

# CEO Action for Diversity & Inclusion™ Employee Engagement Toolkit

## Employee Engagement Toolkit Contents:

- Introduction
- CEO Action for Diversity & Inclusion™ Pledge Overview
- Message Architecture
- Internal Talking Points
- CEO Employee Message Template
- Fact Sheet
- Intranet Story Template
- Social Media Samples
- Frequently Asked Questions

## DISCLAIMER

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## INTRODUCTION

Each signatory is responsible for implementing the pledge within their respective workplaces. In addition to an employee message or newsletter article, here are some other ideas for ways to help your employees understand CEO Action for Diversity & Inclusion, its purpose, your role, and how they can get engaged in diversity and inclusion efforts.

A key component of CEO Action's employee engagement is the [I Act On pledge](#), a personal commitment that anyone can make to mitigate unconscious bias behaviors in their everyday lives.

The individual pledge can be integrated into the ideas below. Additionally, a unique URL can be used to track I Act On pledges taken. To receive a unique URL link, please reach out to Linh Le ([linh.le@pwc.com](mailto:linh.le@pwc.com)) noting how the unique URI will be distributed (internal memo, social media, etc.). Please note that the unique URL will only provide quantitative information and cannot be retroactively applied to current campaigns.

### Face-to-face

- Share during town hall meetings, webcasts and team meetings
- Provide talking points to your leaders, asking them to share in meetings with their employees or public speaking engagements
- Have a panel discussion about diversity and inclusion and share your CEO Action commitment
- Ask employees to sign the I Act On pledge during in-person events (health fairs, company picnics, holiday events, lunch-and-learns, etc.)
- Encourage leaders to discuss the CEO Action I Act On pledge and other diversity initiatives during career discussions

### Digital

- Post information and links to CEO Action on your intranet site
- Use digital signage or video monitors to share content about CEO Action
- Promote on screensavers or start-up screens
- Use a calendar invite to put time on employees' calendars to sign the I Act On pledge
- Encourage teams to post to personal social media pages
- Include the CEO Action logo and language highlighting the coalition on the public site

### Traditional vehicles

- Provide updates in your employee publications or CSR reports
- Post content on bulletin boards
- Use friendly competition and conduct a contest to see who can get the most employees to sign the I Act On pledge
- Drop a card on each employees' desk asking them to sign the pledge
- Send a voicemail message from your CEO encouraging employees to learn more

### Broad communication objectives with employees:

- Build awareness and understanding of the coalition, your CEO's pledge and company's journey
- Drive attention, action and advocacy from employees by signing the I Act On pledge, which gives them an opportunity to get involved, in line with each individual company's ongoing initiatives
- Enable employees to state their commitment to join conversations, both in open and closed formats

### Strategic principles for ongoing communication with employees:

- **Flexible:** Enable alignment to broader goals of the coalition, but flexibility to adapt based on each company's position on the spectrum relative to their own approaches to diversity and employee engagement
- **Consistent:** Apply consistent approach to internal share of voices reaching out to employees
- **Engaging:** Ensure materials reflect overall brand look and feel that drive attention and appeal, and also to include employee-specific tools over time

- **Two-way:** Enable information and conversation flow down, up and across each organization
- **Sustainable:** Use forward looking communication to drive employee attention and engagement

**Potential roles and responsibilities of communication:**

- **CEO:**
  - Lead initial communications about broad themes about the company’s involvement in the initiative
  - Talk about potential for best known—and unsuccessful—actions to be shared across organizations and why they believe in enabling this communication
  - Social outreach: Initial tweets, establish connection to “watch this space” and stay tuned for more info
- **CHRO/CDO in conjunction with Communications:**
  - Articulate how signatories will cultivate a workplace where different points of view are welcomed and where employees feel empowered to discuss tough issues at work
  - Brainstorm ways for organization to foster conversation and action in their own environments with employees
- **Employees:**
  - Empower employees to share content on their personal social media channels
  - Encourage employees to retweet/repost content from their company’s social channels
  - Inspire employees to take the I Act On pledge

**Communicating beyond your employees**

Look for ways to share your commitment to CEO Action outside of your organization:

- Integrate into recruiting efforts and materials
- Include on your external website
- Incorporate into corporate social responsibility reports
- Include in external speeches and talking points

## OVERVIEW

The **CEO Action for Diversity & Inclusion™** is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. This commitment is driven by a realization that addressing diversity and inclusion is not a competitive issue, but a societal issue that CEOs can play a critical role in addressing. As a unique collaborative of more than 1,000 CEOs of the world's leading companies and organizations, we have agreed to take action to cultivate workplace environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and empowered to discuss diversity and inclusion. All the signatories of this commitment are leaders of their companies who agree to implement the pledge within their respective workplaces and to support other companies in doing the same.

**Our goal:** to work collaboratively to advance diversity and inclusion in the workplace, and in turn, improve corporate performance, drive growth, and enhance employee engagement. To begin this journey, we are committing to four actions that we believe will catalyze further conversation and engagement around diversity and inclusion within the workplace and foster collaboration among our organizations:

- 1. Continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and 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 their 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 known—and unsuccessful—actions:** 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.
- 4. We will create and share strategic inclusion and diversity plans with our board of directors:** We will work with our board of directors (or equivalent governing bodies) through the development and evaluation of concrete, strategic action plans to prioritize and drive accountability around diversity and inclusion. Given the shared responsibility for driving strategies that help companies thrive, boards and CEOs play an important role in driving action together to cultivate inclusive cultures and talent.

We also pledge to create accountability systems within our companies to track their progress and 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.

Further, in order to continue to make progress, we believe we need both executive action as well as individual commitment. To create an opportunity for individuals to personally act on diversity and inclusion, the coalition has created the "I Act On" [pledge](#). This 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. Additionally, the Check Your

Blind Spots [tour](#) gives people the opportunity to learn about and explore ways to mitigate unconscious bias through a series of immersive and interactive elements.

A unique URL can be used to track the number of pledges. To receive a unique URL, please reach out to Linh Le ([linh.le@pwc.com](mailto:linh.le@pwc.com)) with a note of how the link will be distributed (internal memo, townhall, etc.). Please note that the unique URL will only provide quantitative data and cannot be retroactively applied to current campaigns.

We recognize that these commitments are not the complete answer, but we believe they are important, concrete steps toward building a more diverse and inclusive workplaces. By working together toward diversity and inclusion within our workplaces, industries, and broader business community, we can cultivate meaningful change for our society.

## MESSAGE ARCHITECTURE

<p><b>In a world lacking trust and understanding, collective action from the business community to tackle this issue matters more than ever.</b></p>	<p>We are living in a world of complex divisions and tensions that can have significant impact on our work environment. Yet, it's often the case that when we walk into our workplace – where we spend the majority of our time – we don't openly address these topics.</p> <ul style="list-style-type: none"> <li>● <a href="#">We've seen unrest ignited by fatal police shootings across the US.</a></li> <li>● “Minority” populations represent the majority of America: <a href="#">20% of the population is disabled; 37% identify as racial/ethnic minority</a>; more than <a href="#">10M Americans or 4 percent identify as LGBTQ.</a></li> <li>● In business, we see single-digit representation for these groups: Less than <a href="#">one percent of the nation's Fortune 500 CEOs are black</a>, <a href="#">only four percent are women</a>, and <a href="#">even fewer are openly gay.</a></li> </ul> <p>Failing to create an environment where employees can openly address these issues discourages the progress we as leaders strive to make to empower that inclusion which is core to our workplace culture and that our businesses are representative of the communities we serve. We understand that diversity and inclusion improve corporate performance, drive growth, and enhance employee engagement. Simply put, organizations with diverse teams perform better.</p> <ul style="list-style-type: none"> <li>● <b>D&amp;I Improves Corporate Performance:</b> Companies have <a href="#">increased sales revenues by approximately nine and three percents</a> for every percentage point increase in racial or gender diversity representation, respectively.</li> <li>● <b>D&amp;I Improves Employee Engagement:</b> In a 2014 study, researchers found that organizations that have trusting work cultures, embrace diversity, and foster inclusion experience <a href="#">increased employee engagement.</a></li> <li>● <b>D&amp;I Drives Growth:</b> Research shows that there would be a <a href="#">\$1.2 trillion increase in US GDP if all racial, ethnic, and gender groups experienced full employment.</a></li> </ul> <p>According to a recent study by the <a href="#">Center for Talent Innovation</a>, Easing Racial Tensions at Work, approximately 30 percent of employees surveyed feel that it is never acceptable to speak out about experiences of bias based on race in the workplace, which can heighten alienation among coworkers. <a href="#">Research</a> shows that while diversity increases creativity and innovation, promotes higher quality decisions, and enhances economic growth, the benefits of diversity are often not fully realized.</p>
<p><b>The CEO Action for Diversity &amp; Inclusion™ is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace in the US.</b></p>	<p>With more than 1,000 companies representing 85 industries, the <b>CEO Action for Diversity &amp; Inclusion™</b> agrees to take action to advance diversity and inclusion in the workplace. This commitment is driven by a realization that addressing diversity and inclusion is not a competitive issue, but a societal issue, that CEOs must play a critical role in addressing.</p> <p>Each signatory of the <b>CEO Action for Diversity &amp; Inclusion™</b> is committing to the following actions to help catalyze further conversation and action around inclusion within the workplace:</p> <ul style="list-style-type: none"> <li>● Continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion</li> <li>● Implement unconscious bias training education</li> <li>● Share what's working and what's not working in order to strengthen and improve our programs</li> <li>● Create and share strategic inclusion and diversity plans with our board of directors</li> </ul> <p>The <b>CEO Action for Diversity &amp; Inclusion™</b> is formed through the meaningful collaboration of America's top business leaders across all industries and geographies joined together by a shared passion: leveraging our individual voices to collectively enhance the workplace and society.</p>
<p><b>We recognize CEO Action is an important step in</b></p>	<p>The <b>CEO Action for Diversity &amp; Inclusion™</b> is advancing diversity and inclusion within our workplaces. By signing on to this commitment, each CEO pledges to advance their company's diversity and inclusion journey while sharing best known actions that could benefit the collective thinking.</p>

**adding additional voices to diversity and inclusion in the workplace and there are more steps to come.**

- Right now, we are focused on encouraging more CEOs and business leaders across America to join us.
- To create an opportunity for individuals to personally act on diversity and inclusion, the coalition has created the "I Act On" [pledge](#) that any individual can take to commit to mitigating any unconscious biases, and act on driving more inclusive behaviors in their everyday lives. People have an opportunity to sign the I Act On pledge at the Check Your Blind Spots mobile tour. The [tour](#) helps people learn about and explore ways to mitigate unconscious bias in their everyday lives through a series of immersive and interactive elements.

Anchored in almost every community across America, these businesses are committing to measurable, sustained action to deliver lasting personal and social change.

By working together toward diversity and inclusion within our workplaces, industries, and broader business community, we can cultivate meaningful change for our society.

## INTERNAL TALKING POINTS

- I'm pleased to share that today, I / **[INSERT CEO NAME]** joined a group of more than 1,000 companies to make a united commitment to advance diversity and inclusion in the workplace.
- This is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace in the US.
- I was inspired to sign the **CEO Action for Diversity & Inclusion™** pledge, because I believe in its premise and its focus on action.
- This is **[INSERT COMPANY NAME]**'s the first step, not the end goal, towards encouraging and cultivating challenging conversations in the workplace to advance change.
- I look forward to the next steps we will take as an organization and as individuals to participate in this effort, including **INSERT SPECIFIC EFFORTS**.
- In the coming weeks, you will be hearing from me and other senior leaders about opportunities that will come about as a result of this initiative.
- As employees of **INSERT COMPANY NAME**, you are encouraged to ask questions, raise your hand and get involved.
- We encourage you to visit [CEOAction.com](https://CEOAction.com) to learn more about the **CEO Action for Diversity & Inclusion™**.
- One way you can take action now, is to visit the CEO Action site and sign the I Act On pledge, committing to mitigating any unconscious biases, and act on driving more inclusive behaviors in your everyday life.
- Feel free to share, post, and tweet content on your social channels. We are proud of our commitment and empower you to do the same!

## CEO EMPLOYEE MESSAGE TEMPLATE

*The objective of distributing the CEO email to educate and create awareness among employees of each company. Please tailor the tone and examples within the message below to your own organization.*

Dear colleagues,

I am proud to announce that **[INSERT COMPANY NAME]** is taking an action-oriented step alongside a group of more than 1,000 businesses in a collective commitment to make progress towards advancing diversity and inclusion in our workplace, communities and country. As your leader, I am excited and inspired for us to join the **CEO Action for Diversity & Inclusion™**, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.

By joining this pledge, we [reconfirm/underscore/begin] our company's commitment to diversity and inclusion. **[INSERT SPECIFIC LANGUAGE ABOUT COMPANY COMMITMENT TO DIVERSITY/MISSION/VALUES AND/OR SPECIFIC INITIATIVES ALREADY IN PLACE].**

I am proud that our workforce makes up one of America's largest **INSERT INDUSTRY** brands. Our footprint touches a wide variety of communities across the nation. We play an important role in vowing that inclusion is core to our workplace culture and that our businesses are representative of the communities we serve.

As part of the CEO Action for Diversity & Inclusion™, **INSERT COMPANY NAME** has committed to the following actions:

- We will continue to cultivate our workplace to support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion:  
**[INSERT ADDITIONAL DETAIL OF WHAT THIS MEANS TO YOUR ORGANIZATION]**
  - Stay tuned for more information **[and to join an all-employee town hall hosted by myself and the leadership team for a conversation]** on how we hope to positively impact change for diversity and inclusion.
- We will make unconscious bias -education available to everyone:  
**[INSERT ADDITIONAL DETAIL OF WHAT THIS MEANS TO YOUR ORGANIZATION]**

This action is already coming to life in and around other organizations that have taken the pledge. Visit [CEOAction.com](http://CEOAction.com) to learn more about Blind Spots, an unconscious bias training series.

- We will share best known—and unsuccessful—actions:

Visit the CEO Action for Diversity & Inclusion™ [website](#) to learn more about the pledge, get involved, and watch for updates on future activity.

- We will create and share strategic inclusion and diversity plans with our board of directors as a way to prioritize diversity and inclusion and drive accountability in our organization. **[INSERT ADDITIONAL DETAIL OF WHAT THIS MEANS TO YOUR ORGANIZATION AND IF YOU ARE ALREADY DOING THIS]**

Each of you can personally act on diversity and inclusion by taking the I Act On [pledge](#) to commit to mitigating any unconscious biases, and act on driving more inclusive behaviors in your everyday lives.

We acknowledge these actions are not the complete answer to addressing diversity in the workplace, but we believe these are concrete steps in the right direction. This is how we come together and tap into the inherent promise that everyone can bring their best self to work and unleash their full potential. We look forward to staying connected on this effort and engaging you all in future conversations in the coming months.

Regards,  
**[INSERT NAME]**

## CEO Action for Diversity & Inclusion™ Fact Sheet

### *CEO Action for Diversity & Inclusion™ at a Glance*

- The **CEO Action for Diversity & Inclusion™** is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.
- Representing the leadership of a cross-section of more than 1,000 companies and organizations across industries, geographies, size and scale, the commitment outlines a specific set of actions that companies will take to cultivate a workplace where diverse perspectives and experiences are welcomed and respected, where employees feel comfortable and encouraged to discuss diversity and inclusion, and where best known—and unsuccessful—actions can be shared across organizations via a unified hub, [CEOAction.com](http://CEOAction.com).
- CEO Action signatories have pledged to four core commitments:
  1. Continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion
  2. Implement and expand unconscious bias education
  3. Share best known—and unsuccessful—actions
  4. Create and share strategic inclusion and diversity plans with our board of directors
- Key differentiators of this initiative:
  - **CEO-led:** It is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace.
  - **Size and scale of the effort:** We represent a cross-section of more than 1,000 companies and organizations across industries and geographies.
  - **Driven by actions and sharing:** The commitments are action-oriented and [the hub](#) will serve as the first-of- its-kind for companies to share and collaborate to advance diversity and inclusion.
- CEO Action Highlights:
  - More than 1,000 signatories
  - More than 1,000 actions submitted across 21 key topic areas
  - 85 industries and sectors represented
  - Across all 50 US States
    - Largest CEO representation to date in New York, California, Illinois, Ohio and Pennsylvania.
- In November 2018, CEO Action launched the “I Act On” pledge, an individual pledge commitment to mitigate any personal unconscious biases, and act on driving more inclusive behaviors in their everyday lives. Individuals can take the pledge at [ceoaction.com/pledge](http://ceoaction.com/pledge).
- How do I sign up?
  - 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 foundation for a knowledge sharing platform that can be cultivated to foster even greater collaboration with time.
  - If you're interested in joining the coalition, please email us at [Info@CEOAction.com](mailto:Info@CEOAction.com).
  - Connect with us on Twitter: @CEOAction.

*"It's significant leadership news when one CEO makes a public commitment to diversity and inclusion, but it's capital letter B.I.G. news when 175 of them do it all at once—and vow to share their best practices with the world."* - Stacey Jones, [Fortune](#)

*"I have just discovered over 150 such genuine leaders who are about to make history when they unleash the mighty power of inclusiveness across the entire business community. The CEO Action for Diversity & Inclusion™, which will officially be unveiled today, is destined to transform corporate America."* - Kathleen Smith, [Huffington Post](#)

*"We need to know what these powerful corporations are doing, or no longer doing, to bring everyone along. That's why the recent CEO Action for Diversity and Inclusion, an alliance of 175 CEOs promising to advance diversity in their workplaces, has so much potential. By sharing best and worst practices, it gets the work out in the open."* - Ellen McGirt, [Fortune](#)

*"Companies have said for years that they are committed to diversity. And many have increased their numbers of female and minority employees. But helping employees feel they are valued and included has been a more difficult process."* - Elizabeth Olson, [New York Times](#)

*"While the industry is talking about diversity, a coalition of major advertisers are actually doing something about it. Earlier this week, the new CEO Action for Diversity and Inclusion said it had commitments from 150 corporate giants including Procter & Gamble, New York Life, Accenture, Deloitte, PwC and American Express."* - Lindsay Stein, [AdAge](#)

*"...having candid conversations around diversity can not only lead to practices that result in serving their customers better, but build trust among a company's leadership."* - Richard Feloni and Matt Turner, [Business Insider](#)

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## **INSERT COMPANY CEO NAME Joins More Than 1,000 CEOs to Make Unprecedented Commitment to Advance Diversity & Inclusion in the Workplace**

**INSERT CEO NAME** announced **INSERT COMPANY NAME** signed onto the **CEO Action for Diversity & Inclusion™**, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. This commitment is driven by a realization that addressing diversity and inclusion is not a competitive issue, but a societal issue that CEOs can play a critical role in addressing.

As a unique collaborative group of more than 1,000 CEOs of the world's leading companies, we have agreed to take action to cultivate a workplace at **INSERT COMPANY NAME** where different points of view are welcomed and employees feel encouraged to discuss tough issues at work.

**[PLACEHOLDER QUOTE – UPDATE WITH QUOTE FROM YOUR CEO: “Diversity and inclusion are difficult issues to navigate, but if we avoid constructive conversation about our differences, communication deteriorates and productivity suffers,” said XXX, CEO of XXX. “It is my personal goal to commit to cultivating a work environment at INSERT COMPANY NAME, where employees can openly address challenges, present opportunities, and share perspectives.”]**

We signed on to this coalition is to leverage individual voices to collectively advance diversity and inclusion in the workplace, and in turn, improve **INSERT COMPANY NAME** performance, drive growth and enhance employee engagement. This initial commitment is the first step to catalyze further conversation and action around diversity and inclusion within the workplace. The following four action pillars align the organizations to help make collective and impactful change.

1. Continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion.
2. Implement and expand unconscious bias education
3. Share best known—and unsuccessful—actions
4. Create and share strategic inclusion and diversity plans with our board of directors

You can also personally act on diversity and inclusion by taking the I Act On [pledge](#) to commit to mitigating any unconscious biases, and act on driving more inclusive behaviors in your everyday lives.

To read more about our commitment, visit the **CEO Action for Diversity & Inclusion™** unified hub, [CEOAction.com](#). We encourage you to visit this hub today to learn more about the effort to advance diversity and inclusion in the workplace and to get involved.

Please direct any questions or feedback to **INSERT CONTACT INFORMATION**.

## SOCIAL MEDIA POST EXAMPLES FOR EMPLOYEES

As companies and organizations that collectively employ millions of Americans, we ask you to join us in spreading the word to your employees and to empower them to take pride in the pledge via social media. Each organization has unique rules and regulations when it comes to social media, so we encourage you to include individual company rules to remind employees what is appropriate to post and comment on as a brand ambassador for your organization.

**HERE - copy paragraph from introduction**

### General Content for Company or Employee Social Media

#### Twitter

- So proud to be part of @CEOAction. Our CEO is advancing workplace diversity and inclusion. See how: CEOAction.com #CEOAction
- Proud to work for @[company handle]. Our CEO cares about issues that matter to me. Read their pledge: CEOAction.com #CEOAction
- Diversity matters to me, and my CEO. Proud to work for @[company handle] where leadership is acting on diversity and inclusion. #CEOAction
- Proud to be part of one of 1,000+ companies that make up @CEOAction. See why: CEOAction.com #CEOAction
- “I pledge to check my bias, speak up for others and show up for all.” Take the “I Act On” pledge to act on diversity and inclusion where we work and live. #CEOAction #IActOn <https://bit.ly/2PvbLBj>
- Pledge to check your bias, speak up for others and show up for all. Together we can advance diversity and inclusion. #CEOAction #IActOn <https://bit.ly/2PvbLBj>

#### Facebook

- Proud to be part of [tag company page]! Today, our CEO pledged to elevate the conversation about workplace diversity and inclusion. See how: CEOAction.com #CEOAction
- My CEO is committed to changing the status quo through honest, open dialogue. Real commitments, real action on diversity and inclusion. Learn more: CEOAction.com #CEOAction
- My [tag company page] is making its commitment to diversity and inclusion clear. So proud to have our CEO [insert name] lead the way. See how: CEOAction.com #CEOAction
- Proud to be part of one of 1,000+ companies that make up CEO Action [tag], the largest CEO-driven commitment to advance diversity and inclusion in the workplace. See why: CEOAction.com #CEOAction
- I'm proud to work with leading companies and organizations across the country as part of CEO Action for Diversity and Inclusion™ to understand how unconscious bias affects everyone. #IActOn #CEOAction
- More than 1,000 CEOs have committed to advance diversity and inclusion in the workplace. Join them to act on inclusion by taking the individual pledge to check your bias, speak up for others and show up for all. <https://bit.ly/2PvbLBj> #IActOn #CEOAction

#### Creative Assets

To bring your content to life, we have created a suite of social creative that you can use across your social channels. Please pair with the above copy as you see fit. This includes:

- Social cards sized for Facebook, LinkedIn and Twitter
- Instagram graphics
- Videos for social
- Profile cover images
- Profile photo
- Design files to create co-branded assets

**Download the full suite of creative assets [here](#).** Use password **DiversityMatters** (case sensitive) to login if prompted.

Additionally, if you would like to develop creative unique to your brand or CEO, you can download the **CEO Action for Diversity & Inclusion™** brand guidelines [here](#). Use password **DiversityMatters** (case sensitive) to login if prompted.

This could include:

- CEO quote social card
- Employee profile social card
- Key stats unique to your company as a social card
- GIFs

## FREQUENTLY ASKED QUESTIONS (FAQ)-- *appears on public website*

### **General**

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

A: The [initiative launched](#) on June 12, 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 1,000 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 four 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.

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

Finally, each signatory agrees to create and share strategic inclusion and diversity plans with their board of directors (or equivalent governing bodies). Through the development and evaluation of concrete, strategic action plans, signatories prioritize and drive accountability around diversity and inclusion.

#### **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 multifaceted 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.

**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 four 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.

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

Finally, each signatory agrees to create and share strategic inclusion and diversity plans with their board of directors (or equivalent governing bodies). Through the development and evaluation of concrete, strategic action plans, signatories prioritize and drive accountability around diversity and inclusion.

**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](http://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](http://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](http://CEOAction.com) and at the website [www.pwc.com/us/blindspots](http://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 way for 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 signatories. 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: 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.

## **Unconscious bias tour**

### **Q. What is the unconscious bias tour?**

A: No one is immune from unconscious bias, and neither is any business, underpinning the importance of recognizing that unconscious bias exists, and that we can take steps to mitigate it. In the fall of 2018, **CEO Action for Diversity & Inclusion™** launched a nationwide unconscious bias tour, the Check Your Blind Spots tour that has made over 180 stops. For more information, click [here](#).

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

A: Yes, click [here](#).

## **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](#) 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: 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.

## **Tough Questions--For Internal Use ONLY**

**NOTE: The below is to be used if pressed by media but not offered as information otherwise.**

## **Pledge Commitment**

### **Q: What progress has been made since the June launch?**

A: More than 1,000 actions are submitted across 21 key topic areas and more continue to be submitted.

### **Q: What progress is being made against creation of unconscious bias educational materials for the public free of charge?**

A: Collectively, the companies in this coalition manage millions of people, and have seen the benefits of effective educational programs. We have made 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 and at the website [www.pwc.com/us/blindspots](http://www.pwc.com/us/blindspots).

### **Q: When will CEOs have to demonstrate measurable progress?**

A: We recognize that companies are at different points in their diversity journey. Companies currently not implementing some or all elements of the pledge can use the CEO Action group to learn from others’ failures and successes, and apply them to their own companies effectively. Companies already implementing some or all actions can drive greater engagement within their own programs, contribute best known actions, and mentor others.

### **Q: During the past year we have seen racial incidents and lingering tensions turn into protests on many college campuses; is the goal of bringing CEO Action to campuses designed to help address these incidents?**

A: While some of these incidents are tied to specific campus issues, many are reflective of broader, deeply rooted societal issues. The issues across our country underscore the urgency of our coalition to address and alleviate racial, ethnic and other tensions, and to promote diversity within our communities. We believe that by helping universities and students share and learn from each other and build trust through respectful dialogue, we can make a positive difference for individuals everywhere.

**Q: How do you hold each other accountable to the commitments?**

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: You keep referring to this being a “CEO-led business commitment.” What exactly does that mean and why is it significant?**

A: As leaders of some of America’s largest corporations, we 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. Leadership at the CEO level demonstrates – both externally and internally to all employees – how important these issues are. CEO leadership is not only symbolic, but also drives real business commitment. CEOs will empower, and will be responsible for specific actions, such as openly sharing diversity and inclusion actions with industry peers.

**Q: Do the CEOs play some specially defined role? Is there some commitment of their resources required?**

A: By taking this commitment to action, CEOs are taking public responsibility that the companies they lead deliver on the pledge. Where companies have already implemented one or several of the commitments, CEOs support their counterparts in doing the same. This action is also, as we have said, a “rallying cry” for the business community to advance diversity and inclusion in the workplace. CEOs are leveraging the prominence of their position to empower that the rallying cry is widely heard, and taken seriously.

**Q: The commitments each company is making seem very vague. We don’t necessarily need to have numbers – though given the core of the issue here it would seem like at least some numbers would be appropriate.**

A: The commitments we have outlined within the **CEO Action for Diversity & Inclusion™** are the first in a series of actions that the group plans to commit to in order to advance diversity and inclusion within the workplace. Currently, each signatory is at a different place in the diversity and inclusion journey, and it is important to start with the most broadly applicable actions. Over time, our goal is to learn what works and what doesn’t from each other and use that to roll out more commitments and drive greater action.

**Q: Many experts say it’s not clear whether or not unconscious bias training is effective. In fact, some data shows that unconscious bias training could have negative results, such as moral licensing. Why is the CEO Action for Diversity & Inclusion™ enforcing a training method that many consider to be controversial and/or ineffective?**

A: Experts say everyone holds unconscious biases, and raising awareness of them and teaching people how to reduce their effects can have a positive impact on the work environment.

According to a survey recently cited in the [Harvard Business Review](#), unconscious bias trainings can indeed be an effective mechanism for educating employees and inspiring behavior change. We believe implementing and expanding unconscious bias training is one of three commitments that are important, concrete step in the right direction. Over time, our goal is to learn what works and what doesn’t from one another and use that to drive further action.

**Q: Is there any required or recommended level of support for these companies’ diversity and inclusion efforts, such as a budget of a certain amount, or a certain percent of revenues?**

A: No, there are no commercial dimensions to the initiative. The commitments we have outlined within the **CEO Action for Diversity & Inclusion™** are the first in a series of actions, and will be built upon with additional commitments, as appropriate.

**Actions**

**Q: Do the signatories have to take public stands or make public statements on hot button issues like immigration policy or laws governing bathroom access?**

A: No. The **CEO Action for Diversity & Inclusion™** is an apolitical effort and taking policy stances is not within the group’s focus area. However, signatory companies may still choose to independently take policy stances where they believe it reflects their values.

**Q: Is there some sort of specific training, engagement, education, or participation on the part of the CEOs that will further expand their perspective on these issues? If I am a CEO who is not particularly enlightened on these issues – what is to stop me from just signing on to this, but not really changing my thinking?**

A: A key dimension of the pledge is unconscious bias training. Experts have said we all have unconscious biases, and CEOs are no exception. CEOs, like all employees, will benefit from expanded unconscious bias training that is part of this initiative. Another key dimension of the pledge is setting expectations that it is okay to have hard, complex, and uncomfortable conversations in the workplace. This is particularly relevant to CEOs, who not only participate in these conversations, but often lead these conversations. We believe that participation in the pledge will help all people – from an entry-level employee all the way to the CEO – evolve and change their own mindset, and the mindsets of others.

**Q: One of the pointed areas of criticism of the current administration is the lack of diversity, particularly in the cabinet. Will the signatories focus on diversity outside of the corporate sector?**

A: The **CEO Action for Diversity & Inclusion™** is an apolitical effort and we will not take policy stances. However, 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 helping embed inclusion into our workplace culture and that our businesses are representative of the communities we serve.

**Q: It is great that these CEOs are making this commitment because they are visible and can set the tone from the top. But in terms of implementation, is there some required or recommended approach to supporting the CEO and ensuring that the right steps are taken?**

A: No. As part of the pledge, signatories agree to the commitments of cultivating workplaces that support open dialogue on complex conversations about diversity and inclusion, implementing and expanding unconscious bias education, sharing best known – and unsuccessful – actions, and creating and sharing strategic inclusion and diversity plans with their board of directors (or equivalent governing bodies). Through the development and evaluation of concrete, strategic action plans, signatories prioritize and drive accountability around diversity and inclusion. The fulfillment of these pledge commitments is to be determined by each signatory. There is no required or recommended approach on how or when signatories organize themselves around this commitment.

**Q: The commitment to make workplaces safe for difficult and complex conversations seems vague. How do you actually ensure this happens and it actually has an effect?**

A: Creating workplaces safe for difficult conversations is a critically-important step to advancing open-mindedness and reinforcing a commitment to inclusivity. We believe that this highly-visible, public pledge from the largest group of business leaders assembled is very strong impetus for progress and action. By its nature, this action cannot easily be quantified or measured. It is important, however, to measure and verify progress, and as the signatory companies share with each other and learn more about what works and what doesn't, new commitments can be introduced as appropriate.

### **Participation**

**Q: Does the program have its own set of best practices or recommended approaches?**

A: Sharing best known actions is a key pillar of the **CEO Action for Diversity & Inclusion™**. Signatory companies work together to evolve existing diversity strategies. This includes sharing their successes and challenges with one another, and creating accountability systems within their companies to track their progress and pledge to share regular updates with each other in order to catalog effective programs and measurement practices. Over time, a robust set of best known actions – and an understanding of what doesn't work – will develop.

**Q: Are there any set of audits or other means of improving transparency?**

A: To help make sure that programs are meeting commitments, signatory companies are creating accountability systems within their own companies to track their progress and will share regular updates with each other to catalog effective programs and measurement practices. We created a dedicated [hub](#) to share best known actions. We believe by sharing successes and pitfalls, it will help companies learn from each other and more effectively apply meaningful tools, programs, and strategies within their companies.

**Q: Expanding unconscious bias education also sounds vague. Are there no requirements as to commitment of resources, time, and the extent of program development or expansion?**

A: The commitment to expand unconscious bias training is a major milestone and is a critically important step in advancing diversity and inclusion. Because signatories are companies of different sizes and types -- each at different stages of their diversity and inclusion journey -- we are focusing first on the most broadly-applicable commitments to

deliver wide impact. Over time, our goal is to learn what works and what doesn't from each other and use that to roll out more commitments and drive further action.

**Q: If I am an average employee at one of these companies, how would you expect my day-to-day experience to change as it relates to diversity and inclusion?**

A: All signatories are at different stages of their diversity and inclusion journey, so it is difficult to generalize, but it is hoped that the average employee should see progress toward a workplace that is more welcoming of difficult conversations. Employees should see an improved environment for these conversations in addition to more platforms and forums to reach out to colleagues to increase awareness and understanding of diverse experiences and perspectives. An increase in unconscious bias education and training should also encourage better actions and decisions. As companies effectively share best known actions to enhance diversity and inclusion strategies, employees will likely also see more positive changes in the workplace. It is our hope that employees will come to see this initiative as a resource where they can learn and even take action proactively.

**Signatory Diversity**

**Q: Can an effort like this be successful if it has so few women, openly gay, or minority CEOs involved?**

A: Unfortunately, companies regardless of sector or size have very few minorities, women and other underrepresented populations in senior positions, including CEO. For example, only four percent of the nation's Fortune 500 CEOs are women, less than one percent are black and even fewer are gay. This underscores why we created this commitment and came together to see what we can do collectively as today's business leaders because one fact is clear: we have to do more.

We're proud to say we did engage a cross-section of more than 400 organizations with the goal of forming a unique collaborative that is representative of the broader business community--across industries, geographies, size, and scale. Among our signatories, we have 51 women, five black CEOs of Fortune 500 companies, and 74 CEOs representing other diverse communities. We hope our list of signatories will grow, and we invite other CEOs across America to join us.

**Q: How did you determine the definition of what attributes are considered diverse? Is your focus on historically underrepresented groups, or would a program focused on another group – such as introverts – “count” as diversity?**

A: Diversity can be defined across a wide variety of dimensions, and we are not focused on any one in particular. Rather, we are committed to increasing inclusion for 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 any other aspect of diversity. We are committed to ensuring that our businesses are representative of the diverse communities we serve.

**Q: Is this initiative US-centric, or is the approach global?**

A: The **CEO Action for Diversity & Inclusion™** was created in large part as a response to the persistent societal inequities across the United States, which the signatories felt underscored an urgent, national need to collectively address and alleviate racial, ethnic, and other tensions and to promote diversity within our communities. That being said, we are committed to cultivating environments where *all* of our employees – whether in the United States or elsewhere – feel comfortable to discuss diversity and inclusion, and making our businesses representative of all of the communities we serve around the world.

**Motives**

**Q: The steering committee is mostly a list of the big consulting firms, who would have a vested interest in this because they offer consulting on diversity and inclusion. Why is that?**

A: The steering committee does include consulting firms, but also includes CEOs and leaders from a variety of other industries—from private equity to insurance to consumer products. While some consulting firms offer services to help companies refine and improve diversity and inclusion efforts, there is no commercial dimension to this initiative.

**Q: To what degree does this further the business interests of the signatories?**

A: There is no commercial dimension to this initiative.

**Employee-specific Q&A**

**Q: How does the CEO Action For Diversity & Inclusion™ build on what we are already doing?**

A: **[INSERT COMPANY-SPECIFIC ANSWER]**

**Q: Why did **INSERT COMPANY NAME** sign this pledge?**

**A: **[INSERT COMPANY-SPECIFIC ANSWER]****

**Q: When will we start to see the commitments rolled out for our company and beyond?**

**A: **[INSERT COMPANY-SPECIFIC ANSWER]****

**Q: Are we required to take part in conversations about race or unconscious bias?**

**A: **[INSERT COMPANY-SPECIFIC ANSWER]****

**Q: Who should I contact to get involved or provide feedback?**

**A: **[INSERT COMPANY-SPECIFIC ANSWER]****