforce to collectively create and participate in inclusive environments.

Q: Do you have additional information on the “Check Your Blind Spots” unconscious bias mobile tour?

A: The tour will reach one million people via online activities and at 100 stops across the country in our workplaces and communities. This effort ties back to our commitment to expanding unconscious bias education and helping individuals recognize and minimize their blind spots. Organizations can express interest in participating in the tour by reaching out to [info@ceoaction.com](mailto:info@ceoaction.com).

### I Act On Pledge

Q: What is the “I Act On” pledge?

A: The “I Act On” pledge is a personal pledge that any individual can take to commit to mitigating any unconscious biases, and act on driving more inclusive behaviors in their everyday lives. Accessible via [CEOAction.com](http://CEOAction.com) and the Check Your Blind Spots Unconscious Bias tour, the pledge is a tangible opportunity for employees, students and members of our communities to work with CEOs to address the diversity and inclusion challenges at large.

Q: What actions can people take to act on their pledge commitment?

A: Actions people can take to live up to the “I Act On” pledge include:

- I will check my own potential biases and take meaningful actions to understand and mitigate them.
- I will initiate meaningful, complex, and sometimes difficult, conversations with my friends and colleagues.
- I will ask myself, “Do my actions and words reflect the value of inclusion?”
- I will move outside my comfort zone to learn about the experiences and perspectives of others.
- I will share my insights related to what I have learned.

### Future Plans

Q: What does CEO Action have planned for its second year?

A: While institutional change must continue to be driven at the leadership level, CEO Action for Diversity & Inclusion™ recognizes that in order to drive real change, it must create opportunity for CEOs, the current workforce and our future workforce to collectively create and participate in inclusive environments. We are building on our progress in year one to seize the collective opportunity for both CEOs and the workforce to address the diversity and inclusion challenges we all face. We will do this by focusing in three primary areas: 1) bringing unconscious bias education to the current and future workforce through experiential learning; 2) delivering new diversity action resources for all signatories to use; and 3) expanding the CEO Action community by maintaining a focus on value and impact for CEOs.

Q: Are there additional CEO Action events planned?

A: After our closed-door session, many of our signatories will be participating in a “Day of Understanding” on Dec. 7. The “Day of Understanding” is the largest mass dialogue on key diversity and inclusion issues such as race, gender and age to date. The discussion within each participating organization will help increase the understanding needed to further embrace differences in our organizations, educate our people and build more inclusive cultures inside and outside of our workplaces. This action directly aligns with the core CEO Action commitments each CEO and president pledged to take when they signed on to the coalition. On Jan. 24, 2019, the coalition will also convene Chief Diversity and Inclusion and Human Resources Officers to collaborate and strengthen D&I strategies during a day-long summit in Atlanta.

Q: What is the “Day of Understanding”?

A: On Dec. 7, CEO Action signatory companies will come together to take a bold action and host a day of open discussion on understanding within each of their respective companies in order to further embrace difference in our organizations, educate our people and build more inclusive cultures inside and outside of our workplaces.

Q: How often are new commitments added to the Pledge?

A: The commitments within the CEO Action for Diversity & Inclusion™ are the first in a series of actions the group plans to take in order to advance diversity and inclusion within the workplace. The signatories will plan to build on the set of initial commitments and roll out additional ones, as appropriate.