As a global company, we not only embrace and value diverse individuals, opinions, cultures and abilities, but we also actively seek them. It is the unique perspectives and experiences of our employees that enable Motorola Solutions to pioneer so many innovative products and technologies.

**FOR MOTOROLA** Solutions, inclusion is a mindset, and diversity is an outcome. As the leading provider of mission-critical communications solutions, we view diversity as an innovation driver that helps us deliver technology that serves as a lifeline for our customers. We take a broad view of diversity, seeking different cultures, opinions and abilities to help us continue building on our 90-year heritage of innovation. Our best practices include:

**Training hiring managers on unconscious biases**
Hundreds of our hiring managers, along with our U.S. Talent Acquisition team, have participated in training to identify unconscious biases in the hiring process. We introduced the initial training in 2016 and this year will expand to more extensive, month-long training to help hiring managers recognize and mitigate decisions about a prospective candidate based on his/her gender, race, ethnicity, religion, social class, sexuality, disability status or nationality.

**Promoting pay equity**
In 2017, Motorola Solutions took a progressive stand to foster pay equity and attract top talent by revising our U.S. hiring protocols to no longer request prior salary information as part of our online employment application. Our human resources teams also do not inquire about or investigate an applicant’s wage history. Instead of specific pay or compensation history, we focus instead on the candidate’s pay or compensation expectations.

**Engaging senior leaders**
The senior leadership team and I are actively involved in several inclusion and diversity initiatives, including:

- **Sponsoring Leading Women Executives, a third-party program** that partners with CEOs and executive teams to identify high-potential female professionals and improve opportunities for advancement with individual development, long-term networking relationships and corporate support.

- **Tripling our investment in our seven employee resource groups (ERGs)** and promoting activities such as our annual
shark tank-style competition, during which ERGs present ideas to company leaders on ways to drive inclusion and diversity companywide.

- **Hosting our Women Who Lead series of fireside chats between female leaders** and me that are attended by our employees around the world. Guests have included Anne Pramaggiore, president and CEO, Commonwealth Edison Company; Condoleezza Rice, former U.S. secretary of state and national security adviser; and Nancy Schlichting, retired CEO of Henry Ford Health System and author of Unconventional Leadership.

**Building our talent pipeline**
We have implemented a partnership strategy with our ERGs and strategic not-for-profits to increase job shadowing, college internships and high school mentoring programs. As a result, we expect the diversity of our interns will increase from 44 percent minority students and 31 percent female students in 2017 to 50 percent minority students and 40 percent female students in 2018.

**Providing philanthropic support**
The Motorola Solutions Foundation, our charitable arm, is committed to helping create the next generation of technology and engineering leaders by supporting STEM (science, technology, engineering and math) programs around the world. In the last 10 years, our foundation has granted nearly $60 million to STEM education programs worldwide, including $4.3 million in 2017. More than 50 percent of our grants benefit groups that serve African American, Hispanic or other underrepresented groups. More than 97 percent of our programs support both women and men, while approximately 17 percent of our grants support programs exclusively for girls/young women.

Motorola Solutions applauds Business Roundtable for its initiative to exchange ideas and influence its constituents to further foster inclusion and diversity. On behalf of our 15,000 employees across the world, we are honored to participate.

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