OF ALL the positive reviews AT&T receives for diversity and inclusion (D&I), one stands out: What our employees say. In companywide surveys we’ve conducted since I became CEO in 2007, our 200,000-plus employees have consistently ranked our commitment to diversity higher than everything else. We score at or near the top when compared with our peer companies, and in every survey, thousands of employees take the time to comment on our inclusive culture.

Our approach has earned us recognition such as DiversityInc’s 50 Best Companies for Diversity, where we were ranked No. 3 in 2017. That means we are doing a lot of things right. The success of our D&I program stems from several best practices, including:

- **We have 12 employee resource groups (ERGs) and 12 employee networks (ENs)** that are open to all employees and reflect the diversity of our workforce.
  - Each emphasizes personal and professional development, community outreach, and supporting the business.
  - Through April 2018, memberships totaled nearly 139,000.

- Five of our ENs serve primarily women.
- AT&T funds all ERG membership dues, and nearly all executives participate as members and sponsors.
- In 2017, our ERG members logged 388,000 volunteer hours; EN members logged 24,000; and together they distributed $882,000 in scholarships.

- **We’re a global leader in doing business with diverse suppliers.**
  - We ranked No. 2 on DiversityInc’s 2017 Top Companies for Supplier Diversity.
  - Since 1968, we’ve connected certified diverse businesses, including enterprises owned by minorities, women and disabled veterans, with opportunities to provide products and services to AT&T around the world.
  - Our 2017 supplier diversity spend was $14.4 billion, which represented 25.2 percent of AT&T’s procurement spend.

Using the Tolerance to Understanding Resource Guide developed by our D&I team, employees are having conversations of understanding across the business.
• As the nation’s largest full-time union employer, we enable upward mobility for tens of thousands of diverse employees.
  • Almost all earn middle-class or above wages.
  • Our workforce is diverse: 31 percent are female (62,000), and 43 percent are people of color (89,000).
• Our employees are acting on my challenge to move from tolerance to understanding.
  • Using the Tolerance to Understanding Resource Guide developed by our D&I team, employees are having conversations of understanding across the business. They’re sharing personal stories in ways not normally experienced in a work environment, which is leading to deeper understanding of how our personal experiences shape who we are. Examples include:
    • A program called DINE! (Discover differences, Include one another, Navigate new perspectives, Eat!), through which diverse team members share their personal stories in a safe, comfortable setting over lunch.
  • A partnership between two ERGs to host a mental health awareness forum titled Everything Is Still NOT Fine, during which physicians, psychologists and employees came together to seek deeper understanding of the challenges associated with having loved ones affected by mental illness.
  • A program led by our millennial ERG called the Keystone Project: Personal Breakthroughs, which was designed to continue the conversation on equality and diversity in the workplace through a video-based social media campaign.
• Our challenge to employees in 2018 is to reach understanding by moving beyond echo chambers and binary thinking — an effort they’ve embraced and that I expect will pay good dividends.