



October 8, 2025

The Honorable Brittany Panuccio
Commissioner
U.S. Equal Employment Opportunity Commission
131 M Street, NE
Washington, DC 20507

Dear Commissioner Panuccio:

We write on behalf of [SHRM](#) and our nearly 340,000 HR professionals and business executive members to congratulate you on your confirmation to serve as Commissioner on the U.S. Equal Employment Opportunity Commission (EEOC). As the trusted authority on all things work, SHRM is the foremost expert, researcher, advocate, and thought leader on issues and innovations affecting today's evolving workplaces.

As the EEOC leads the enforcement of our nation's most influential workplace laws, your work will have a profound impact on workers and employers nationwide. SHRM's membership of professionals and business leaders is on the front lines of implementing workplace laws, fostering positive cultures, and combating discrimination. SHRM and the EEOC have historically maintained a strong relationship, including semi-regular meetings with past chairs, vice chairs, and commissioners.

With access to extensive research and direct feedback from practitioners, SHRM offers a unique, real-time perspective on how EEOC guidance and regulations are applied in practice. As you begin your term, please know that SHRM and our members are ready to serve as a resource on all issues affecting work, workers, and the workplace. Additionally, our members have benefited greatly from the insights of past and current EEOC Chairs and Commissioners at SHRM events.

As the EEOC advances guidance under Title VII, the Americans with Disabilities Act, the Equal Pay Act, and the Age Discrimination in Employment Act — and explores the impact of emerging technologies — SHRM hopes to continue open dialogues on both opportunities and challenges ahead. Our goals are aligned: ensuring that workplace laws are understood, implemented, and upheld to create inclusive and fair workplaces.

SHRM looks forward to working with you and the EEOC to prevent and remedy workplace discrimination and advance equal opportunity for all.

Sincerely,

Johnny C. Taylor, Jr., SHRM-SCP
President & CEO

Emily M. Dickens, J.D.
Chief of Staff, Head of Government Affairs &
Corporate Secretary