Diversity and inclusion are very important to me. For an agency rooted in science like NOAA, innovation is a key driver of growth. Without diversity we limit our ability to innovate. Inclusion is about fairness, respect for human dignity, and acknowledging that everyone contributes to our organization. I cannot underestimate the important roles diversity and inclusion play in helping us effectively accomplish our mission.

When I have the opportunity to speak about leadership, I make it clear that the best leaders demonstrate every day their sincere belief that everyone in the organization is as important as the other. They embrace the concept of "TEAM", Treat Everyone As Members, and foster an organizational culture where "all are for one, and one is for all." This is the essence of diversity and inclusion. Combined it demonstrates a value for people and empowering those people to be the best they can be while being able to maintain the individuality that makes them unique.

I strongly support diversity and inclusion and reaffirm my commitment to seeing that NOAA not only embraces these concepts, but serves as a best in class agency in the Federal Government for implementing them.

With gratitude and respect,

[Signature]

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