At JPMorgan Chase, we have recognized that beyond programs and initiatives, in order to drive change with respect to our diversity strategy it’s important that we have a strong infrastructure of support, commitment, goals and actions that can be tracked and measured over time to determine our progress. We have identified the following 8 practices in driving a strong diversity strategy:

- **CEO Commitment**
  Unconditional, unwavering, consistent, open and honest setting of tone from the top of the organization.
  **Best practice:** Diversity is a set priority with transparent commitment and support of our diversity strategy, progress; key focus areas are shared in our annual shareholders report.

- **Business Strategy**
  Managed like any other critical business imperative of the firm. Strategic objectives are set by the senior leadership team. Global strategy with firm wide best practices; customized and executed locally.
  **Best practice:** Firm wide diversity council with senior members representing a cross section of the organization.

- **Executive/Manager Ownership**
  Strategy is understood and adopted by the rest of the management team by establishing local plans which are specific to business needs and trends that meet overall firm wide objectives.
  **Best practice:** Business driven and regional diversity councils which are connected to the local business strategy; in addition there are key metrics which are reviewed on a frequent basis to track and measure progress.

- **Dedicated Resources to Drive Change**
  Assigned leadership to drive the change agenda with dedicated support resources (people and funding).
  **Best practice:** Launch of the Advancing Black Leaders strategy (profiled below), Office of Disability Inclusion efforts and the Office of Military and Veterans Affairs, which are led by Managing Directors and staffed with appropriate resources.

- **Engagement and Communications**
  Leaders should be clear, articulate and deliberate in communicating the firm’s diversity strategy and driving the team to achieve diversity goals.
  **Best practice:** We have a dedicated
communications resource for the diversity agenda and together with the diversity/talent team they provide tools and resources for managers so that messaging is ongoing and consistent.

- **Focus on Talent**
  Have a concentrated focus on hiring and retaining top talent.
  **Best practice:** Executive Sourcing – strategically hiring for senior positions. Building the Pipeline – implementation of developing talent efforts at various levels across the firm. Dedicated resources to drive diverse student strategy and enforcement of diverse slates.

- **People Practices**
  Discipline and rigor should guide people processes.
  **Best practice:** Promotion committees and hiring panels should consist of diverse leaders. Diverse slates should be tracked and reported on; managers of hiring managers should sign-off when the slate is not diverse.

- **Marketplace Diversity/Diverse Supply Chain**
  Senior management lead supplier diversity agenda with dedicated team and resources (people and funding), with executive leadership support and involvement.
  **Best practice:** Supplier diversity aligned to business strategy of the organization as a whole. Require supplier diversity be integrated into the procurement process for all sourcing activities. Team reports directly to Chief Procurement Officer or Corporate Responsibility Head and reports Supplier Diversity results to senior leadership.

**Advancing Black Leaders**

We know the key to our success is to have the best diverse workforce at all levels of our company. In 2016, we introduced Advancing Black Leaders (ABL) — an expanded diversity strategy focused on increased hiring, retention and development of talent from within the black community. A key pillar of our strategy is the implementation of diverse slates, where managers are expected to ensure that diverse candidates — both internal and external — are considered for open roles. We kicked off the strategy with emphasis on the most senior levels of the firm where we felt we had the greatest opportunity.

Two years into this two-pronged strategy and we are seeing encouraging results, with noticeable increases in headcount at the executive level—both in recruitment and retention—as well as in our pipeline for mid-level managers. To support the development of our pipeline, we introduced a number of new programs to build the skills and exposure of junior talent, and strengthened early identification programs for black students.

While the Advancing Black Leaders strategy is focused on black talent, we have extended learnings and best practices to the larger population where it makes sense. For instance, Diverse slates tracking and reporting is now in place for all roles in our company and we are seeing a positive impact on other diverse communities, as a result.

We know that we have more work to do in this area to sustain and grow our progress to date, but we are encouraged by our early results.

[www.jpmorganchase.com/corporate/About-JPMC/diversity.htm](http://www.jpmorganchase.com/corporate/About-JPMC/diversity.htm)