



birds,

It's unreal to think that only a few months ago, in the midst of a pandemic no less, that we would experience a movement that would bring us to confront some of the most persistent and challenging issues of our time. The outrage surrounding racial injustice reached a fever pitch and across our communities, in our streets, our politics, our homes, our hearts, and our minds, we collectively cried out, "*enough is enough.*"

And here's the thing: anti-racism was something that so many of us thought we understood, practiced and supported. But, during this time, where the display of protests filled with raw emotion and frayed nerves from longstanding issues that have deeply impacted so many people, we realized what we've been doing simply wasn't *enough*.

So, over the past several months, we've taken a long, introspective look at ourselves as individuals and as a company. I know I have for sure. We've realized where we have done well, and opportunities we've missed. In order for us to be the company we believe ourselves to be, we need to acknowledge how we can be and do better in our organization, industry and in the communities we serve. And it doesn't stop there -- our work to create a more diverse, equitable and inclusive bluebird must also include all the ways systemic oppression operates in our society.

Every day, we pour blood, sweat and tears into our bluebird culture. Our commitment is not just *knowing* our values but *living* them. As part of those values, we believe unequivocally that #blacklives-matter - but it isn't enough to just say it. We're looking at the ways our Black and Latinx birds experience the nest. We're taking a critical look at our hiring, promotions and programs to ensure we eliminate any bias and we take a critical look at how underrepresented groups are impacted by them. We're committing time and attention to understanding ways we can live our values when it comes to diversity, equity and inclusion. We will hold ourselves accountable and we'll share our data and our progress along the way. Because we will be a part of change for the better.

So, here we go, the next phase of our work together. And as you dive in more deeply ... you'll see it. This isn't about a banner on a website or flashing up our logo for a fleeting campaign. No way. We're going all in. We've made our commitments and we've put ourselves on the hook to do right by them. We will do our part to #recodethesystem. It is our moral and philosophical imperative. Thank you for being a part of the journey and doing your part to make a difference ... as you have since the day you joined the nest.

Nick