

OUR PLEDGE to DIVERSITY & INCLUSION

Our region's legacy is at a crossroads. Our future success is threatened by a continued lack of diversity in the region's workforce ... diversity that strengthens the ability of the region and companies to compete, innovate and grow.

As business leaders, we have taken steps to address this challenge, but we need to do more ... a lot more. We need to do it together and also by partnering with others, across the private and public sectors, to understand and address the complex issues that affect diversity and inclusion. We must act with passion, speed and persistence to make a meaningful and lasting impact. We must be transparent and courageous in holding ourselves accountable.

This pledge serves as our commitment to increase diversity and inclusion for all in our region and at all levels of our organizations.

WE WILL STRIVE TO MEET THIS COMMITMENT BY

- **Making diversity and inclusion a high priority in our workplaces, in part through our own visibility and leadership on this topic.** At our companies and organizations, we will champion diversity and inclusion through candid and respectful dialogue on biases and issues that prevent equal opportunity for all, including Blacks, Latinos, Asians, Native Americans, LGBTQ, disabled, veterans and women. We will create and participate in opportunities where people feel comfortable sharing and celebrating their varied experiences and perspectives. We will use what we learn to continuously strengthen our diverse and inclusive organizational cultures.
- **Taking intentional actions to attract and develop a diverse workforce.** This will include participating in efforts to address achievement gaps in our schools, partnering with community organizations to actively engage their members about workplace opportunities, and proactively recruiting diverse workers. In addition, we will create and support development programs to increase the number of diverse employees moving into managerial and executive positions.
- **Creating opportunities in each of our organizations that allow employees to network and contribute their insights on diversity and inclusion as well as other issues.**
- **Pursuing opportunities for diverse and other employees to network across our organizations.**
- **Being accountable for progress.** We will each set goals for diversity and inclusion at our organizations, and we will take action and track achievement toward those goals. We will share the progress we are making with each other, including best practices and approaches that have not been successful. By doing this, we can learn from each other's experiences and hold each other to our word.

Meeting our commitment will support, develop and provide greater opportunity to the diverse individuals who already live in our region, including young people who we want to flourish as the next generation of leaders. Moreover, it will inspire a pipeline of new diverse talent to relocate to our region, addressing the shortfall that already exists and will only expand unless we act.

The lack of diverse talent in the region is a collective problem that will require a collective effort to resolve. Together, we will learn, act and hold each other accountable to advance diversity and inclusion for the future of our region.