

## VISIBLE SUPPORT

The CEO's making a very personal and visible statement of support for diversity and inclusion is paramount in the success of diversity-management initiatives in an organization. Without clear and consistent messaging from the CEO and senior leadership, staff at all levels will consider diversity and inclusion a nice, soft addition instead of an imperative for future success.

That messaging starts with the [corporate website](#). A clear and prominent quote from the CEO, directly linking diversity and inclusion to business goals, is very important. Note that 92 percent of CEOs of [The 2013 DiversityInc Top 50 Companies for Diversity](#) have personal diversity messages on their corporate websites versus just 16 percent in 2005. It's also necessary for both the CEO and senior leaders to frequently integrate diversity messaging into regular business communications, including the relevance of [resource groups](#).

Here are a few examples of CEO statements that demonstrate the business connection to diversity and inclusion:



**Bernard Tyson**  
Incoming Chairman and CEO,  
Kaiser Permanente

"Our mission is to continue to become better educated and increase our **competency** in **understanding** the nuances of how we care for a **diverse population**. The Institute for Culturally Competent Care is a training ground. ... It's a metaphor for where the brain trust is to help the rest of the organization better understand how to care for diverse populations. We are a **diverse organization**, taking care of **diverse people**."



**Ajay Banga**  
President and CEO,  
MasterCard Worldwide

"As a company, we believe **diversity** sits at the **root of innovation**. Diversity of culture, experience and thought all drive innovative thinking. That's why we encourage employees to **express their diverse opinions and ideas**. We want them to feel **empowered** and to recognize that their contributions make a difference."



**André Wyss**  
U.S. Country Head, Novartis  
and President, Novartis  
Pharmaceuticals Corporation

"Now more than ever, customers and patients are counting on us for **breakthrough medications** that address increasingly **complex, unmet needs**. I believe that the **collective wisdom** of our **diverse workforce**, combined with our inclusive, high-performing team culture can **spark innovation** and help take our business—and our ability to make a difference in the lives of patients—to the next level."



**John R. Strangfeld**  
Chairman and CEO,  
Prudential Financial

"We are fully committed to **embracing diversity** and **inclusion in every aspect** of our operations. We recognize that diversity and inclusion are inextricably linked to our **ability to achieve our goals**, both our aspirations to be an employer of choice and to lead in the markets in which we operate."

# CEOs Who Are Diversity Champions

For D&I Staff, Executive Leadership Council, HR Leaders, Communications Staff, Resource-Group Leaders

## VISIBLE SUPPORT



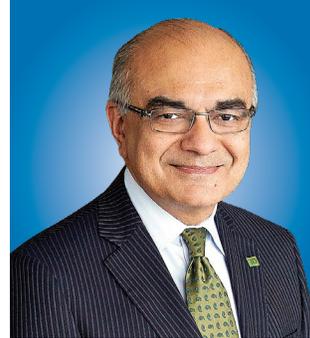
**Arne Sorenson**  
President and CEO, Marriott International

“**Putting people first and embracing differences** has always been the cornerstone to our success. It ensures that our associates, customers, suppliers and other stakeholders feel truly appreciated and valued. We are passionate in our efforts to **remove barriers** and create an inclusive environment that **leads to opportunities** for others to contribute and grow.”



**Patrick J. Esser**  
President, Cox Communications

“Diversity is a critical component of today’s successful companies. A **commitment** to diversity and inclusion that **includes our employees**, our surrounding **communities**, **product development** and **supplier relations** provides a broad perspective of viewpoints—without them, creativity and innovation suffers. At Cox, diversity is a fundamental business value.”



**Bharat Masrani**  
President and CEO, TD Bank

“I was born in Africa, of East Indian heritage. My community—we were a **minority group**—we became refugees, and the only reason we became **refugees** was because of the color of our skin. So from a societal perspective, I **have experienced that**, as to what this means, what it creates, the discord it creates in people. ... I happen to be in a business where it also is a **business imperative**.”



**Beth Mooney**  
CEO, KeyCorp

“I am by nature an **inclusive thinker**. I look at diversity as much as anything around thought, approach, experience, and I’m never one of these people who is going to sit at the head of the table and make it clear I got the answer. ... A leader’s job is to **synthesize [opinions]** and then kind of say, ‘I’ve heard you all and here’s what we’re going to do,’ but acknowledging the fact that people gave you their time, their **best thoughts** and their **energy**. To me, that’s a form of **diversity and inclusion**.”



**Roger Ferguson**  
President and CEO, TIAA-CREF

“We understand that in order to **sustain long-term success** and offer our clients the very **best level of service**, we must continue to make **diversity and inclusion** a **business imperative**.”



**Carlos Rodriguez**  
President and CEO, ADP

“Achieving ADP’s aspiration of becoming the **global leader in human capital management** requires a **diverse and inclusive environment**, where the best **talent** can **thrive** and deliver **market-leading results**. Diversity and inclusion enable the culture of openness needed to foster **innovation** and **differentiation**.”



**Stephen P. Holmes**  
Chairman and CEO, Wyndham Worldwide

“The **people** behind our company **are as diverse** as the broad suite of products and services we offer to leisure and business travelers. Diversity **enriches our performance** and **services**, the communities where we live and work, and the lives of our employees and customers.”

## VISIBLE SUPPORT

Other best practices for CEO/leadership commitment used by almost all of the DiversityInc Top 50 companies include:

### ➔ Meeting frequently with resource groups

The best practice for this is small-group meetings with resource-group leaders so that frank discussions of impediments to retention and talent development can occur, as well as giving resource-group leaders the opportunity to offer innovative solutions for marketplace and workplace growth. The exposure of resource-group leaders to senior management has bidirectional impact—the resource-group leaders gain practice in dealing with top executives and the senior leaders often recognize talent they can nurture. Ninety percent of CEOs of DiversityInc Top 50 companies have regular meetings with resource-group leaders, more than double the percentage in 2005.

### ➔ Joining the board of a multicultural nonprofit

We see an increasing percentage of both CEOs and senior executives taking on leadership roles at multicultural nonprofits, especially those in which they are not personally a member of the targeted demographic. The learning experience for the corporate executive is dramatic and the relationship building with the nonprofit and the community often leads to increased [recruitment](#), [retention](#) and customer relations. CEOs and senior leaders at 72 percent of DiversityInc Top 50 companies now serve on multicultural boards, almost a 50 percent increase from 2005.

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CEOs of DiversityInc Top 50 companies who have regular meetings with resource-group leaders, more than double the percentage in 2005

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### ?? Guided Questions for Employees

#### » How diversity-supportive is your website?

Is your CEO's message on the homepage? Are there images/videos of different people, including people with disabilities and LGBT (lesbian, gay, bisexual and transgender) people? Is the diversity section easy to find and regularly updated?

#### » If your resource groups meet with the CEO and senior leadership, what kind of preparation do group leaders receive from diversity-and-inclusion staff?

Do you present the group's strategic goals and milestones for success? Who funds your groups and how involved are the senior leaders?

#### » How do the rank-and-file employees perceive your CEO's and senior leadership's commitment to diversity and inclusion?

What could be done to bolster the sense that diversity helps the business?