

VERIZON  
A POWERFUL CONVERSATION ABOUT RACE  
HOSTED BY MATT ELLIS AND SHANE SANDERS  
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>> Good morning. And welcome to a finance team discussion on race. Like to many of you, have been shocked and appalled by the recent events which are going on across the country. They are a reminder that as a society we have a lot more work to do when it comes to ensuring quality and justice for all. In following up to our company's response to these events and the \$10 million donation we announced, Verizon foundation to racial and social justice organizations such as the national urban league and others, it's important that we continue the conversation. The death of Ahmed Aubrey, Breonna Taylor and George Floyd are the ultimate reflection of the various degrees of racism that black Americans live with every day. The recent incident in Central Park with Christian Cooper is a reminder of the every day challenges our friends and colleagues are confronted with. I realize that talking about these topics may be uncomfortable for many, but if we want to become better allies, it's important for us to listen and engage with an open mind and an open heart. That's how we bring about real change. And that's how we move the world forward together. So today I'm delighted that each of our guests that's available to join us for an important conversation about race across the finance team. So co-hosting today's event with me is Shane Sanders who leads our business excellence team and also is a member of the bold ERGs at executive advisory board. And in addition to Shane, we have Peter Urquhart who is a director on our internal audit team. Jennifer Johnson who is a director in our accounting team. And Joe Rouse, who is a manager on our investor relations team.

Shane, let me start with you. Maybe you would share with us for a couple of minutes. Your reaction when you saw the deadly attack on George Floyd and why is it acknowledging what happened not only with George Floyd, but others like Ahmed Aubrey and Breonna Taylor and Christian Cooper so important as we have this conversation?

>> Well, thank you. And what I would say before we get started I just

want to say thank you to Matt and I also want to say thanks to Hans and the leadership team for really kind of the encourage to make space for these types of conversations. I would also say just I want to personally thank Matt, really, for just reaching out and just asking -- reaching out to me personally, hey, Shane, how is your family doing? That meant a lot. I guess, Matt, when I think about what I saw, I guess what I will say here is that this is a fairly difficult conversation for me to be quite honest. Probably more of an emotional conversation when I think about it what I said to myself is, you've got to not be silent. You have to find your voice in this particular -- in this particular situation. Because historically what I specifically do and I think what a lot of African-Americans do is that we internally process this because it's something that we live with really every day. So when I saw what I saw, it was really more around kind of just being angry, sad, frustrated. So it was kind of a range of emotion. Because when you see something that is normal for you, it's something that has a level really of some level of frustration because it impacted me and it impacted my family having the conversations with my son and my daughters about why you have to be different and why you have to act different. So it was really kind of an emotional thing for me.

When I look at what happened to George Floyd and when you look at really a person who was essentially begging for his life when he said that I can't breathe and I see my son and I have the conversations with my son, and when I did have a conversation with him, he said to me, hey, dad, you have already taught me about this. I know that I can't do certain things. It's probably -- Christian Cooper where I -- myself to be quite honest. Where it was so -- so I think it's important for us to have the conversation, to have this because it is normal for African-Americans in this particular -- and something stood with me in terms of what Matt said to me. I said to Matt, I said, hey, this is normal for me and know what he said to me. He said, Shane, it's normal but it's not right. That's kind of what I've taken away just in terms of everything that's going on and how do I find my voice to make this country a better place. To make Verizon a better place. I can tell you I'm probably more proud than I've ever been in the 20-plus years that I have been with Verizon from the leadership that Hans has demonstrated, that Matt has demonstrated to really take on a tough issue and take a position. Everyone won't agree with your position, but I've always been taught right is right. So I think this is right. And I think what we are talking about is really just equal treatment, equal justice and equality for all people. That's what this whole thing means. That's really my reaction, Matt, to what was going on.

What I will say is that I am encouraged and I'm hopeful because I had a lot of my colleagues reach out to me. I've had folks on my team reach out to me. One particular individual reached out to me and I think what she wanted me to know was that she had tried to reach out to some of her colleagues who were African-American and some of them were a little -- may have been a little trite. I think was the word she used. What I told her was that it takes courage for what you did. I think that's really kind of the first step for us as we think about what's the path forward. So Matt, that's really kind of where kind of my feelings, my -- I'm just thankful for the opportunity to have this dialogue and I'm just thankful to be part of a company that values diversity. Because I know this isn't easy. It's not easy for me, by the way, to express myself. A lot of it really is kind of deep -- it's kind of deep down within me that you kind of held for really kind of all -- most of your life.

That's kind of where I'm at. Again, I'm hopeful and I think we are having the right conversation as we go through. So again, I definitely appreciate it. So I wanted to maybe just pause a little bit here and maybe not as much from where I sit and again, I'm proud to be a leader here at Verizon. I would like to maybe jump over to Peter and maybe just have Peter talk a little bit about how some of the events that have impacted him in terms of -- in terms of where he is at. Peter, how has this shaped you or impacted you over the events that have happened over the last few months and years?

>> Good morning, Shane. So speaking about kind of all of the events, all that's happened. I have to be honest and say this is not a conversation that I initially wanted to have. I definitely had some concerns around how having these conversations might even be perceived. In terms of the most recent events, I have not watched most of those videos. I have seen glimpses on the news but I couldn't bring myself to watch someone be strangled, suffocated, whatever you want to call it on camera for nearly nine minutes. It's not something I wanted to deal with. And as I think about why, I go back some years, 30 years ago the whole Rodney King happened. And I was in elementary school. It seems really far away. It seemed far away because it was in California. And yeah, there might have been riots and parents have conversations with you and you say that would never happen in my sphere.

If I think about the kind of growing up and having the talk. I was raised -- my dad is a volunteer minister in addition to his full-time job. And we always have been taught respect and all of the

good things that all families teach each other. And the talk was really good because in addition to getting your driver's license you get this long drawn out talk if you ever get stopped by the police, what do you do? Hands at 10:00 and 2:00. Take off that hat if you are wearing a Yankee cap and make sure my wallet was out and my driver's license was ready to go and I wasn't reaching into the glove compartment or my pockets or anything. It seemed really normal to me. And the talk worked up until it didn't. About ten years ago I was in the city with some friends. We left the lounge. And probably the first time telling this story publicly and I haven't told some folks in my family. But on the way to the car I was in the passenger side of the car. I noticed the police coming, didn't think anything of it. Got into the car and before I could even put my seat belt on or think about what happened. There were lights shining and banging on both sides of the car. I was mortified and I had no idea what was going on. The police officers said get out of the car and I could look up and say what's happened? Is there an emergency? I thought something was happening around me that I needed to respond to. I was yanked out of the car. And the whole incident lasted maybe less than five minutes and they asked what do you have on you? I have no idea what you mean? I was so caught off guard. I never had an experience like this before. The talk that my dad had with me, the talk didn't work that day because there was no time to react. No conversation happening. There was no exchange.

That day I was embarrassed. I hid it from my folks at first, my family, I didn't tell them about it. I started to reflect, what did I do wrong? Did I take a wrong step? Was I wearing the wrong color. All of these thoughts come to your mind about what did you do wrong. I buried that in my subconscious. That night I had taken pictures of the bruises of my arm. The next morning I deleted them because I never wanted to remember this story.

I think about these things in terms of just recognizing the validity and maybe correlation and connection. And an example that comes to mind you know when you buy a car when you are young your first new cars, one of the car wasn't new. It was an old Plymouth Sundance. It was powder blue and it was ugly. And for some reason I had never noticed the Plymouth Sundances on the road before until the day I owned one. And all of a sudden, there is one there and these cars are really ugly but I noticed them everywhere. And that's what this brings to mind for me. Until you have somewhat of an experience that whether it's yours or close to home, it's difficult to kind of gather.

Fast forward later on different parts of my career when I travel.

I with as working on a project in Dallas. One of my colleagues and I bonded over the phone and both liked BMW and he picked me up and took me to lunch. At the end of the lunch, he said this will sound weird coming from a white guy, but if you are going to be around Dallas in this area around night, you need to be really careful. You probably shouldn't drive. And forget it if you have a drink. Don't think about it take a taxi. Sounded fairly sound advice. But in his mind he was protecting me from something that could have ended up in the wrong way.

Later on when I started my career at Verizon, someone well meaning, my first week there said don't speed through the back roads of Basking Ridge, you don't want to get stopped by police. Again, not knowing what that meant initially. But after awhile this synchronize I need to be cautious. I got to be honest with you, at nights I work late in the office, for some reason I can't take the highway or I have to go the other way to get gas, I'm mortified. I don't want to be in the back roads alone and maybe those things are informed by the incident that I kind of hid from myself and from folks in my sphere.

The last point I want to make around all of these different incident. So many names to list. And I want to be careful to not be so focused on the proximity of each incident. What did this person do wrong or what did they not -- did they not comply? And I try to think about this more as a finance person and all of us are finance people, we make connections with data. And when I think about the Christian Cooper incident, even though it was non-violent, it really bothered me. That person used as a woman with a cell phone knew she could call the police and use them as a weapon against someone that was -- she had a confrontation with. And then what happened I noticed in the news over the next couple of days everyone tried to rationalize why she shouldn't have called the police on Christian Cooper because he was a good guy. He was President of the Audubon Society. He is a bird watcher and all of these nice things about him that makes him different. And so what I think about now is really is does that matter? Is there a caliber that we need to attach to folks to decide if the police should engage them or not or whether they need as the police call on them or not. It's something that I have been thinking about and playing around in my head or this idea of the public perception. Those are my thoughts.

>> Yeah, thank you for sharing that. And you, Shane, as well. I think something that you said, Shane, that strikes with me is I certainly feel that people who look like me and have experiences similar to mine

sometimes feel, well, ultimately feel these are uncomfortable conversations to begin, but we have to appreciate it's uncomfortable to you as well as you said. It's not a conversation that we want to have. We have the conversation. We get a better level of understanding which is where some of the value is.

Joe, if I can turn to you, if you can maybe talk a little bit about your experience in corporate America and just maybe some of the things that your colleagues may not realize that you have to think about as you build a career and go about your day.

>> Yeah. I have general experiences and one specific. Saying in general terms, I've had come up in public accounting and -- here in Verizon. Within those years, I have been either one, two or three the only African individual either on the team or department. So in that retrospect it's hard to have dialogue and sometimes to include -- don't get me wrong. That has improved over the years but there is still more to do.

The other thing, and I've talked with counterparts. I've talked to family members. One of the things of being African-American in corporate, you have to go above and beyond your counterparts, your -- counterparts. Your peers. Above and beyond to make your mark. You have to go above and beyond to make people that are above you proud, of you, but also you have to make your mark to make sure that people behind you have the opportunity. So you also are dealing with that pressure of trying to make sure you are doing a great job. Just because not only for yourself and not only for your peers, not only for your boss or mentors, but also for the people behind you then even generally speaking, I have been in instances where we are sharing thoughts and ideas and I would bring out an idea or thought and the same thing and 20 seconds 30 seconds later, my counterpart will say the same idea or thought for whatever reason they would get recognized and everything was great. For me I was taken aback by that because I'm like I'm saying the exact same thing. Why isn't anybody recognizing my voice.

So this is a general standpoint. Those are the things that I experience throughout my career.

Getting to a specific story, I'm in investor relations. With investor relations I'm doing a lot of interacting with analysts and interacting with investors. I am representing the company. I'm not only representing myself but also the company. We -- it happened last year. We had a trip to Utah. And in these conferences you have what

they call investment -- you will go and have time to talk about Verizon with investors. Rapid fire as far as giving you questions -- rapid fire as far as giving you questions. We were off-site to a restaurant. I was traveling with two other colleagues and maybe 15, 20 other investors. And we get to the restaurant and we get to the host. And he sees all of us and I'm with my colleague and we are here for so and so. Private dinner for so and so conference. The first thing that comes out of the guy's mouth. That's okay but I want to see your card.

So for me, I'm saying -- one, I'm 39 years old and I haven't been carded in years. Wait a minute, you are singling me out. Why are you singling me out in front of these people. Again, I have to become -- I have to not -- I'm in a public setting and by the way I'm in a business setting. I'm representing the company and for me I had to give myself a moment, calm down, don't want to make a scene because again all of these events happening and it can go far left and cops could be called and who knows what would happen. For me, I took a step back, smirked, and said, well, hey, I'm 39 years old this guy behind me, he is one of my colleagues and he is three years younger than me and didn't card him and he tried to clean everything up. This is how we do it in Utah and I don't know how it is in jersey but we have to make sure we card people. And so I gave him my card. And we all went to our private room and I had to go in the bathroom just to get myself a moment. And then, of course, put my face back on and talk to those investors.

One of the things that is striking now is that. I wouldn't be comfort to share that story with you. We now have an opportunity to make not only our stories heard but make folks aware of what's happening. And allies. I talked to my colleagues after the fact but they noticed it. And hey, you know what Joe? I saw that, that was wrong and messed up. I'm like, okay. Now we have to actually call people out. Call them out. And granted, we are in a business setting and there is a way you can do it. A way to do it and still be tactful and be professional. Apparently, it was a different setting, if I'm with my family, if I'm with my friends, I'm not sure how it would have went. I'm not sure if I would have said I will leave the establishment. I don't know if I would have been combative, who knows, have no clue. For me that's one story that obviously as folks in the area, one of the things that happened with this whole situation is that a lot of the stories you have subconsciously that you have dug deep down all of a sudden come right up and think about this experience or that experience or that experience. So that's one of the things I wanted to share.

>> Well, Joe, thank you. What I will say to just maybe just to re-iterate kind of what you were talking about and I think it is about an awareness and I think when you think about corporate America and I, too, have been really in a similar situation. So everything that you and Peter have spoken about being stopped or I've had all of those experiences.

When you think about being in corporate America and where I'm at, really today I have to be quite honest, I have been 30-35 years in the work force and to be honest with you it was -- I can't tell you where I had an African-American peer maybe but two or three years in that whole -- in my 35 years of really experiences. So I understand -- I understand that and I do think just having the courage to your point to make people aware. I think we heard the other day at one of the Up to Speeds around having allies and also having accomplices. And I think it's so important that we have really these -- some of these conversations. Just from an awareness and being able to speak up. And to your point to call out where you know something might not be -- might not be quite right. So I think what your experience is, what Peter's experience is not unique. You could have put shame behind what both of you just said and the experiences would have been the same.

So I guess, Jennifer, after really kind of hearing a little bit about the conversation, how do you really spoken to your family and friends about the events.

>> So let me -- it's very important to have that conversation, let me start off with that. I don't think that anything that is -- but let me tart with sharing a story about a family vacation that my family typically takes. An annual vacation we get together with my family, pretty close. My mother and two brothers and their spouses and my nieces. The kids. So there is typically 12 to 15 of us when we go anywhere and rent an Airbnb. On this particular trip we had five kids with us under the age of 10 and one infant. At the time my mother lives in Chicago and we all flew in and we took the drive or so outside to Wisconsin. We arrived at the house we rented. About 1:00 p.m. in the afternoon or some we had three cars full following each other. Pulled up to the house. Waived to the neighbors and pulled in. How is it going. Greeted them while my mom put in the garage code. So we could access the house. As we've always done. Nothing different.

Typically once we do get into the house everyone goes from room to room. Checking out the bedrooms and putting dibs on which room



they wanted. And when we thought that was the normal routine and us and our family. Suddenly it took a wrong turn. In a matter of -- in a matter of ten minutes of us entering the location, the house was surrounded by police. They had made entry through various points of the house and quickly moved everyone into one room at gun point with shotgun. I remember my brothers being walked up the stairs with the basement with a shotgun to his back. My other brother and now husband -- they had guns point at the kids. And I too was staring down the barrel of a shotgun. Screaming at the cops there are kids here and to please, please, try to reason with them to have their guns drawn and to put their guns down. The kids, the kids started to scream and cry. Which at that point I had to be the one to try to calm the situation. I slowly approached and put myself in front of the kids. Still at gun point. And yelling at the males in the room to -- say nothing. Keep their hands high and make no movement. Not that they were wrong in wanting to question. But the situation could have turned out, it could have been tragic in an instant.

My mom -- why they were there. And pleaded that we rented the place. Would have thought within seconds of coming into the residence she would have noticed, anyone would have noticed there was no mischief or no wrong doing -- no wrong doing happening. We had to endure this treatment for 15 or 20 minutes before they lowered their weapons. We were informed at that point that they were responding to a calls big black man burglarizing the house. You would have thought we robbed a bank and took hostages the way they swarmed the house. It became apparent that once again we became the victims on an innocent trip of being racially profiled. While the officer apologized before they left, that wasn't enough. And I become very emotional because it's real. And like Pete and Joe said, you put these things away because you don't want to relive them but we are forced to do that every time something happens.

Have to remember why we protest and why it's so important to have a voice and work toward changing things. I tell you the story because we had no choice then to sit down as a family and discuss what happened amongst ourselves and educate the children at that point in time that you will be treated differently just because of your brown skin. We had to educate them on what actions need to be taken not to ignite -- or in situations or as I talked about we could very well have lost one of our loved ones that day. While they were younger at that time, it was several years ago, so several years have passed but we revisit the story and absolutely with everything that's going on we talked about it. Talked about the story of my nieces and now my nephew and draw the correlation between the racial divide, the

excessive force that was used at that time and police brutality against blacks and African-Americans. Those conversations aren't sugar coated. They are raw conversations. We are constantly reminded that they have to be aware in every situation. It doesn't matter if you aren't doing anything. And pray that you walk away with your life.

It's -- kids are never too young, they were very young.

>> Jen, thank you, thank you for sharing that. I have no words. But thank you to all of you, as you say, they are experiences that you want to push down and forget about. So the next question that I was going to ask each of you is how do we take this moment and talking about things is a start. But it's only a start. The first thing that we have to do with any problem whether it's a small problem we are dealing with at work or it's a problem that as immense as this one. The first one is we realize there is a problem and I think the conversations are heard over the past couple of weeks is a different level of conversation. I think we are finally getting to the point where we have broader appreciation that this is a problem and has been a problem for a long time and the things that we have done until now obviously haven't solved the problem. So there is more to be done. The question I will ask each of you, as you think about it, what are the things that we can do to make this not just another situation we talk about, but a turning point for change? Where does it start? The things that we can be doing in the workplace and go from there. Maybe, Peter, I will start with you as you think about, how do we make this a turning point for change and just not another sad chapter in this ongoing story.

>> Matt, just before I go into that, I want to acknowledge Joe's and Jen's experiences. One of the points that I can't help but think about when Jen tells that story is the impact on the children. Because as adults if we try to -- we all told you we try to pack these things away so we don't have to relive them, but somehow they tend to find themselves back to the forefront when something extreme happens. I will try to follow my own example of hitting the three points. The first idea is that these conversations don't just need to happen when a 12-year-old is shot in the park for doing what 12-year-olds do, playing with toy guns. Or when some crazy person decides to enter a church and murders nine worshipers. And it's someone grown up in religion and worship that really hits home. Places of worship are supposed to be places of refuge.

So I guess the points I will make are, again, we are finance folks so we understand data. We spend time with data. I encourage

people to understand -- understand the data. Understand the numbers. One in four black Hispanic children grow up in poverty in this country. One in ten for their white counterparts. Right now we have I think about Verizon and what we can do. Before the pandemic there were around 12 million unfulfilled jobs in this country. Some requiring specialized skills. It's an ability we have to do that training and some of that engagement. Speaking of engagement, I think the other point is to start moving from empathy to engagement. It's one thing to understand and to start to put yourself in someone's shoes. It's a whole other thing to take some action as a fortune 20 company with a lot of resources and ability and drive. It's even in our credo that we help the community and that we share our wealth with the community. The other point I think I would like to make is to step away from the news reel sometimes and pick up a book. Pick up a well thought out piece of writing and understand not just history but correlation, causation, connection. It's something that any of us can do.

Getting away from my three but the last point I want to make is to understand what opportunity means to some people. We all have social circles. When we think about what those social circles look like, are they a mirror reflection of ourselves? We all know in those social circles opportunities are found. I have made sure that my friends had opportunities for internships or opportunities for new jobs or development. Internally we still do that. And it may not be chosen by race, but it's a pretty small -- so start to think about the opportunity and the social circle outside. Make an effort to understand some of these first hand stories so that the folks you see here, Jen, Joe and Pete, any of us could be Breonna Taylor or Christian Cooper or Ahmed Aubrey in a blink of an eye.

I know these things are difficult. We often don't want to talk about race. I was always taught not to talk about these things in the workplace, but I think we had -- turned that tide and whether it's uncomfortable or not, I spoke to someone yesterday who I trust and they told me it's time to rip the Band-Aid off. And that really moved me. To sit here and have this conversation. There are a lot of opportunities and many things companies can do to really properly align not just the empathy but the engagement and real action to make sure we are engaging poverty, stricken communities and really looking to pull folks up.

I will close with a quote that means a lot to me. Sorry, I really wanted to share this. As a company, if we want to think about what our next actions are and how well we want to do it Raymond Chandler is a British American writer he said ability is what you are capable

of. Motivation determines how -- what you do and attitude determines how well you do it. So if we are going to take action, how well we do it is all about our attitude and I hope we are able to really move from ditch that empathy and feeling sorry for folks or feeling bad to true engagement and putting our actions where our mouth is.

>> Thank you. And getting away from the news feed and the move into a book is well thought out -- that I think would -- I know that would do me a lot of good. So thank you for sharing that. Jen, if I go to you with the same question, how do we make this a turning point for real change and how do we -- what do we need to do to start that?

>> Matt, the time is now. I think it's pretty evident we have folks on board and are willing to do what's necessary. We know it won't happen overnight and it starts with each of us as individuals. We need to be bold enough to speak out if there is injustice and tell our stories. We need to be brave enough to listen. And hold each other accountable and if action is needed we take those actions if something is wrong. I have several discussions with folks that drop by my office or pick up the phone to talk and I do my best to guide them on how to help them sort of have those discussions with their supervisors or their leaders. But if that falls on deaf ears, we as leaders are ready to step up to take the action to change some of those things then we fall back into the same routines in having to bear these experiences alone. I think it's crucial now that we open those doors and have those conversations as everybody has spoken to. As we not only have the support of our black communities, our black communities are always standing up and trying to make their -- we have the national support. Globally of folks that are willing to take steps and so we have to leverage that.

My husband and I talk about this, how this is different and believe there could be change that comes out of this. Why? Why did it have to get to this? What's different now? Honestly I believe it's only because you have live footage in front of you play by play that leaves nothing to question. That officer had every opportunity to lift his knee off his neck. Didn't have human decency to do that. It was all videotaped and I think that these are devices that each of us has in our hands every day and we ought to make a difference and if you see something, something wrong or something out of the ordinary, record the incident. You never know what will come of it and if it's nothing, you can always delete it. It doesn't hurt anything. This is our avenue and our only way to be able to hold people accountable and dismiss the situation and when it starts to finish right in front of your eyes.

And the final thing I would say and add is we need to get out there and vote. Make sure we have a seat at the table. We are part of the discussion on policies that are created or revamped. We need to make sure we are talking to our children about being educated on the issues at all levels and encourage them to get out there.

>> Thank you. I wasn't with you on that trip, but I could imagine how I would have reacted initially which is probably taken aback and not being prepared to have said something or done something. Your story reminds me to practice in my mind that if I am in a situation like that and somebody I'm with and you and I have traveled together on our trips to know that unfortunately those situations can occur. And the reason in anything in life we practice so we know what to do when it's real. And I think just situations like the one you mentioned are one for the rest of us to think about if I'm in a situation like that with a friend or a colleague, rather than being just caught off-guard and probably just not reacting because you are surprised to see it, to be ready to actually speak up in the appropriate way and do something. So I appreciate you sharing that.

Going back to the question we asked, already asked Peter and Jen, how do you see us taking this moment into a turning point for real change as you think about the conversations we are having and you are having with other people you see take place across the country right now.

>> Me, I think first the steps we are doing right now -- even the leadership, this moment right now is instrumental. We will be -- we wouldn't have been having the discussions a year ago. I wouldn't be comfortable with having these discussions with anybody outside of my race years ago. This right now with the dialogue, I think it helps. Going back to being aware, obviously helps. Going back to having allies helps. I concur with Jen as far as being making sure to make sure that you are educated as you are voting. There is a lot of things going on in this world and I think people are now -- and one of the things that I -- because I've had colleagues reach out to me which I appreciate and we had discussions and dialogues that we might not have had in the past years. And one thing I can say is that I have seen people out there that don't look like me that are out there protesting, too. And for me that's what I feel that's different in this moment compared to other moments. That people are tired of it. And the thing about it is, even for African-Americans we have been saying this for so long. And now we are getting our counterparts to also call out and say that's wrong, too. I think that's one of the

things that's resonated with me that I am -- before I was very pessimistic that nothing was going to change. The status quo. I'm more optimistic but the peace point we need action. To have the dialogue and have allies. Okay, now it's time for action. I will leave it at that.

>> Shane, it may be that we had a lot of good comments come in here and we won't have time to get to a lot of the questions here. Number of questions, a lot of comments of support. So I think what I will do here, I will first of all, I can't thank you enough for your bravery to share what are obviously very painful stories. By doing that, I think you have -- I ask what actions can be taken. Well, you have taken those actions today to help move this forward. We have a lot to do, but I wanted to acknowledge all of you for doing that, taking and being willing to share those stories. Obviously they are painful and obviously scars that will never heal. Irrespective how good of a job we go forward. Hopefully we can help to some degree if not fully.

Shane, I will ask you the question at the end there and then let you roll into some closing commenting with all of us and then thank you for co-hosting this with me today. Your partnership means a lot to me. So I appreciate you sharing the stories. So if you can answer that comment to how do we make this a moment, a turning point for real change and then any closing thoughts you would leave everyone with.

>> Yeah, thanks, man. I guess I would like to just state -- I just want to say thanks for the opportunity to have the conversation. I think how we make this really kind of a turning point is really a lot of the things that Jen and Joe and Peter talked about. I think when I look at myself as a leader here at Verizon, I think it's really kind of taking the opportunity and the chance really to have your voice heard. I think we opened up the conversation and the dialogue. A lot of what you heard is real, and a lot is painful. But I think it's up to really all of us just to be aware and to acknowledge your African-American black colleague that they are living in a different world. And I think it only starts there with the acknowledgment. I think there is kind of a ground swell around just the ability for us to take action and to speak up, to speak up where we see some level of injustice or discrimination. It really makes us all a better people, a better place. Whether it's within the country or just within our own current sphere.

I know for me, where I am really kind of in my career, I can identify with a lot of what I heard and have dealt with everything that you have heard. And I think the time is really now for the change.

I think this is the turning point. I think Joe said it. I think we are all saying enough is enough. All I think -- any individual is asking for is really just kind of equal treatment, equal rights. No more whether you are black, white, brown, red, yellow. I think ultimately that's what it really comes down to. And our ability to speak up when we see things aren't -- where we -- where we think they should be. And I think it all starts with each one of us individually.

I had to look at myself and ask myself are you speaking up. When you need to speak up? Whether it's with my family. Whether it's in a talent conversation. Whatever the case might be. The one thing I will say is just given where I'm at being a leader here at Verizon, what I don't take for granted is I know somebody has to take a risk on me. And when you think about all of the things -- you have to overcome. I think it's all about just doing your part and don't be afraid to really put yourself out there and to take a risk. I guess what I would just kind of close it up with, if you ask me just in summary, I think it's so important for all of us to really kind of educate ourselves in terms of what's going on in our country. What's going on in our current environment, how do we make sure that we have the right support systems and that you can have these types of conversations.

I said in the beginning. This was kind of tough for me, but I think it's necessary. And I think it only gets easier the more you are able to really talk about it. And I would say probably lastly is really about just getting involved. Whether -- with what we have going on at Verizon, there are a lot of things that are being offered in terms of some of the ERGs. There is volunteer. And then really just having the conversation. I think this conversation has been good. I can't re-iterate enough. Matt, thank you for having the courage to make space for this. Thank Verizon for having the courage to have space for this because I think only through having these conversations are we able to make a change in our society and a change that will hopefully impact our children and our children's children.

Matt, that's really all I have. To all of you who are out there really listening, I appreciate you listening and I think we all appreciate your support and your empathy as we -- as a country is going through this transition. So I thank you. I know you don't have to be here to listen. So I don't take that for granted either. So I appreciate you opening up your hearts and your minds to hear and to confront the issues that we kind of pushed to the side for so long. Again, thank you. And Matt, I will turn it over to you to sign off. Thank you.

>> Once again, thank you to all of you -- your appreciated comments and no thanks needed toward me. This is a conversation that needs to take place. You have done an incredible job, all of you this morning sharing with us. And we will continue to do the hard work going forward now to move forward in a better way. Thank you everyone. And look forward to talking to everyone soon.