

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. *Advocate Aurora Health, Jim Skogsbergh and Nick Turkal, MD*
14. *Aerospace Corporation, Steve Isakowitz*
15. *Agilent Technologies, Mike McMullen*
16. *AICPA, Barry C. Melancon, CPA, CGMA*
17. *AIG, Brian Duperreault*
18. *Air Products, Seifi Ghasemi*
19. *Alaska Air Group, Brad Tilden*
20. *Alcoa, Roy C. Harvey*
21. *Allen & Gerritsen, Andrew Graff*
22. *Allergan, Brent Saunders*
23. *AllianceBernstein, Seth Bernstein*
24. *Alliance Data, Edward J. Heffernan*
25. *Alliant Energy, Patricia L. Kampling*
26. *Alliant Insurance Services, Thomas W. Corbett*
27. *Alliant International University, Andy Vaughn*
28. *Ally Financial, Inc., Jeffrey Brown*
29. *Altria Group, Inc., Howard A. Willard, III*
30. *Ameren, Warner Baxter*
31. *American Airlines, Doug Parker*
32. *American Century Investments, Jonathan Thomas*
33. *American Electric Power, Nicholas K. Akins*
34. *American Express, -*
35. *American Family Insurance, Jack Salzwedel*
36. *American Heart Association, Nancy Brown*
37. *American University, Sylvia Mathews Burwell*
38. *AmeriHealth Caritas Family of Companies, Paul A. Tufano*
39. *AMN Healthcare, Susan Salka*
40. *Anixter, Bob Eck*
41. *Anthem Inc., Gail Boudreaux*
42. *Aon, Greg Case*
43. *Apollo Global Management, LLC, Leon Black*
44. *Aptiv, Kevin P. Clark*
45. *Archer Daniels Midland Company, Juan R. Luciano*
46. *Ariel Investments, John W. Rogers*
47. *Ascena Retail Group, Inc., David Jaffe*
48. *Ashland, William Wulfsohn*
49. *Ashley Stewart, James C. Rhee*
50. *Asian American Business Development Center, John Wang*
51. *Associated Bank, Philip B. Flynn*
52. *The Association of Junior Leagues International, Susan Danish*
53. *Assurant Inc., Alan Colberg*
54. *Asurion, Tony Detter*
55. *AT&T, Randall Stephenson*
56. *Atlanta Hawks, Steven R. Koonin*
57. *Autodesk, Andrew Anagnost*

58. *Avaya, Inc., Jim Chirico*
59. *Avery Dennison, Mitch Butier*
60. *Babson College, Dr. Kerry Healey*
61. *Bain Capital, Jonathan S. Levine and John Connaughton*
62. *Bain & Company, Inc., Manny Macea*
63. *Baker Tilly, Alan D. Whitman*
64. *Bank of America, Brian Moynihan*
65. *Barilla, Claudio Colzani*
66. *Bashen Corporation, Janet Emerson Bashen*
67. *BCG, Joe Davis**
68. *BDO USA LLP, Wayne Berson*
69. *Becton Dickinson, Vince Forlenza*
70. *Bennett Thrasher LLP, Jeff Eischeid*
71. *Bentley University, -*
72. *Best Buy Co., Inc., Hubert Joly*
73. *Binghamton University, Harvey Stenger*
74. *BJC Healthcare, Richard J. Lickweg*
75. *BlackRock, Larry Fink*
76. *Blue Cross Blue Shield Massachusetts, Andrew Dreyfus*
77. *Blue Cross Blue Shield of Michigan, Daniel J. Loepf*
78. *Booz Allen Hamilton, Horacio Rozanski*
79. *Boston Scientific Corporation, Michael Mahoney*
80. *Bowie State University, Aminta H. Breaux, Ph.D.*
81. *The Bozzuto Group, Toby Bozzuto*
82. *Brighton Agency, Tina VonderHaar*
83. *Bristol-Myers Squibb, Giovanni Caforio*
84. *Brocade, Lloyd Carney*
85. *Campbell Soup Company*
86. *Capco Northeast, Guido Tamburini*
87. *Cardinal Health, Mike Kaufmann*
88. *Career Communications Group, Inc., Tyrone D. Taborn*
89. *Cargill, David W. MacLennan*
90. *The Carlyle Group, Glenn A. Youngkin*
91. *Carnival Corporation & plc, Arnold Donald*
92. *CA Technologies, Mike Gregoire*
93. *Carlisle Companies, Inc., D. Christian Koch*
94. *Catalyst, -*
95. *Catholic Health Initiatives, Kevin E. Lofton*
96. *CBS Corporation, -*
97. *CECP, Daryl Brewster*
98. *Centene, Michael Neidorff*
99. *Center for Creative Leadership, John Ryan*
100. *Center for Talent Innovation, Sylvia Ann Hewlett*
101. *Central Ohio Diversity Consortium, Tim Harman*
102. *Century Snacks, Valerie Oswalt*
103. *The Christ Hospital Health Network, Mike Keating*
104. *C.H. Robinson Worldwide, John Wiehoff*
105. *Chicago United, Gloria Castillo*
106. *Children's Minnesota, Marc H. Gorelick, MD*
107. *Cielo, Sue Marks*
108. *Cigna, David Cordani*
109. *Cincinnati Regional Chamber, Jill P. Meyer*
110. *Cintas, Scott Farmer*
111. *Cisco Systems Inc., Chuck Robbins*
112. *Citigroup, Mike Corbat*
113. *City of College New York, Vince Boudreau*
114. *Cleveland Clinic, Delos Cosgrove*
115. *The Clorox Company, Benno Dorer*
116. *CMS Energy, Patricia Poppe*
117. *CNA, Dino E. Robusto*
118. *CNO Financial Group Inc., Gary Bhojwani*
119. *The Coca-Cola Company, James Quincey*
120. *Con Edison, John McAvoy*
121. *Conagra Brands, Sean Connolly*
122. *Conduent Inc., Ashok Vemuri*
123. *Consumer Reports, Marta L. Tellado*
124. *Contran Corporation, Robert Graham*
125. *Corning Incorporated, Wendell Weeks*
126. *Council of Chief State School Officers, Carissa Moffat Miller*
127. *Council of Foundations, -*
128. *Crowe Horwath LLP, James Powers*
129. *CSAA Insurance Group, Paula Downey*
130. *CSRA, Lawrence B. Prior III*
131. *Cubic Corporation, Bradley Feldmann*
132. *d.e. FOXX & Associates, Inc., Gerald Sparkman*
133. *Dana Incorporated, James Kamsickas*
134. *Danaher Corporation, Thomas Joyce, Jr*
135. *Danone North America, Mariano Lozano*
136. *Deloitte US, Cathy Engelbert**
137. *Delta Air Lines, Ed Bastian*
138. *Denny's, John Miller*
139. *DentaQuest, Steve Pollock*
140. *Dentons US LLP, Mike McNamara*
141. *DePaul University, Amando Gabriel Esteban*
142. *Diageo North America, Deirdre Mahlan*
143. *Discovery Education, Bill Goodwyn*
144. *Diversity Best Practices, Subha Barry*
145. *DiversityInc, Luke Visconti*

146. *Diversity Marketplace*, Tim McChristian
147. *Dominion Energy*, Thomas F. Farrell, II
148. *Dotdash*, Neil Vogel
149. *The Dow Chemical Company*, Andrew Liveris
150. *DST Systems, Inc.*, Steve Hooley
151. *DTCC*, Michael Bodson
152. *DTE Energy*, Gerry Anderson
153. *Duke Energy*, Lynn Good
154. *DuPont*, Ed Breen
155. *Ecolab, Inc.*, Douglas Baker
156. *Edinboro University*, Michael Hannan
157. *Edelman*, Richard Edelman
158. *Edward Jones*, Jim Weddle
159. *Eli Lilly and Company*, David A. Ricks
160. *Emerson*, David Farr
161. *Engility*, Lynn Dugle
162. *Entergy*, Leo P. Denault
163. *Equilar*, David Chun
164. *Erie Insurance*, Timothy G. NeCastro
165. *ESI*, Michael Burger
166. *The Estée Lauder Companies*, Fabrizio Fred
167. *Etsy, Inc.*, Josh Silverman
168. *Eversource Energy*, James J. Judge
169. *Ewing Marion Kauffman Foundation*, Wendy Guillies
170. *The Executive Leadership Council*
171. *Exelon*, Christopher Crane
172. *Express Scripts*, Timothy C. Wentworth
173. *EY*, Kelly Grier
174. *F5 Networks, Inc.*, François Locoh-Donou
175. *Facing History and Ourselves*, Roger Brooks
176. *FactSet*, Phil Snow
177. *Fannie Mae*, -
178. *Federal Home Loan Bank of Des Moines*, Michael L. Wilson
179. *Feeding America*, -
180. *Fifth Third Bank*, Greg Carmichael
181. *Financial Industry Regulatory Authority, Inc.*, Robert Cook
182. *First Data*, Frank Bisignano
183. *FirstEnergy*, Chuck Jones
184. *FIS*, Gary Norcross
185. *Fisher & Phillips, LLP*, Roger K. Quillen
186. *Flagstar Bank*, Sandro DiNello
187. *The Ford Motor Company*, James P. Hackett
188. *Framingham State University*, F. Javier Cevallos
189. *Franklin Templeton Investments*, Greg Johnson
190. *Fred Hutchinson Cancer Research Center*, Gary Gilliland, M.D., Ph.D
191. *Frontier Communications*, Dan McCarthy
192. *FS Investments*, Michael Forman
193. *Gannett Co.*, Robert Dickey
194. *Gap, Inc.*, Art Peck
195. *Gartner*, Gene Hall
196. *Genentech*, Bill Anderson
197. *General Atlantic*, Bill Ford*
198. *General Mills*, Jeff Harmening
199. *General Motors*, Mary Barra
200. *George Mason University*, Angel Cabrera
201. *Georgetown University*, John J. DeGioia, Ph.D.
202. *Goodwill Industries International, Inc.*, Jim Gibbons
203. *Grange Insurance*, John Ammendola
204. *Grant Thornton LLP*, J. Michael McGuire
205. *Great Place to Work*, Michael C. Bush
206. *Greater Cleveland Partnership*, Joseph D. Roman
207. *Greater Green Bay Chamber*, Laurie Radke
208. *GTCR*, Craig Bondy
209. *The Guardian Life Insurance Company*, Deanna Mulligan
210. *Guitar Center*, Ron Japinga
211. *Hall Capital Partners, LLC*, Kathryn A. Hall
212. *HARMAN*, Dinesh Paliwal
213. *Harris Corporation*, William M. Brown
214. *The Hartford*, Christopher J. Swift
215. *Harvard Pilgrim Health Care*, Eric Schultz
216. *Health Partners*, Andrea M. Walsh
217. *Henry Ford Health System*, Wright L. Lassiter III
218. *Herbalife Nutrition*, Richard P. Goudis
219. *The Hershey Company*, Michele Buck
220. *Hershey Entertainment & Resorts*, John Lawn
221. *Hewlett Packard Enterprise*, Antonio Neri
222. *Highmark Health*, David L. Holmberg
223. *Hilton Worldwide*, Christopher J. Nassetta
224. *Hispanic Association of Colleges and Universities*, Antonio Flores
225. *Hispanic Association on Corporate Responsibility*, Cid Wilson
226. *HP Inc.*, Dion Weisler
227. *The Home Depot*, Craig Menear
228. *Horace Mann*, Marita Zuraitis
229. *Horizon Pharma*, Timothy P. Walbert
230. *Howard University*, Wayne A.I. Frederic
231. *HSBC*, Patrick J. Burke

232. *Humana, Bruce Broussard*
233. *Huntington Bank, Steve Steinour*
234. *Huntington Ingalls Industries, Mike Petters*
235. *Hyland, Bill Primer*
236. *IAC, Joey Levin*
237. *IAC Applications, Tim Allen*
238. *IBM, Ginni Rometty*
239. *IHS Markit, Lance Uggla*
240. *IKEA US, Lars Petersson*
241. *Illinois Tool Works Inc., E. Scott Santi*
242. *Infectious Diseases Society of America, Christopher D. Busky*
243. *Information Technology Senior Management Forum, Viola Thompson*
244. *Ingredion, Ilene Gordon*
245. *Ingersoll Rand, plc, Mike Lamach*
246. *INROADS, Inc., Forest T. Harper Jr.*
247. *Institute for Corporate Productivity, Kevin Oakes*
248. *Integra Life Sciences, Peter J. Arduini*
249. *International Council of Shopping Centers, Tom McGee*
250. *International Flavors & Fragrances, Inc., Andreas Fibig*
251. *Interpublic Group, Michael Roth*
252. *Jackson Lewis P.C., Vincent Cino*
253. *Janney Montgomery Scott LLC, Timothy Scheve*
254. *J. C. Penney, -*
255. *JLL Americas, Greg O'Brien*
256. *J.M. Huber Corporation, Michael L. Marberry*
257. *Johnson & Johnson, Alex Gorsky*
258. *K12, -*
259. *Kaiser Permanente, Bernard J. Tyson*
260. *The Kaleidoscope Group, LLC, Doug Harris*
261. *Katten Muchin Rosenman LLP, Noah S. Heller*
262. *Kellogg Company, John Bryant*
263. *KeyBank, Beth Mooney*
264. *Kilpatrick Townsend & Stockton LLP, Henry Walker*
265. *Kimberly-Clark Corporation, Thomas J. Falk*
266. *Kindred Healthcare, Ben Breier*
267. *King's College, Reverend John J. Ryan*
268. *KKR, George R. Roberts, Henry R. Kravis*
269. *KPMG, Lynne Doughtie**
270. *Kroger, Rodney McMullen*
271. *L3 Technologies, Inc., Christopher E. Kubasik*
272. *Land O'Lakes, Inc., Beth E. Ford*
273. *Latham & Watkins LLP, Richard M. Trobman*
274. *Lathrop Gage LLP, Cameron Garrison*
275. *L Catterton, J. Michael Chu and Scott Dahnke*
276. *Le Moyne College, Linda M. LeMura*
277. *Leadership Education for Asian Pacifics, Inc. (LEAP), Linda Akutagawa*
278. *Legg Mason Global Asset Management, Joe Sullivan*
279. *Lehigh University, John D. Simon*
280. *Levi Strauss & Co, Chip Bergh*
281. *Liberty Mutual Insurance Group, David H. Long*
282. *Lifespan, Timothy J. Babineau, MD*
283. *Lincoln Financial Group, Dennis R. Glass*
284. *Lockheed Martin, Marillyn A. Hewson*
285. *L'Oreal USA, Frédéric Rozé*
286. *Lowe's Companies, Inc., -*
287. *Lumeri, Lucina Hanover*
288. *Macy's, Jeff Gennette*
289. *Major League Baseball, Rob Manfred*
290. *Management Leadership for Tomorrow, John Rice*
291. *Marcum LLP, Jeffrey M. Weiner*
292. *Marist College, David Yellen*
293. *Marriott International, Arne Sorenson*
294. *Mars, Incorporated, Grant Reid*
295. *Marsh & McLennan Companies, Daniel S. Glaser*
296. *M&T Bank, Rene F. Jones*
297. *Masco Corporation, Keith J. Allman*
298. *MassMutual, Roger Crandall*
299. *Mastercard, Ajay Banga*
300. *Mattel Inc., -*
301. *Maxim Healthcare Services, Bill Butz*
302. *McKinsey & Company, Liz Hilton Segel*
303. *MDC Partners, Scott Kauffman*
304. *Medidata, Tarek Sherif*
305. *Medtronic, Omar Ishra*
306. *Mercedes-Benz USA, Dietmar Exler*
307. *Merck, Ken Frazier*
308. *Mesirow Financial, Richard S. Price*
309. *MetLife, Steve Kandarian*
310. *Miami University (Ohio), Dr. Gregory P. Crawford*
311. *Michelman, Steven J. Shifman*
312. *Micron Technology, Inc., Sanjay Mehrotra*
313. *Miles & Stockbridge, John Frisch*
314. *Minnesota Wild, Craig L. Leipold*
315. *Minor League Baseball, Pat O'Conner*
316. *The MITRE Corporation, Dr. Jason Providakes*
317. *Mondelēz International, Dirk Van de Put*

318. Moody's, Raymond McDaniel Jr.
319. Morgan Stanley, James P. Gorman
320. Morgan State University, Dr. David Wilson
321. Movado Group Inc., Efraim Grinberg
322. Mutual of Omaha, James Blackledge
323. National Basketball Association, Adam Silver
324. National Center for Women & Information Technology, Lucy Sanders
325. National Down Syndrome Society, Sara Hart Weir
326. National Grid PLC, John Pettigrew
327. National HBCU Business Deans Roundtable, Joe M. Ricks, Jr.
328. National Organization on Disability, Carol Glazer
329. National Retail Federation, Matthew Shay
330. Nationwide, Steve Rasmussen
331. Navigant, Julie Howard
332. NCR Corporation, Michael D. Hayford
333. NetApp, George Kurian
334. NewCo, John Battelle
335. Network of Executive Women, Sarah Alter
336. New York Life, Ted Mathas*
337. The New York Times Company, Mark Thompson
338. Nielsen, Mitch Barns
339. NiSource, Joe Hamrock
340. Nixon Peabody LLP, Andrew Clincher
341. Norfolk Southern, James A. Squires
342. Northern Illinois, Lisa C. Freeman
343. Northern Trust Corporation, Michael O'Grady
344. Northrop Grumman, Wes Bush
345. Northwestern Mutual, John Schlifske
346. Novant Health, Carl Armato
347. Oaktree Capital Management, Jay Wintrob
348. Ocwen Financial Corporation, Ronald Faris
349. OhioHealth, David Blom
350. The Ohio State University, Michael V. Drake
351. Omnicom Group, John Wren
352. One To World, Jen Clarke
353. Oregon State University, Edward Ray
354. Orrick, Herrington & Sutcliffe, LLP, Mitch Zuklie
355. OshKosh Corporation, Wilson Jones
356. Out Leadership, Todd Sears
357. Owens & Minor Inc., P. Cody Phipps
358. Owens Corning, Mike Thaman
359. Pace University, Marvin Krislov
360. Palo Alto Networks, Nikesh Arora
361. Park University, Greg Gunderson
362. Paul Hastings LLP, Seth Zachary
363. Paul, Weiss, Rifkind, Wharton & Garrison LLP, Brad S. Karp
364. PayPal, Dan Schulman
365. Peabody, Glenn Kellow
366. Peloton, John Foley
367. The Pennsylvania State University, Eric J. Barron
368. Penn State College of Medicine and Penn State Health Milton S. Hershey Medical Center, Dr. A. Craig Hillemeier
369. Penn State Erie, The Behrend College, Ralph M. Ford
370. PepsiCo, Inc., Indra Nooyi
371. Perdue Farms, Randy Day
372. Per Scholas, Plinio Ayala
373. Pfizer Inc., Ian C. Read
374. PGA of America, Pete Bevacqua
375. PGA TOUR, Jay Monahan
376. PIMCO, Emmanuel Roman
377. Ping Identity, Andre Durand
378. Pluralsight, Aaron Skonnard
379. Point B, Mike Pongan
380. Post Acute Medical, Anthony F. Misitano
381. PPG, Michael McGarry
382. PPL Corp., William Spence
383. PR Council, Renee Wilson
384. Procore, Tooey Courtemanche
385. Procter & Gamble, David Taylor*
386. Progressive, Tricia Griffith
387. Protiviti, Joseph A. Tarantino
388. Providence College, Rev. Brian J. Shanley, O.P.
389. Prudential, John Strangfeld
390. PSEG, Ralph Izzo
391. Publicis Groupe, Arthur Sadoun
392. Pure Romance LLC, Chris Cicchinelli
393. PVH, Emanuel Chirico
394. PwC, Tim Ryan*
395. Qualcomm Incorporated, Steve Mollenkopf
396. Queens College CUNY, Felix V. Matos Rodriguez
397. QVC, Mike George
398. Ralph Lauren Corporation, Patrice Louvet
399. Randstad North America, Linda Gailpeau
400. RBC Capital Markets, LLC, John Thurlow
401. Reed Smith LLP, Sandy Thomas
402. Reinsurance Group of America Inc., Anna Manning
403. Republic Services, Donald W. Slager

404. Robert Morris University, President Chris Howard, D.Phil.
405. Rockwell Automation, Blake Moret
406. RRD, Daniel Knotts
407. RSM US LLP, Joe Adams
408. Russell Reynolds Associates, Clarke Murphy
409. Saint Louis University, Fred P. Pestello, Ph. D.
410. Salesforce, Marc Benioff
411. Salo, LLC, Amy Langer
412. Sage, Stephen Kelly
413. SAS, Jim Goodnight
414. Saturday Morning Group, Keith Cartwright
415. Savills Studley, Mitchell S. Steir
416. S&P Global, Douglas Peterson
417. Schreiber Foods, Inc., Mike Haddad
418. Seagate Technology, Dr. Dave Mosley
419. Sealed Air, Ted Doheny
420. Seattle Children's Hospital, Jeff Sperring, MD
421. Securian Financial, Chris Hilger
422. Sempra Energy, Jeffrey W. Martin
423. SEO, William Goodloe
424. Service Corporation International, Thomas L. Ryan
425. The Sherwin-Williams Company, John G. Morikis
426. Sidley Austin LLP, Michael J. Schmidtberger
427. Skoda Minotti, Gregory J. Skoda
428. Society for Human Resource Management, Johnny C. Taylor, Jr.
429. Sodexo North America, Lorna C. Donatone
430. Solar Energy Industries Association, Abigail Ross Hopper
431. SONIC, America's Drive-In, Clifford Hudson
432. Southern Company, Tom Fanning
433. Spelman College, Mary Schmidt Campbell, Ph.D.
434. Springboard Consulting LLC, Nadine O. Vogel
435. St. Bonaventure University, Dennis R. DePerro, Ed.D.
436. St. John's University, Dr. Conrado Gempesaw
437. St. Louis Community College, Dr. Jeff L. Pittman
438. The Standard, J. Greg Ness
439. Stanley Black & Decker, Jim Loree
440. Staples Inc., -
441. State Street, Joseph Hooley
442. StateFarm, Michael L. Tipsord
443. Stetson University, Wendy B. Libby, Ph.D.
444. Stinson Leonard Street LLP, Mark Hinderks
445. SunTrust Bank Inc., Bill Rogers
446. SurveyMonkey, Zander Lurie
447. Swiss Re, Eric Smith
448. Symantec, Greg Clark
449. Synchrony Financial, Margaret Keane
450. Tanenbaum, Joyce Dubensky
451. Tapestry, Inc., Victor Luis
452. Target Corporation, Brian Cornell
453. TE Connectivity, Terrence Curtin
454. TEKSystems, Inc., Jay W. Alvather
455. Texas Christian University, Victor Boschini
456. Thermo Fisher Scientific, Marc Casper
457. Thomson Reuters, James Smith
458. Thurgood Marshall College Fund, Harry L. Williams
459. TIAA, Roger W. Ferguson, Jr.
460. Tillamook, Patrick G. Criteser
461. T-Mobile USA, John Legere
462. TPG, Jon Winkelried
463. T. Rowe Price, William J. Stromberg
464. TriHealth, Mark Clement
465. Truco Enterprises, Lisa Walsh
466. Tufts Health Plan, Thomas Croswell
467. Tupperware, Rick Goings
468. Tyson Foods, Inc., -
469. UMB Financial Services, Mariner Kemper
470. Under Armour, Kevin Plank
471. Unilever, Kees Kruythoff
472. United Airlines, Oscar Munoz
473. Union Pacific, Lance Fritz
474. United Way Worldwide, Brian Gallagher
475. Universities Space Research Association, Dr. Jeffrey A. Isaacson
476. University of Arkansas, Joseph E. Steinmetz
477. University of Dayton, Eric F. Spina
478. University of Illinois at Urbana-Champaign, Robert J. Jones
479. University of Louisville, Neeli Bendapudi
480. University of Maryland, Baltimore County, Dr. Freeman Hrabowski
481. University of Missouri - Columbia, Alexander N. Cartwright
482. University of Missouri - St. Louis, Thomas F. George
483. University of Missouri System, Mun Choi
484. University of Nebraska-Lincoln, Ronnie Green
485. University of Northern Iowa, Mark A. Nook
486. The University of Pittsburgh Medical Center, Jeffrey A. Romoff

487. University of San Francisco, Paul Fitzgerald,
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488. Unum Group, Richard McKenney
489. UPS, David Abney
490. USAA, Stuart Parker
491. USG Corporation, Jennifer F. Scanlon
492. U.S. Bancorp, Andrew Cecere
493. U.S. Steel Corp., David Burritt
494. Ventas, Inc., Debra A. Cafaro
495. Versum Materials, Guillermo Novo
496. VF Corporation, Steve Rendle
497. Viacom Inc., Robert Bakish
498. Villanova University, Rev. Peter M. Donohue,
O.S.A.
499. Vimeo, Anjali Sud
500. Visa Inc., Alfred F. Kelly, Jr.
501. Volunteers of America, Mike King
502. Voya Financial, Rodney O. Martin, Jr.
503. Walmart, Doug McMillon
504. Washington University in St. Louis, Mark S.
Wrighton
505. Waters Corporation, Christopher J. O'Connell
506. WayUp, Elizabeth Wessel
507. Weaver, John J. Mackel, III
508. Webster University, Elizabeth J. Stroble
509. Weil, Gotshal & Manges LLP, Barry Wolf
510. Welbilt, Inc., Hubertus M. Muehlhaeuser
511. WellCare Health Plans, Inc., Ken Burdick
512. Wells Fargo & Company, Timothy J. Sloan
513. William & Mary, W. Taylor Reveley, III
514. Williams-Sonoma, Inc., Laura Alber
515. Willis Towers Watson Bermuda, Paul Scope
516. Winston & Strawn LLP, Thomas P. Fitzgerald
517. Wintrust Financial Corporation, Edward
Wehmer
518. W. L. Gore & Associates, Inc., Jason Field
519. Workday, Aneel Bhusri
520. WP Engine, Inc., Heather Brunner
521. WPP, -
522. W.W. Grainger, DG Macpherson
523. Wyndham Worldwide, Stephen P. Holmes
524. Xavier University of Louisiana, C. Reynold
Verret
525. Xcel Energy, Inc., Ben Fowke
526. Xerox, Jeffrey Jacobson
527. XL Catlin, Mike McGavick
528. Yum! Brands, Inc., Greg Creed
529. ZVRS, Sherri Turpin

*Denotes Steering Committee Member