

*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. *A.T. Kearney, Alex Liu*
3. *AACSB International, Thomas R. Robinson*
4. *Accenture, Julie Sweet\**
5. *Achieve3000, Stuart Udell*
6. *ACT, Inc., Marten Roorda*
7. *Adient plc, R. Bruce McDonald*
8. *Adobe, Shantanu Narayen*
9. *ADP, Carlos Rodriguez*
10. *Adtalem Global Education, Lisa W. Wardell*
11. *Advance Auto Parts, Inc., Thomas Greco*
12. *Advanced Micro Devices, Inc., Dr. Lisa Su*
13. *Advancing Minorities' Interest in Engineering, Veronica L. Nelson*
14. *Advocate Aurora Health, Jim Skogsbergh and Nick Turkal, MD*
15. *Aerospace Corporation, Steve Isakowitz*
16. *Agilent Technologies, Mike McMullen*
17. *AICPA, Barry C. Melancon, CPA, CGMA*
18. *AIG, Brian Duperreault*
19. *Air Products, Seifi Ghasemi*
20. *Alaska Air Group, Brad Tilden*
21. *Albertsons Companies, Jim Donald*
22. *Alcoa, Roy C. Harvey*
23. *Allen & Gerritsen, Andrew Graff*
24. *Allergan, Brent Saunders*
25. *AllianceBernstein, Seth Bernstein*
26. *Alliance Data, Edward J. Heffernan*
27. *Alliant Energy, Patricia L. Kampling*
28. *Alliant Insurance Services, Thomas W. Corbett*
29. *Alliant International University, Andy Vaughn*
30. *Ally Financial, Inc., Jeffrey Brown*
31. *Alnylam Pharmaceuticals, John Maraganore*
32. *Altria Group, Inc., Howard A. Willard, III*
33. *Ameren, Warner Baxter*
34. *American Airlines, Doug Parker*
35. *American Century Investments, Jonathan Thomas*
36. *American Electric Power, Nicholas K. Akins*
37. *American Express, -*
38. *American Family Insurance, Jack Salzwedel*
39. *American Heart Association, Nancy Brown*
40. *American Pacific Mortgage, Kurt A. Reisig*
41. *American University, Sylvia Mathews Burwell*
42. *AmeriHealth Caritas Family of Companies, Paul A. Tufano*
43. *AMN Healthcare, Susan Salka*
44. *Andersen Corporation, Jay Lund*
45. *Anheuser-Busch InBev, Carlos Brito*
46. *AnitaB.org, Brenda Wilkerson*
47. *Anixter, Bob Eck*
48. *Anthem Inc., Gail Boudreaux*
49. *Aon, Greg Case*
50. *Apollo Global Management, LLC, Leon Black*
51. *Aprio, LLP, Richard Kopelman*
52. *Aptiv, Kevin P. Clark*
53. *Archer Daniels Midland Company, Juan R. Luciano*
54. *Ariel Investments, John W. Rogers*
55. *Ascena Retail Group, Inc., David Jaffe*
56. *Ashland, William Wulfsohn*
57. *Ashley Stewart, James C. Rhee*
58. *Asian American Business Development Center, John Wang*

59. *Associated Bank, Philip B. Flynn*
60. *The Association of Junior Leagues International, Susan Danish*
61. *Assurant Inc., Alan Colberg*
62. *Asurion, Tony Detter*
63. *AT&T, Randall Stephenson*
64. *Atlanta Hawks, Steven R. Koonin*
65. *Autodesk, Andrew Anagnost*
66. *Avaya, Inc., Jim Chirico*
67. *Avery Dennison, Mitch Butier*
68. *AXA Equitable Life, Mark Pearson*
69. *Babson College, Dr. Kerry Healey*
70. *Bain Capital, Jonathan S. Levine and John Connaughton*
71. *Bain & Company, Inc., Manny Maceda*
72. *Baker Tilly, Alan D. Whitman*
73. *Ball Corporation, John Hayes*
74. *Bank of America, Brian Moynihan*
75. *Barilla, Claudio Colzani*
76. *Bashen Corporation, Janet Emerson Bashen*
77. *Bay Area Council, Jim Wunderland*
78. *BCG, Joe Davis\**
79. *BDO USA LLP, Wayne Berson*
80. *Becton Dickinson, Vince Forlenza*
81. *Bennett Thrasher LLP, Jeff Eischeid*
82. *Bentley University, -*
83. *Best Buy Co., Inc., Hubert Joly*
84. *Binghamton University, Harvey Stenger*
85. *BJC Healthcare, Richard J. Liekweg*
86. *BKD, LLP, Theodore D. Dickman*
87. *BlackRock, Larry Fink*
88. *Blue Cross Blue Shield Massachusetts, Andrew Dreyfus*
89. *Blue Cross Blue Shield of Michigan, Daniel J. Loepf*
90. *Blue Cross and Blue Shield of Minnesota, Craig Samitt*
91. *Booz Allen Hamilton, Horacio Rozanski*
92. *Boston Scientific Corporation, Michael Mahoney*
93. *Bowie State University, Aminta H. Breaux, Ph.D.*
94. *The Bozzuto Group, Toby Bozzuto*
95. *Brighton Agency, Tina VonderHaar*
96. *Bristol-Myers Squibb, Giovanni Caforio*
97. *Brocade, Lloyd Carney*
98. *Campbell Soup Company, -*
99. *Capco US, Michael Pugliese*
100. *Cardinal Health, Mike Kaufmann*
101. *Career Communications Group, Inc., Tyrone D. Taborn*
102. *Cargill, David W. MacLennan*
103. *The Carlyle Group, Glenn A. Youngkin*
104. *Carnival Corporation & plc, Arnold Donald*
105. *CA Technologies, Mike Gregoire*
106. *Caesars Entertainment, Mark P. Frissora*
107. *Carlisle Companies, Inc., D. Christian Koch*
108. *Catalent, Inc., John R. Chiminski*
109. *Catalyst, -*
110. *Catholic Health Initiatives, Kevin E. Lofton*
111. *CBS Corporation, -*
112. *CECP, Daryl Brewster*
113. *Centene, Michael Neidorff*
114. *Center for Creative Leadership, John Ryan*
115. *Center for Talent Innovation, Patricia Fili-Krushel*
116. *Central Ohio Diversity Consortium, Tim Harman*
117. *Century Snacks, Valerie Oswald*
118. *Chemours, Mark Vergnano*
119. *The Christ Hospital Health Network, Mike Keating*
120. *C.H. Robinson Worldwide, John Wiehoff*
121. *Chicago United, Gloria Castillo*
122. *Children's Minnesota, Marc H. Gorelick, MD*
123. *Cielo, Sue Marks*
124. *Cigna, David Cordani*
125. *CIT, Ellen Alemany*
126. *Cincinnati Regional Chamber, Jill P. Meyer*
127. *Cintas, Scott Farmer*
128. *Cisco Systems Inc., Chuck Robbins*
129. *Citigroup, Mike Corbat*
130. *City of College New York, Vince Boudreau*
131. *Cleveland Clinic, Delos Cosgrove*
132. *The Clorox Company, Benno Dorer*
133. *CMS Energy, Patricia Poppe*
134. *CNA, Dino E. Robusto*
135. *CNO Financial Group Inc., Gary Bhojwani*
136. *The Coca-Cola Company, James Quincey*
137. *Columbus State Community College, David T. Harrison*
138. *Con Edison, John McAvoy*
139. *Conagra Brands, Sean Connolly*
140. *Conduent Inc., Ashok Vemuri*
141. *Consumer Reports, Marta L. Tellado*
142. *Contran Corporation, Robert Graham*
143. *Cornell University, Martha E. Pollack*
144. *Corning Incorporated, Wendell Weeks*

145. *Council of Chief State School Officers, Carissa Moffat Miller*
146. *Council of Foundations, -*
147. *Crowe LLP, James Powers*
148. *CSAA Insurance Group, Paula Downey*
149. *CSRA, Lawrence B. Prior III*
150. *Cubic Corporation, Bradley Feldmann*
151. *Cummins, Tom Linebarger*
152. *CUNA Mutual Group, Robert Trunzo*
153. *d.e. FOXX & Associates, Inc., Gerald Sparkman*
154. *Dana Incorporated, James Kamsickas*
155. *Danaher Corporation, Thomas Joyce, Jr*
156. *Danone North America, Mariano Lozano*
157. *Davita, Javier Rodriguez*
158. *Dell Technologies, Michael Dell*
159. *Deloitte US, Cathy Engelbert\**
160. *Delta Air Lines, Ed Bastian*
161. *Denny's, John Miller*
162. *DentaQuest, Steve Pollock*
163. *Dentons US LLP, Mike McNamara*
164. *DePaul University, Amando Gabriel Esteban*
165. *Diageo North America, Deirdre Mahlan*
166. *Discovery Education, Bill Goodwyn*
167. *Diversity Best Practices, Subha Barry*
168. *DiversityInc, Luke Visconti*
169. *Diversity Marketplace, Tim McChristian*
170. *DNA, Alan Brown*
171. *Dominion Energy, Thomas F. Farrell, II*
172. *Dominium, Paul Sween*
173. *Dotdash, Neil Vogel*
174. *The Dow Chemical Company, Andrew Liveris*
175. *DST Systems, Inc., Steve Hooley*
176. *DSM North America, Hugh Welsh*
177. *DTCC, Michael Bodson*
178. *DTE Energy, Gerry Anderson*
179. *Duke Energy, Lynn Good*
180. *DuPont, Ed Breen*
181. *Eaton, Craig Arnold*
182. *Ecolab, Inc., Douglas Baker*
183. *Edinboro University, Michael Hannan*
184. *Edison International, Pedro J. Pizarro*
185. *Edelman, Richard Edelman*
186. *Edward Jones, Penny Pennington*
187. *Eli Lilly and Company, David A. Ricks*
188. *Emerson, David Farr*
189. *Entergy, Leo P. Denault*
190. *Equilar, David Chun*
191. *Erie Insurance, Timothy G. NeCastro*
192. *ESI, Michael Burger*
193. *The Estée Lauder Companies, Fabrizio Fred*
194. *Etsy, Inc., Josh Silverman*
195. *Eversource Energy, James J. Judge*
196. *Ewing Marion Kauffman Foundation, Wendy Guillies*
197. *The Executive Leadership Council*
198. *Exelon, Christopher Crane*
199. *Express Scripts, Timothy C. Wentworth*
200. *EY, Kelly Grier*
201. *F5 Networks, Inc., François Locoh-Donou*
202. *Facing History and Ourselves, Roger Brooks*
203. *FactSet, Phil Snow*
204. *Fannie Mae, -*
205. *Federal Home Loan Bank of Chicago, Matthew R. Feldman*
206. *Federal Home Loan Bank of Des Moines, Michael L. Wilson*
207. *Federal Home Loan Bank of San Francisco, J. Gregory Seibly*
208. *Feeding America, Claire Babineaux-Fontenot*
209. *Fifth Third Bank, Greg Carmichael*
210. *Financial Industry Regulatory Authority, Inc., Robert Cook*
211. *First Data, Frank Bisignano*
212. *FirstEnergy, Chuck Jones*
213. *FIS, Gary Norcross*
214. *Fisher & Phillips, LLP, Roger K. Quillen*
215. *Flagstar Bank, Sandro DiNello*
216. *The Ford Motor Company, James P. Hackett*
217. *Fortive, Jim Lico*
218. *Framingham State University, F. Javier Cevallos*
219. *Franklin Templeton, Greg Johnson*
220. *Fred Hutchinson Cancer Research Center, Gary Gilliland, M.D., Ph.D*
221. *Frontier Communications, Dan McCarthy*
222. *FS Investments, Michael Forman*
223. *Gannett Co., Robert Dickey*
224. *Gap, Inc., Art Peck*
225. *Gartner, Gene Hall*
226. *Genentech, Bill Anderson*
227. *General Atlantic, Bill Ford\**
228. *General Mills, Jeff Harmening*
229. *General Motors, Mary Barra*
230. *George Mason University, Angel Cabrera*
231. *Georgetown University, John J. DeGioia, Ph.D.*
232. *Gettysburg College, Janet Morgan Riggs*
233. *Goodwill Industries International, Inc., Jim Gibbons*

234. *Grange Insurance, John Ammendola*
235. *Grant Thornton LLP, J. Michael McGuire*
236. *Great Place to Work, Michael C. Bush*
237. *Greater Cleveland Partnership, Joseph D. Roman*
238. *Greater Green Bay Chamber, Laurie Radke*
239. *Groupon, Richard Williams*
240. *GTCR, Craig Bondy*
241. *The Guardian Life Insurance Company, Deanna Mulligan*
242. *Guitar Center, Ron Japinga*
243. *H&CO, LLP, Armando Hernandez*
244. *Hall Capital Partners, LLC, Kathryn A. Hall*
245. *Handshake, Garrett Lord*
246. *HARMAN, Dinesh Paliwal*
247. *Harris Corporation, William M. Brown*
248. *Herrmann International, Karim Morgan Nehdi*
249. *The Hartford, Christopher J. Swift*
250. *Harvard Pilgrim Health Care, Eric Schultz*
251. *Health Partners, Andrea M. Walsh*
252. *Henry Ford Health System, Wright L. Lassiter III*
253. *Herbalife Nutrition, Richard P. Goudis*
254. *The Hershey Company, Michele Buck*
255. *Hershey Entertainment & Resorts, John Lawn*
256. *Hewlett Packard Enterprise, Antonio Neri*
257. *Highmark Health, David L. Holmberg*
258. *Hilton Worldwide, Christopher J. Nassetta*
259. *Hispanic Association of Colleges and Universities, Antonio Flores*
260. *Hispanic Association on Corporate Responsibility, Cid Wilson*
261. *HP Inc., Dion Weisler*
262. *The Home Depot, Craig Menear*
263. *Horace Mann, Marita Zuraitis*
264. *Horizon Pharma, Timothy P. Walbert*
265. *Howard University, Wayne A.I. Frederic*
266. *HSBC, Patrick J. Burke*
267. *Humana, Bruce Broussard*
268. *Huntington Bank, Steve Steinour*
269. *Huntington Ingalls Industries, Mike Petters*
270. *Hyatt Hotel Corporation, Mark Hoplamazian*
271. *Hyland, Bill Primer*
272. *IAC, Joey Levin*
273. *IAC Applications, Tim Allen*
274. *IBM, Ginni Rometty*
275. *IHS Markit, Lance Ugula*
276. *IKEA US, Lars Petersson*
277. *Illinois Tool Works Inc., E. Scott Santi*
278. *Infectious Diseases Society of America, Christopher D. Busky*
279. *Information Technology Senior Management Forum, Viola Thompson*
280. *Ingredient, Ilene Gordon*
281. *Ingersoll Rand, plc, Mike Lamach*
282. *INROADS, Inc., Forest T. Harper Jr.*
283. *Institute for Corporate Productivity, Kevin Oakes*
284. *Integra Life Sciences, Peter J. Arduini*
285. *Intel Corporation, Bob Swan*
286. *International Council of Shopping Centers, Tom McGee*
287. *International Flavors & Fragrances, Inc., Andreas Fibig*
288. *Interpublic Group, Michael Roth*
289. *Jack in the Box, Inc., Lenny Comma*
290. *Jackson Lewis P.C., Vincent Cino*
291. *Janney Montgomery Scott LLC, Timothy Scheve*
292. *J. C. Penney, -*
293. *JLL Americas, Greg O'Brien*
294. *J.M. Huber Corporation, Michael L. Marberry*
295. *Johnson & Johnson, Alex Gorsky*
296. *JP Morgan Chase & Co., Jamie Dimon*
297. *Juniper Networks, Rami Rahim*
298. *K12, -*
299. *Kaiser Permanente, Bernard J. Tyson*
300. *The Kaleidoscope Group, LLC, Doug Harris*
301. *Katten Muchin Rosenman LLP, Noah S. Heller*
302. *Katz, Sapper & Miller, Davis Resnick*
303. *Kellogg Company, Steve Cahillane*
304. *KeyBank, Beth Mooney*
305. *Kilpatrick Townsend & Stockton LLP, Henry Walker*
306. *Kimberly-Clark Corporation, Thomas J. Falk*
307. *Kindred Healthcare, Ben Breier*
308. *King's College, Reverend John J. Ryan*
309. *KKR, George R. Roberts, Henry R. Kravis*
310. *KPMG, Lynne Doughtie\**
311. *Kroger, Rodney McMullen*
312. *L3 Technologies, Inc., Christopher E. Kubasik*
313. *Land O'Lakes, Inc., Beth E. Ford*
314. *Latham & Watkins LLP, Richard M. Trobman*
315. *Lathrop Gage LLP, Cameron Garrison*
316. *L Catterton, J. Michael Chu and Scott Dahnke*
317. *Le Moyne College, Linda M. LeMura*
318. *Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa*
319. *Lear Corporation, Raymond E. Scott*

320. *Legg Mason Global Asset Management, Joe Sullivan*
321. *Lehigh University, John D. Simon*
322. *Levi Strauss & Co, Chip Bergh*
323. *Liberty Mutual Insurance Group, David H. Long*
324. *Lifespan, Timothy J. Babineau, MD*
325. *Limeade, Henry Albrecht*
326. *Lincoln Financial Group, Dennis R. Glass*
327. *Lockheed Martin, Marillyn A. Hewson*
328. *L'Oreal USA, Frédéric Rozé*
329. *Lowe's Companies, Inc., Marvin Ellison*
330. *Lumeri, Lucina Hanover*
331. *Macy's, Jeff Gennette*
332. *Madison College, Dr. Jack E. Daniels III*
333. *Major League Baseball, Rob Manfred*
334. *Management Leadership for Tomorrow, John Rice*
335. *ManpowerGroup, Jonas Prising*
336. *Marcum LLP, Jeffrey M. Weiner*
337. *Marist College, David Yellen*
338. *Marriott International, Arne Sorenson*
339. *Mars, Incorporated, Grant Reid*
340. *Marsh & McLennan Companies, Daniel S. Glaser*
341. *M&T Bank, Rene F. Jones*
342. *Masco Corporation, Keith J. Allman*
343. *MassMutual, Roger Crandall*
344. *Mastercard, Ajay Banga*
345. *Mattel Inc., -*
346. *Maxim Healthcare Services, Bill Butz*
347. *McAfee, Chris Young*
348. *McKinsey & Company, Liz Hilton Segel*
349. *MDC Partners, Scott Kauffman*
350. *Medidata, Tarek Sherif*
351. *Medtronic, Omar Ishra*
352. *Mercedes-Benz USA, Dietmar Exler*
353. *Merck, Ken Frazier*
354. *Mesirow Financial, Richard S. Price*
355. *MetLife, Steve Kandarian*
356. *Miami University (Ohio), Dr. Gregory P. Crawford*
357. *Michelman, Steven J. Shifman*
358. *Micron Technology, Inc., Sanjay Mehrotra*
359. *Miles & Stockbridge, Nancy Green*
360. *Minnesota Wild, Craig L. Leipold*
361. *Minor League Baseball, Pat O'Conner*
362. *The MITRE Corporation, Dr. Jason Providakes*
363. *Mondelēz International, Dirk Van de Put*
364. *Moody's, Raymond McDaniel Jr.*
365. *Morgan Stanley, James P. Gorman*
366. *Morgan State University, Dr. David Wilson*
367. *Movado Group Inc., Efraim Grinberg*
368. *Mutual of Omaha, James Blackledge*
369. *National Basketball Association, Adam Silver*
370. *National Center for Women & Information Technology, Lucy Sanders*
371. *National Down Syndrome Society, Sara Hart Weir*
372. *National Grid PLC, John Pettigrew*
373. *National HBCU Business Deans Roundtable, Joe M. Ricks, Jr.*
374. *National Organization on Disability, Carol Glazer*
375. *National Retail Federation, Matthew Shay*
376. *Nationwide, Steve Rasmussen*
377. *Navigant, Julie Howard*
378. *NCR Corporation, Michael D. Hayford*
379. *NetApp, George Kurian*
380. *NewCo, John Battelle*
381. *Network of Executive Women, Sarah Alter*
382. *New York Life, Ted Mathas\**
383. *The New York Times Company, Mark Thompson*
384. *Nielsen, Mitch Barns*
385. *NiSource, Joe Hamrock*
386. *Nixon Peabody LLP, Andrew Glincher*
387. *Norfolk Southern, James A. Squires*
388. *Northern Illinois, Lisa C. Freeman*
389. *Northern Trust Corporation, Michael O'Grady*
390. *Northrop Grumman, Wes Bush*
391. *Northwestern Mutual, John Schlifske*
392. *Novant Health, Carl Armato*
393. *Oaktree Capital Management, Jay Wintrob*
394. *OceanFirst Bank, Christopher Maher*
395. *Ocwen Financial Corporation, Ronald Faris*
396. *OhioHealth, David Blom*
397. *The Ohio State University, Michael V. Drake*
398. *Omnicom Group, John Wren*
399. *One To World, Jen Clarke*
400. *Oregon State University, Edward Ray*
401. *Orrick, Herrington & Sutcliffe, LLP, Mitch Zuklie*
402. *OshKosh Corporation, Wilson Jones*
403. *Out Leadership, Todd Sears*
404. *Owens & Minor Inc., P. Cody Phipps*
405. *Owens Corning, Mike Thaman*
406. *Pace University, Marvin Krislov*
407. *Palo Alto Networks, Nikesh Arora*

408. Papa John's, Steve Ritchie
409. Park Hotels & Resorts, Thomas J. Baltimore, Jr.
410. Park University, Greg Gunderson
411. Paul Hastings LLP, Seth Zachary
412. Paul, Weiss, Rifkind, Wharton & Garrison LLP, Brad S. Karp
413. PayPal, Dan Schulman
414. Peabody, Glenn Kellow
415. Peloton, John Foley
416. The Pennsylvania State University, Eric J. Barron
417. Penn State College of Medicine and Penn State Health Milton S. Hershey Medical Center, Dr. A. Craig Hillemeier
418. Penn State Erie, The Behrend College, Ralph M. Ford
419. PepsiCo, Inc., -
420. Perdue Farms, Randy Day
421. Per Scholas, Plinio Ayala
422. Pfizer Inc., Ian C. Read
423. PGA of America, Seth Waugh
424. PGA TOUR, Jay Monahan
425. PIMCO, Emmanuel Roman
426. Pipeline Equity, Katica Roy
427. Playa Hotels and Resorts, Bruce D. Wardinski
428. Ping Identity, Andre Durand
429. Pluralsight, Aaron Skonnard
430. Point B, Mike Pongon
431. Post Acute Medical, Anthony F. Misitano
432. PPG, Michael McGarry
433. PPL Corp., William Spence
434. PR Council, Renee Wilson
435. Procore, Tooey Courtemanche
436. Procter & Gamble, David Taylor\*
437. Progressive, Tricia Griffith
438. Protiviti, Joseph A. Tarantino
439. Providence College, Rev. Brian J. Shanley, O.P.
440. Prudential, John Strangfeld
441. PSEG, Ralph Izzo
442. Publicis Groupe, Arthur Sadoun
443. Pure Romance LLC, Chris Cicchinelli
444. PVH, Emanuel Chirico
445. PwC, Tim Ryan\*
446. QIAGEN N.V., Peer M. Schatz
447. Qualcomm Incorporated, Steve Mollenkopf
448. Queens College CUNY, Felix V. Matos Rodriguez
449. QVC, Mike George
450. Radian Group, Inc., Rick Thornberry
451. Ralph Lauren Corporation, Patrice Louvet
452. Randstad North America, Linda Gailpeau
453. Raymond James Financial, Paul C. Reilly
454. RBC Capital Markets, LLC, John Thurlow
455. Reed Smith LLP, Sandy Thomas
456. Reinsurance Group of America Inc., Anna Manning
457. Republic Services, Donald W. Slager
458. Robert Morris University, President Chris Howard, D.Phil.
459. Rockwell Automation, Blake Moret
460. Rosetta Stone, John Hass
461. RRD, Daniel Knotts
462. RSM US LLP, Joe Adams
463. Russell Reynolds Associates, Clarke Murphy
464. Saint Louis University, Fred P. Pestello, Ph. D.
465. Salesforce, Marc Benioff
466. Salo, LLC, Amy Langer
467. Sage, Stephen Kelly
468. Salary Finance, Asesh Sarkar
469. SAS, Jim Goodnight
470. Saturday Morning Group, Keith Cartwright
471. Savills Studley, Mitchell S. Steir
472. S&P Global, Douglas Peterson
473. Schnitzer Steel Industries, Inc., Tamara L. Lundgren
474. Schreiber Foods, Inc., Mike Haddad
475. Seagate Technology, Dr. Dave Mosley
476. Sealed Air, Ted Doheny
477. Seattle Children's Hospital, Jeff Sperring, MD
478. Securian Financial, Chris Hilger
479. Sempra Energy, Jeffrey W. Martin
480. SEO, William Goodloe
481. Service Corporation International, Thomas L. Ryan
482. The Sherwin-Williams Company, John G. Morikis
483. Sidley Austin LLP, Michael J. Schmidtberger
484. Skoda Minotti, Gregory J. Skoda
485. Society for Human Resource Management, Johnny C. Taylor, Jr.
486. Sodexo North America, Lorna C. Donatone
487. Solar Energy Industries Association, Abigail Ross Hopper
488. SONIC, America's Drive-In, Clifford Hudson
489. Sonoco, Rob Tiede
490. Southern Company, Tom Fanning
491. Spelman College, Mary Schmidt Campbell, Ph.D.



492. Springboard Consulting LLC, Nadine O. Vogel
493. St. Bonaventure University, Dennis R. DePerro, Ed.D.
494. St. John's University, Dr. Conrado Gempesaw
495. St. Louis Community College, Dr. Jeff L. Pittman
496. The Standard, J. Greg Ness
497. Stanley Black & Decker, Jim Loree
498. Staples Inc., -
499. State Street, Joseph Hooley
500. StateFarm, Michael L. Tipsord
501. Stetson University, Wendy B. Libby, Ph.D.
502. Stinson Leonard Street LLP, Mark Hinderks
503. SunTrust Bank Inc., Bill Rogers
504. SurveyMonkey, Zander Lurie
505. Swiss Re, Eric Smith
506. Symantec, Greg Clark
507. Synchrony Financial, Margaret Keane
508. Tanenbaum, Joyce Dubensky
509. Tapestry, Inc., Victor Luis
510. Target Corporation, Brian Cornell
511. TE Connectivity, Terrence Curtin
512. TEKsystems, Jay Alvather
513. Texas A&M University, Michael K. Young
514. Texas Christian University, Victor Boschini
515. Thermo Fisher Scientific, Marc Casper
516. Thomson Reuters, James Smith
517. Thurgood Marshall College Fund, Harry L. Williams
518. TIAA, Roger W. Ferguson, Jr.
519. Tiffany & Co., Alessandro Bogliolo
520. Tillamook, Patrick G. Criteser
521. T-Mobile USA, John Legere
522. TPG, Jon Winkelried
523. T. Rowe Price, William J. Stromberg
524. TriHealth, Mark Clement
525. Truco Enterprises, Lisa Walsh
526. Tufts Health Plan, Thomas Crosswell
527. Tupperware, Rick Goings
528. Tyson Foods, Inc., Noel White
529. UMB Financial Services, Mariner Kemper
530. UncommonGoods, David Bolotsky
531. Under Armour, Kevin Plank
532. Unilever, Kees Kruythoff
533. United Airlines, Oscar Munoz
534. Union Pacific, Lance Fritz
535. United Way Worldwide, Brian Gallagher
536. Universities Space Research Association, Dr. Jeffrey A. Isaacson
537. University of Arkansas, Joseph E. Steinmetz
538. University of Dayton, Eric F. Spina
539. University of Illinois at Urbana-Champaign, Robert J. Jones
540. University of Louisville, Neeli Bendapudi
541. University of Maryland, Baltimore County, Dr. Freeman Hrabowski
542. University of Missouri - Columbia, Alexander N. Cartwright
543. University of Missouri - St. Louis, Thomas F. George
544. University of Missouri System, Mun Choi
545. University of Nebraska-Lincoln, Ronnie Green
546. University of New Mexico, Garnett S. Stokes
547. University of Northern Iowa, Mark A. Nook
548. The University of Pittsburgh Medical Center, Jeffrey A. Romoff
549. University of San Francisco, Paul Fitzgerald, S.J.
550. Unum Group, Richard McKenney
551. UPS, David Abney
552. USAA, Stuart Parker
553. USG Corporation, Jennifer F. Scanlon
554. U.S. Bancorp, Andrew Cecere
555. U.S. Steel Corp., David Burritt
556. Ventas, Inc., Debra A. Cafaro
557. Versum Materials, Guillermo Novo
558. VF Corporation, Steve Rendle
559. Viacom Inc., Robert Bakish
560. Villanova University, Rev. Peter M. Donohue, O.S.A.
561. Vimeo, Anjali Sud
562. Visa Inc., Alfred F. Kelly, Jr.
563. Volunteers of America, Mike King
564. Voya Financial, Rodney O. Martin, Jr.
565. Walmart, Doug McMillon
566. Wake Forest University, Nathan O. Hatch
567. Washington University in St. Louis, Mark S. Wrighton
568. Waters Corporation, Christopher J. O'Connell
569. WayUp, Elizabeth Wessel
570. Weaver, John J. Mackel, III
571. Webster University, Elizabeth J. Stroble
572. Weil, Gotshal & Manges LLP, Barry Wolf
573. Welbilt, Inc., -
574. WellCare Health Plans, Inc., Ken Burdick
575. Wells Fargo & Company, Timothy J. Sloan
576. Welltower Inc., Thomas J. DeRosa
577. Westchester Medical Center Health Network, Michael D. Israel

- 578. *William & Mary, W. Taylor Reveley, III*
- 579. *Williams-Sonoma, Inc., Laura Alber*
- 580. *Willis Towers Watson Bermuda, Paul Scope*
- 581. *Winston & Strawn LLP, Thomas P. Fitzgerald*
- 582. *Winthrop University, Daniel F. Mahoney*
- 583. *Wintrust Financial Corporation, Edward Wehmer*
- 584. *W. L. Gore & Associates, Inc., Jason Field*
- 585. *Workday, Aneel Bhusri*
- 586. *Workforce Opportunity Services, Dr. Arthur Langer*

- 587. *WP Engine, Inc., Heather Brunner*
- 588. *WPP, -*
- 589. *W.W. Grainger, DG Macpherson*
- 590. *Wyndham Hotels & Resorts, Geoff Ballotti*
- 591. *Xavier University of Louisiana, C. Reynold Verret*
- 592. *Xcel Energy, Inc., Ben Fowke*
- 593. *Xerox, Jeffrey Jacobson*
- 594. *XL Catlin, -*
- 595. *Yum! Brands, Inc., Greg Creed*
- 596. *ZVRS, Sherri Turpin*

*\*Denotes Steering Committee Member*