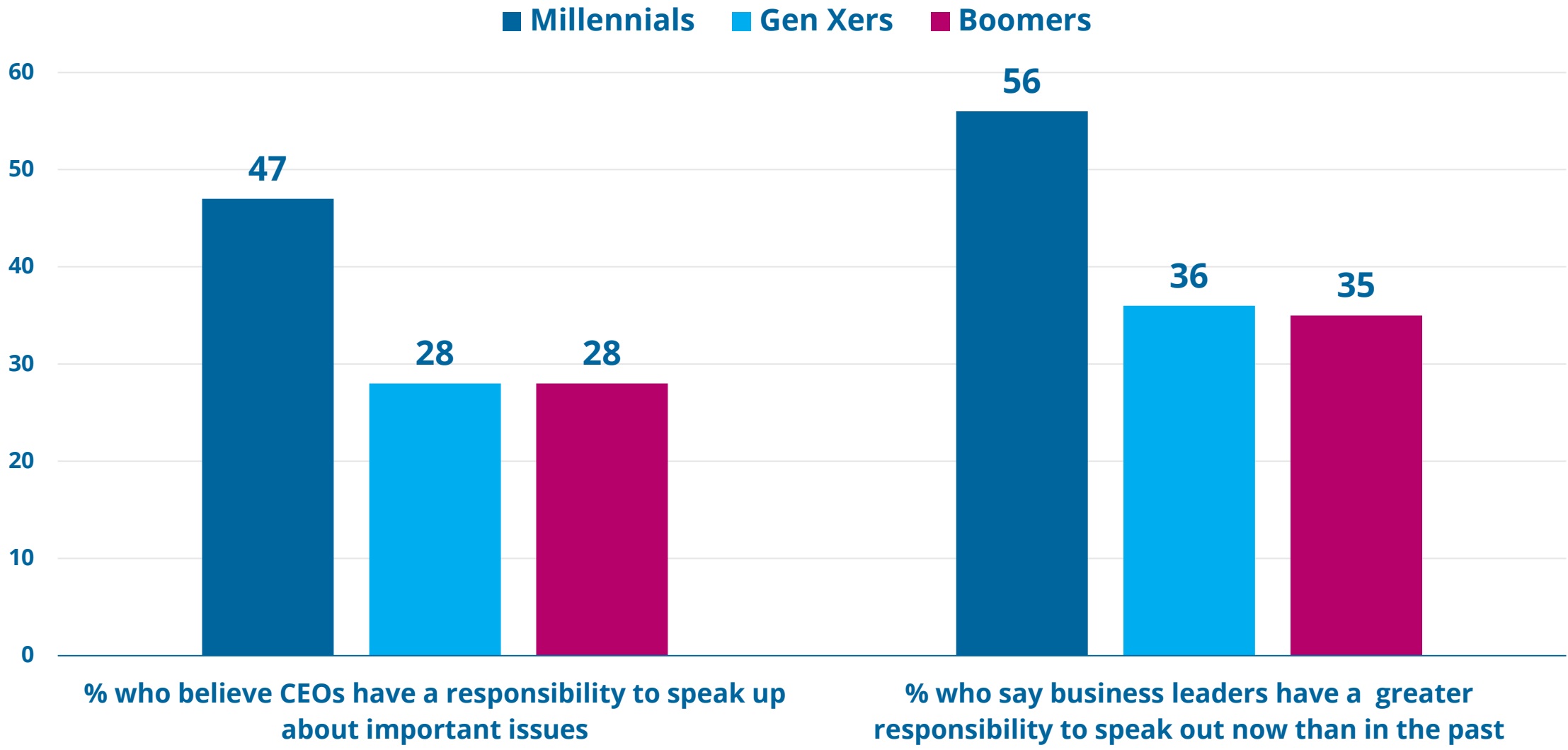


YOU DIDN'T LEARN THIS IN BUSINESS SCHOOL...

Activism in the C-Suite

Presented at Philanthropy Ohio, October 2018

Few of today's CEOs earned their job because they were socially responsible and spoke out on hot topics. Yet key stakeholders increasingly want to know where companies and CEOs stand on critical social issues. It might be argued that speaking out is becoming a 21st-century requirement for the leaders of major companies.



Source: Weber Shandwick 2018

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*“**Millennials** don’t only demand to know the organization’s purpose—its reason for being—but are prepared to leave the firm if that purpose doesn’t align with their own values.”*

Bob Moritz, U.S. Chairman, PwC

BUT ITS NOT JUST MILLENIALS...

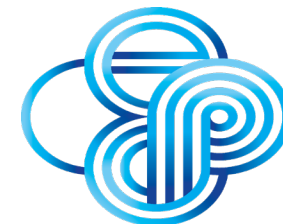
44% of the
general public
rate CEOs as
very /
extremely
credible

64% believe
CEOs should
take the lead
on change
rather than
waiting for
government
to impose it

72% trust
employers to
do what is
right

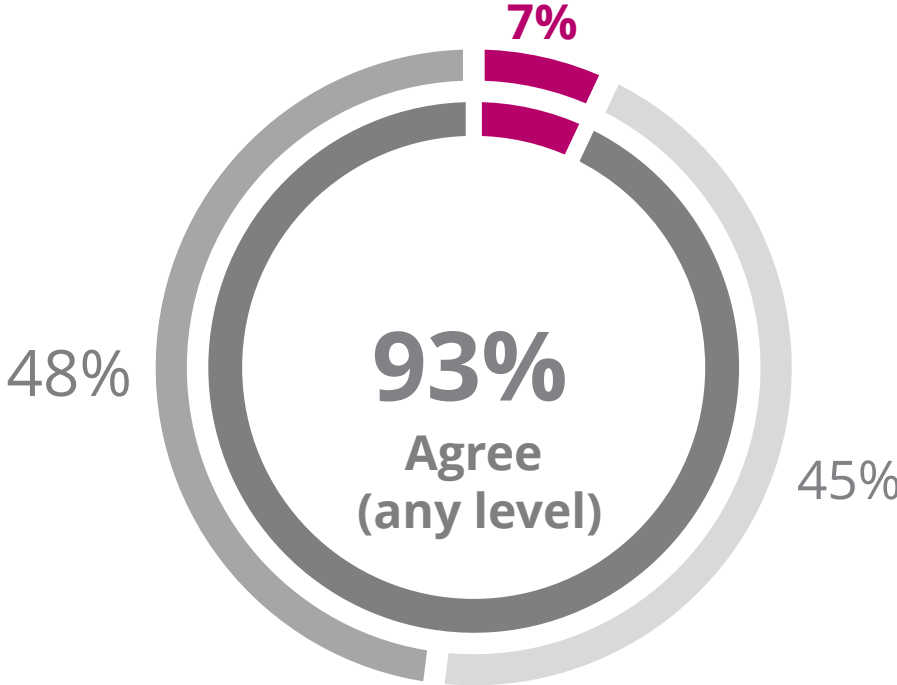
Source: 2018 Edelman Trust Barometer

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THE CEO FORCE
FOR GOOD

“WHEN CEOS ISSUE STATEMENTS ABOUT THE KEY SOCIAL ISSUES OF OUR TIME AND I AGREE WITH THE SENTIMENT, **I AM MORE LIKELY TO MAKE A PURCHASE FROM THAT COMPANY.**”

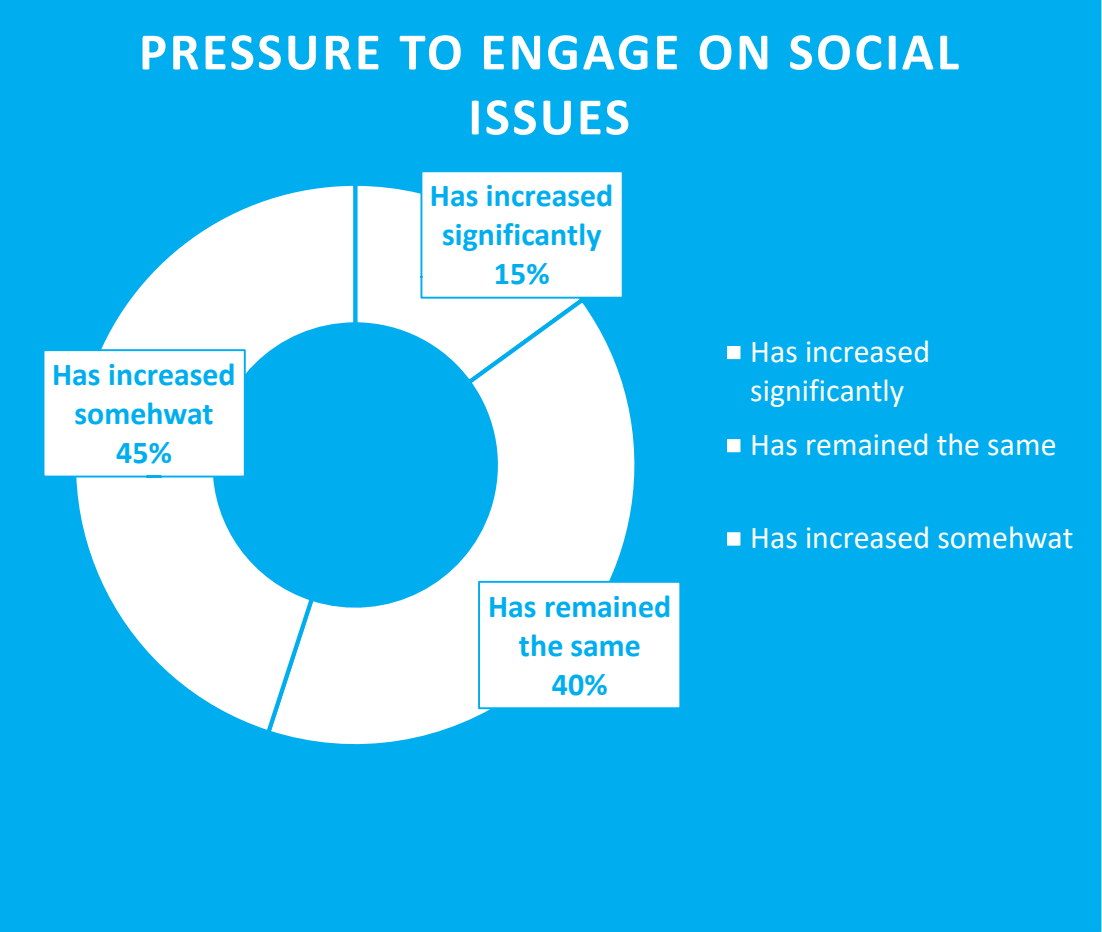


■ Disagree ■ Agree ■ Strongly Agree

Source: BRANDfog & McPherson Strategies 2018 CEOs Speaking Out on Social Media Survey



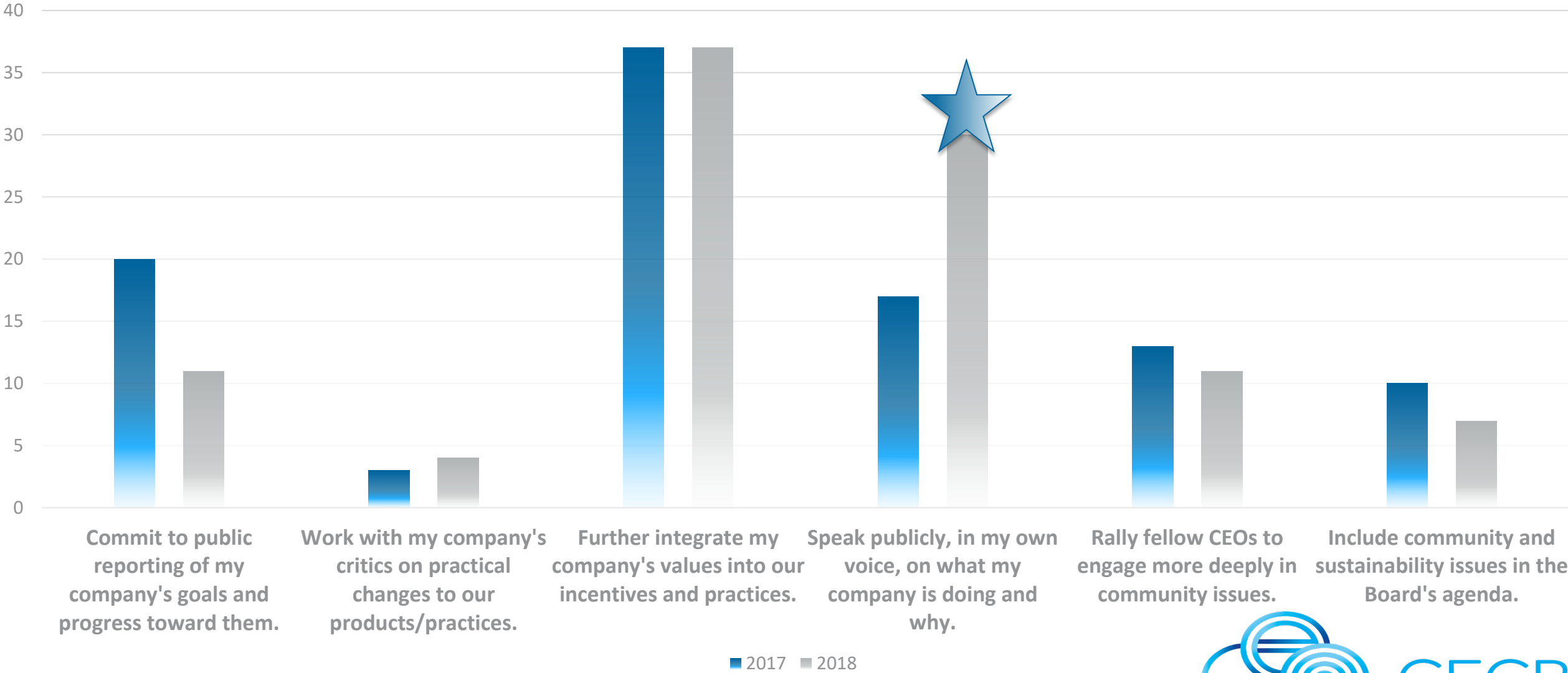
CEOS FEEL PRESSURE TO ENGAGE



Source: Public Affairs Council



AS CEO, WHAT IS THE MOST EFFECTIVE BOLD MOVE I CAN MAKE TOWARD SUSTAINABLE BUSINESS LEADERSHIP OVER THE LONG TERM?



Source: CECP's Board of Boards Live Polling Data 2017 & 2018

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EVERYONE'S TAKEN NOTICE

“82% of Tech Professionals Favor CEO Activism”

More US companies jump into social and political debates

“The New CEO Activists”

“C.E.O. Activism Has Become the New Normal”

“Yes, CEOs, You Do Need To Speak Up On Social Issues”

“The Moral Voice of Corporate America”

“Walmart, Patagonia and Lyft Make Push to Increase Voter Turnout”



“SO *HOW* DO WE DO THIS?”

WHAT’S YOUR ROLE AND WHAT’S YOUR STRATEGY?

- **What are your company’s Purpose and Values?**
- **What issues matter to your company and its stakeholders?**
- **What are your material risks and social issues?**

“SO *HOW* DO WE DO THIS?”

IN THE MOMENT: WHAT’S THE PLAN?

- **Should the company react?**
- **How to take action: What are your options?**

“SO *HOW DO WE DO THIS?*”

POST RESPONSE – IT’S NOT OVER YET

- Success or backlash?
- What’s next?