As the CEO of a Fortune 250 company, I have both a professional and personal stake in advancing diversity and inclusion. We will continue to do our part to provide opportunities for all talent to thrive, and we will live our values of ‘each person counts’ by holding ourselves accountable for progress.

ADP was founded on the principle that our company’s success starts with creating an environment where “each person counts” — where integrity, respect and diverse perspectives combine to deliver sustained value for all of our stakeholders: clients, shareholders, associates and our community at large. “Each person counts” is one of our core values and serves as the foundation for our diversity and inclusion (D&I) strategy.

As a company whose purpose is to unlock human potential, D&I is woven into the fabric of what we do. ADP combines technology and expertise to help our clients manage their most important investment — people. That means we have to be able to attract, retain and engage the best talent to execute on our business strategy — and the best talent comes from all backgrounds. For ADP, the business case for diversity is clear and compelling: Inclusion creates the environment that enables diverse perspectives to fuel innovation and engages our people to meet and exceed our clients’ expectations.

D&I Strategy

ADP’s D&I strategy is anchored in the idea that innovation is critical to our continued growth and success and that new ideas come from diverse perspectives. It’s also fueled by the belief that our leadership should represent the available talent pool in the marketplace and our clients — and that in order to achieve these goals, we must have a culture that respects and values everyone’s contributions.

Tone at the Top. We have dedicated D&I resources, including consistent, frequent communications and visibility on the strategic importance of diversity and role modeling inclusive practices.

- **Best practices**: We have appointed a chief diversity officer, who reports to the Executive Committee (our company’s leadership team), which also serves as ADP’s Diversity Council. We are incorporating D&I messaging into town halls, leadership blogs and social media. We are also implementing leadership scorecards. Our CEO and Executive Committee participate at Business Resource Group (BRG) events,
multicultural leadership development seminars and external diversity sponsorships. Our Executive Committee sponsors our BRGs.

**Accountability.** Our CEO and his direct reports have measurable improvement goals to increase the representation of women and people of color in executive ranks. These goals have been approved by ADP’s Board of Directors.

- **Best practices:** D&I scorecards are developed on an enterprisewide basis and for each business unit measuring representation, hiring, advancement, retention and engagement rates across organizational levels and demographics. All executive openings and talent succession are reviewed with a “diversity lens.”

**Broader Sourcing.** We have a strong focus on employment branding, expanding sourcing channels and diverse slates.

- **Best practices:** We engage in targeted campus recruiting at HBCUs (historically black colleges and universities) and state and technical schools. We have dedicated resources focused on minority and veteran recruiting. We partner with BRG members to participate in career fairs for minorities, those who identify as LGBTQ and veterans. We invest in dedicated strategic sourcing partnerships and have initiated qualified diverse slates (female and/or minority) for open leadership roles.

**Targeted Talent Development.** We have developed high-potential leadership development programs targeting underrepresented minorities.

- **Best practices:** Our year-long Multicultural Leadership Development Program includes an in-depth assessment, coaching, and external and internal experts covering topics such as strategy development, financial acumen, executive presence and personal branding. Cultivate Your Career, a year-round program, specifically supports the leadership talent pipeline for women of color and is tied to ADP’s title sponsorship for the Black Enterprise Women of Power Summit. All BRGs also incorporate speaker series, development training and project leadership opportunities as part of their annual plans supported by the Office of Diversity.

**Inclusive Culture.** We seek to understand employee sentiment and facilitate transparent two-way communications as well as community engagement to support inclusion.

- **Best practices:** Our associate engagement survey responses are analyzed across various demographic dimensions, and inclusion questions are part of ADP’s D&I scorecard. Our BRGs and associates are encouraged to promote and participate in community engagement activities that promote diversity, leveraging eight hours of volunteer paid time off. Internal and external communications feature profiles of diverse leaders and promote company awards for D&I. ADP’s chief diversity officer actively blogs on topics that connect our values and business strategy to D&I.
**Brand Linkage.** ADP’s commitment to D&I helps us attract great talent that can authentically connect our products and services to the diverse markets we serve.

- **Best practices:** We support women-, minority-, LGBTQ- and veteran-owned businesses through our supplier diversity program. We publish thought leadership on advancing diversity through the ADP Research Institute and the Connect and SPARK blog sites. Our sales and marketing efforts to women-, minority- and LGBT-owned businesses include client workshops on managing multigenerational workforces, developing sustainable diversity strategies and pay equity. Sponsorships and visible third-party market recognition from diversity-oriented institutions like Black Enterprise, Anita Borg/Grace Hopper, DiversityInc and Working Mother Media support our outreach and development efforts.

We will continue to do our part to provide opportunities for all talent to thrive, and we will live our values of “each person counts” by holding ourselves accountable for progress.

> www.adp.com