

# A CELEBRATION OF 20 YEARS



CECP  
20 YEARS



## TABLE OF CONTENTS

|                                      |    |
|--------------------------------------|----|
| FROM AN IDEA TO A MOVEMENT .....     | 3  |
| CECP MILESTONES .....                | 10 |
| 2019 FORCE FOR GOOD HONOREES .....   | 12 |
| TIMELINE OF CECP AWARD WINNERS ..... | 14 |
| COMPANY SPOTLIGHTS .....             | 16 |
| 2019 CECP SPONSORS.....              | 22 |

# From an Idea to a Movement: Step Out & Step Up

**P**aul Newman was worried. In 1982, he'd started his own food company, Newman's Own, Inc., to give all of its profits to charitable organizations. He'd won awards for his work as an entrepreneurial philanthropist as well as an actor and, yes, as a racecar driver. His commitment to the kids of The Hole in the Wall Gang Camp was legendary. Yet, by 1997, the path he'd pioneered with Newman's Own seemed to be just that, a footpath, not the speedway he'd envisioned.

He called Peter Malkin, who'd initiated a prize awarded annually in honor of his father-in-law, Lawrence A. Wien, by Columbia University, to recognize companies with exemplary social support programs. One year, Paul Newman had been awarded a special prize for his philanthropy through Newman's Own.

Larry Wien had bought stock in more than 100 public companies to impress upon their management and shareholders that corporations should give to socially responsible causes and that as a shareholder he would support the CEO in doing just that. Five years later, the companies he'd solicited at shareholder meetings had increased their annual giving by \$300 million. But then Wien decided he'd achieved his mission and suspended his efforts.

Concerned, Newman said to Malkin, "Since Larry Wien stopped his work, corporate philanthropy is down. Corporations have to step up. They have to do more." They discussed what might be done, mulling over various options.

Newman also called his longtime friend Bob Forrester, who later became CEO of Newman's Own.

"Bob, I've got an idea."

The idea was to continue with Wien's project. Forrester was unconvinced, explaining that while that was one approach, there were other concepts worth considering. He and Malkin shared Newman's frustration with the status quo, but they were not enthusiastic about the ultimate effectiveness of the shareholder-meeting strategy. Forrester pointed out that whatever they did could not be a "one off." It needed to

stand the test of time, to be in it for the long haul.

The three men gathered to discuss the issue over a homemade Paul Newman salad and were in absolute agreement that companies needed to do more. Even more importantly, they talked about how to work with CEOs who did not, as Forrester stated, "grow in a special CEO orchard but were people who cared. They wanted to work with us versus be told what to do."

But they acknowledged that times were changing; multiple forces worked to erode the powerful local community focus of business. Whereas once executives lived, worked, raised families, and participated in the communities in which their companies were grounded, that bedrock of American business was shifting. There were acquisitions of local firms by larger, often distant companies and consequently a "Why bother?" attitude prevailed among remote managers. There were "faceless fund managers" with a single-minded focus on quarterly earnings. There was the dominant edict that "the business of business is business."

But Newman, Malkin, and Forrester remembered the earlier era and the social good that corporations had once enabled, when a CEO led the company to invest in communities based on personal passions, working to support the local hospital, art museum, or ballet corps. By the '80s and '90s, many businesses seemed to have lost their socially responsible way. Corporate heritage and local community involvement were not seen as "mission critical". Typical CEO tenure went from nine years to four or five and with that came even more focus on short-term results.

## ENCOURAGING CORPORATE PHILANTHROPY

The concept that Forrester proposed, and Malkin and Newman championed, was to assemble a blue-ribbon panel of CEOs who would focus on how to encourage corporate philanthropy. They wanted to call for serious acknowledgement that corporations play an important role in society, beyond their ability to make money for shareholders.

On that basis, Forrester wrote the original

## From an Idea to a Movement: Step Out & Step Up *continued*

prospectus to create a Committee to Encourage Corporate Philanthropy. A standard of affiliation for corporate CEOs would be the corporation's commitment to contributing at least two percent of domestic profit to social progress. Newman was willing to lend his name to bring together a select group of business leaders.

By January 1998, the three were ready. Malkin met personally with David Rockefeller, Chairman of Chase Manhattan Bank; Paul Volcker, former Chairman of the Federal Reserve Bank; and John Whitehead, Co-Chairman of Goldman Sachs; and enlisted each of them to serve as an Honorary Co-Chair of the committee. Malkin and Newman then invited them and several additional corporate chairmen to a luncheon at The Links Club to launch the organization.

The concept received a positive response: "We've really got to do something here." The luncheon discussion revealed that these leaders were all worried about the same thing: the corporate sector's aimlessness with respect to long-term value creation, and the critical relationship between community and corporations.

While the vision was embraced and the selectivity of CEOs as members was mandated, there remained unresolved issues. The word "philanthropy" was an initial stumbling block for some. The two-percent threshold was a significant barrier for several, simply because it was hard to compute. For example, could some or all of the two percent be "in kind"? It was acknowledged that some types of companies were in a better position to offer "in kind" services than others. Some of the debate, too, centered on "We don't want outsiders telling us what to do."

The most important point, however, was the general consensus that something needed to be done. At that launch, several well-respected business leaders raised their hands to become early members of the committee: Paul Allaire, Xerox Corporation; John Bryan, Sara Lee Corporation; Irvine Hockaday, Hallmark Cards, Inc.; Thomas Murphy, Capital Cities/ABC; Ralph Larson, Johnson & Johnson; Charles Lee, GTE; Walter V. Shipley, Chase Manhattan; Floyd Hall, Kmart; Henry Schacht, Lucent Corporation; Steve Stamas, Exxon; and ultimately Ken Derr, Chevron, who agreed to serve as Chair.

Early financing came from Newman, Malkin, Forrester, and Ben Cohen of Ben & Jerry's, who'd been recruited by Newman. By 1999 they knew they needed external funding and Malkin proposed the Ford Foundation as a potential source, with Susan Berresford, Foundation President, at the helm. The meeting was on the books and Newman, Malkin, and Whitehead arrived to much excitement and left with more: an agreement to a \$1 million grant, delivered over the next four years, \$250,000 at a time. Atlantic Philanthropies, WK Kellogg Foundation, MacArthur Foundation, Andrew Mellon Foundation, Charles Stewart Mott Foundation, Rockefeller Brothers, The Park Foundation, Pew Charitable Trusts, and The Whitehead Foundation were also early supporters.

## BACK TO THE FUTURE

The CECP of today is well established as a CEO-led coalition that believes a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success. CECP has grown to a movement of more than 200 of the world's largest companies that represent \$6.6 trillion in revenues, \$21.2 billion in social investment, 14 million employees, 23 million hours of employee engagement, and \$15 trillion in assets under management. CECP helps companies transform their social strategies by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. Its precepts, insights and, yes, encouragement are renowned and respected. Still, much of what CECP stands for and the progress it has enabled began with a worry, a phone call, a prospectus, a luncheon of like-minded executives, and some seed money.

We must acknowledge, too, the power of corporate philanthropy that existed before CECP.



*Left to right: John Whitehead, Paul Newman, and Peter Malkin at the official CECP launch in 1999*

“I helped to start CECP with the belief that corporations could be a force for good in society.”

**Paul Newman** (1925–2008), *Founding Co-Chair, CECP;*  
*Founder, Newman's Own*



While once it may have been the prerogative of entrepreneurs seeking to burnish last names such as Carnegie, Rockefeller, and Ford, the notion of a corporation's responsibility to its society had already begun to gain traction. Leaders with last names including Procter, Gamble, Johnson, and Lever understood the relationship of employee and community wellbeing to corporate health.

“In my experience, there have always been companies that are deeply committed to being good corporate citizens and, in that sense, there are no new ideas out there,” current CECP Chair Doug Conant, formerly of Campbell Soup Company, points out. “I remember my grandparents sharing stories with me going back as far as The Great Depression where the federal government and many companies partnered to serve society well. That having been said, beyond the shadow of a doubt, the energy manifested today for socially responsible, purpose-led companies has never been higher.”

Indeed, many of the current membership can trace their company's commitment to having a positive social impact to the 19th and 20th century founders. What is essential to realize is the social purpose was embedded in the genesis and reason for being of the company itself. They are inextricably linked. These were purpose-led companies before the term had been coined.

The Guardian Life Insurance Company of America, for example, founded in 1860, had social responsibility as its fundamental purpose from the start: Providing life insurance to immigrants who could not get it otherwise. The company still maintains its founding values today, according to Guardian CEO and CECP board member Deanna Mulligan. “Our founding was for the social good, making standards around integrity, trust, and respect for our employees and customers alike. Those principles are essential to our value.”

Tata Consultancy Services (TCS) may be an even more remarkable example. The Tata Group was formed in 1868, explains Balaji Ganapathy, Head of Workforce Effectiveness. “It's a sense of pride, but also a sense of pioneering spirit that the founder, Jamsetji Tata, decided to create an enterprise that had the community as not just

another stakeholder, but the very purpose of existence of the company. Even today if you look at the Tata Group's mission, it is to improve the quality of life and uplift people wherever we live and work. And the interesting way Tata made it possible for future generations of people working in the TCS and other Tata Group companies to follow that tradition is by setting up a holding ownership structure where Tata Sons, the majority main holding company shareholder of this hundred-billion-dollar enterprise, is in turn 66-percent owned by two philanthropic trusts.”

Kim Fortunato of the Campbell Soup Company tells a similar story. “Campbell has been in Camden, New Jersey, since 1869, four years after the end of the Civil War. The company has been a main pillar in this community in terms of giving back and as an economic generator. Campbell has been that anchor organization in Camden for 149 years. Our foundation was formalized as a 501(c)3 in 1953. I think if you ask anyone at Campbell they would say that giving back and thinking about our employees, our community, our consumers is part of the Campbell DNA and part of our core values.”

Paul Polman, former CEO of Unilever, has a quite specific lineage to which he can trace Unilever's philanthropy commitment. “Lord Lever started his company in the 19th century. We're a company built to last, not built to sell. He was born in Victorian Britain. At that time one out of two babies didn't make it past the first year because of issues of hygiene. He simply invented a bar soap: the first one was called Sunlight and the second one he called Lifebuoy. It made hygiene commonplace. He built housing for his workers before he had the factory running because people have to live somewhere first. He went into Parliament. He introduced pensions. He believed in something very simple, which was called shared prosperity.”

“USAA was founded in 1922 by 25 U.S. Army officers who came together to insure each other after being unable to obtain affordable auto insurance,” says Stuart Parker, CEO. “I love their commitment to serve one another because today it continues to drive our mission to facilitate the financial security of military families.” USAA's philanthropic investments reinforce the company's

## From an Idea to a Movement: Step Out & Step Up *continued*

values and focus on promoting military family resilience.

Gap Inc. is a newer company in the fold, but its positive social impact commitment was similarly foundational. “Doris and Don Fisher, who ran our company as equal partners with both contributing equal amounts of capital to open the first Gap store, really understood the importance of community and giving back,” explains Gail Gershon, Senior Director of the Gap Foundation. “This was unusual in 1969, the year that the company was founded, but the Fishers were visionary and went on to create Gap Foundation in 1977 when we were still a small company of about 30 stores. Don Fisher once said, ‘Let’s do more than sell clothes.’ Having a positive impact in the communities in which we live and do business is key to our identity as a company, and has been from the start.”

Gap and many other companies that joined CECP shared a remarkable steadfastness in pursuit of business as a “force for good.” At the turn of the 21st century, though, it was a tough slog for CECP, even once the Ford Foundation grant was in hand, to determine the right organization structure, staffing, and impact model. CECP moved away from the two-percent threshold the original prospectus envisioned but held firm to the CEO affiliation criteria and a dedication to measurement to always seek improvement.

### EARLY GROWTH OF CECP

Walter Shipley arranged office space on 45th Street in a Chase building. The group was keen to find a well-connected business and corporate philanthropy executive to serve as the initial director. So keen, in fact, that through separate initiatives they managed to hire two people for the same position. One, Paul Ostergard, knew corporate philanthropy; the other, Charlie Moore, left a business career to work at Cornell University as Athletic Director. Ostergard decided to accept another position in the nonprofit sector, so Charlie Moore became the first Executive Director of CECP. He served in the position for 14 years, growing the membership and instituting many critical programs.

Perhaps Moore’s most important achievement, in addition to fundraising, was recruiting successive CEOs to join the committee, starting with Ken Derr of Chevron, a Cornellian. One early member, Alan Hassenfeld of Hasbro, acknowledges Moore’s work was “all for a



*Charles H. Moore, Retired Executive Director, CECP, at the 2014 Board of Boards Chairman's Dinner*

great cause.” Newman had forged a personal relationship with Hassenfeld because of their shared work with The Hole in the Wall Gang initiative led by Newman, but toy-filled by Hasbro.

“I was already a true believer in the social role of business,” says Hassenfeld. “We had identified what we called the ‘philanthropic triple threat’ at Hasbro: financial donation, giving in kind, and employee volunteerism. That concept has gone on to become foundational to most companies, but, in the beginning, I like to think we played a significant role in developing and articulating this corporate strategy for social impact.”

Another of the earliest members, who succeeded Ken Derr as Chairman, was Sandy Weill of CitiGroup, another Cornellian. As Weill began to help lead the organization, he recommended three important pillars to CECP’s continued growth. First was to charge an affiliation fee, rather than continually seeking outside funding. Second was to focus on measurement—and thus the early version of Giving in Numbers, the unrivaled leader in benchmarking on corporate social investments, in partnership with companies, was born. Third was to convene CEOs annually in what is called the Board of Boards.

The reasoning for the measurement report, according to Moore, was that he and Weill envisioned CEOs would be intrigued with how they compared with peers in their companies’ progress. What they found was an unanticipated benefit. “What they really wanted to know,” recalls Moore, “was what their competitors were doing, how they stack up within their industry.”

Newman remained a steadfast supporter. According to Moore, he was the inspiration and the second biggest financial contributor after the Ford Foundation. “He came to each meeting and

I'd ask if he wanted to chair the meeting. He'd say no and we'd move on. This wasn't his usual crowd. He hung out with actors and racecar drivers and his family. He didn't hang out with CEOs. He also had a slightly different vision: he wanted to address global corporate challenges together. One idea among many was clean water. He really wanted to fix that and couldn't understand why we couldn't. But the committee felt that its responsibility was to support and encourage the disparate programs of each company."

The first outside Chairman, Chevron's Ken Derr, in concert with Newman, supported the progress of the organization dramatically, enabling it to hire additional professional staff and to begin to provide significant service to companies. This was the era, too, in which CECP began to reach further into the chief executive officers' organizations.

"Nobody knew what to call them," admits Moore. "Every company had a different title for the staff who worked on what was beginning to be called corporate social responsibility. Some of the firms established foundations; others kept the activities within the company. Regardless of what they were called or what their business cards read, we called them Chief Giving Officers. It just made it easier."

Next to serve as Chairman of CECP after Weill was Terry McGraw, Chairman and Chief Executive Officer of McGraw-Hill. Under McGraw's tenure, CECP developed what is today the CECP Summit, first held in 2003, designed as an annual way to train and report on the Giving in Numbers Survey results. The event focused on the needs of the teams within the companies managing the day-to-day interaction with employees and communities. Partnerships and research flourished in this time period, with McKinsey, Goldman Sachs, Taproot, and Accenture.

## 21ST-CENTURY CORPORATE SOCIAL IMPACT

Following McGraw as Chairman is Doug Conant, who recalls assuming the post just after he retired as Chief Executive Officer of Campbell Soup Company in 2012.

"I was already a member of the CECP Board and was aware that we were looking for someone to succeed Terry. Marilyn Carlson Nelson, former Chairman and CEO, Carlson Holdings, Inc., was preparing to activate the search. As my retirement situation became clearer, I reached out to Marilyn and volunteered to replace Terry. Fortunately, the Board embraced my candidacy and I have been proudly serving CECP ever since. This kind of work sits right in my sweet spot as I am constantly championing business leadership in a social context. I was happy to step up to the challenge."



*Daryl Brewster at his first Board of Boards as CEO of CECP, 2014*

Conant, too, has made a mark by recruiting Daryl Brewster, former President of Nabisco and turn-around Chief Executive Officer of Krispy Kreme, to pick up the mantle when Moore decided it was time to step down as Executive Director after 14 years. Brewster's tenure has been revolutionary. He brought with him a commitment to illustrate the long-term value created by socially responsible investment.

In its circles, CECP has been a constant, recognizable, and trusted acronym since the beginning. Its leaders may have changed, its offices may have moved downtown, and its full name may have evolved from Committee to Encourage Corporate Philanthropy to Committee Encouraging Corporate Philanthropy to Chief Executives for Corporate Purpose, but its essential purpose and significance have never wavered: A Force for Good, powered and inspired by corporate leaders.



*Indra Nooyi, formerly PepsiCo; Doug Conant, ConantLeadership and CECP Board Chair*



*Top: Harriet Dominique, USAA; above: CECP Summit*



The concept of CECP was to create a blue-ribbon panel of CEOs to come together and focus on how to encourage corporate philanthropy. They wanted to call for a serious acknowledgement that corporations play an important role in society, beyond their ability to make money for shareholders.



Top: Rajesh Gopinathan, Tata Consultancy Services; Barbara Humpton, Siemens USA; above: Rob Vallentine, DowDupont; left: Terry McGraw, former CECP Board Chair and The McGraw-Hill Companies

# CECP Milestones

## 1998

**Early 1998**—Paul Newman approached Peter Malkin to talk through concerns about data that show that corporate contributions have not kept pace with increased corporate profits. Malkin and Bob Forrester recruited David Rockefeller, Paul Volcker, and John C. Whitehead to join them and Newman in creating a new committee to increase corporate philanthropy.

**June**—Business leaders met to form a new enterprise: the Committee to Encourage Corporate Philanthropy. The initial directors (the original four, plus Paul Newman) were designated, as they anticipated ultimately 40 to 50 members on the Committee.

## 1999

› Vice Chairs agreed to serve as the result of personal visits by Newman, Whitehead, and Malkin: Paul Allaire, Xerox; John Bryan, Sara Lee Corporation; Irvine Hockaday, Hallmark; Ralph Larsen, Johnson & Johnson; Thomas Murphy, Capital Cities/ABC; Charles Lee, GTE; Henry Schacht, Lucent Corporation; Walter V. Shipley, Chase Manhattan; Steve Stamas, Exxon; Ken Derr, Chevron; and Floyd Hall, Kmart.

› Paul Newman serves as initial Chair, to be joined by a CEO, or recently retired CEO, of a major corporation.

› Initial funding from Newman; Malkin; Forrester; Ben Cohen, Ben & Jerry's; Ford Foundation; Atlantic Philanthropies; WK Kellogg Foundation; MacArthur Foundation; Andrew Mellon Foundation; Pew Charitable Trusts; Charles Stewart Mott Foundation; Rockefeller Brothers; The Park Foundation; and The Whitehead Foundation.

› Official CECP launch and press conference was held at Chase Manhattan Corporation, followed by a luncheon. Key attendees include: Michael R. Bloomberg, Bloomberg News, LP; Earl G. Graves, Sr., Black Enterprise; Peter L. Malkin, Wien & Malkin, LLP; Eugene R. McGrath, Consolidated Edison, Inc.; Thomas S. Murphy, Capital Cities/ABC, Inc.; Paul Newman, Newman's Own; Michael I. Roth, The MONY Group, Inc.; Walter V. Shipley, The Chase Manhattan Corporation; John C. Whitehead, Goldman, Sachs & Co.

## 2000

› **1st Annual CEO Meeting** hosted by Chase Manhattan Corporation.

› **1st Excellence in Corporate Philanthropy Award** was given to Merck at an event with the U.S. Chamber of Commerce in Washington, D.C.

## 2001

› CECP began its **signature measurement initiative** with 17 leading U.S. companies providing data in the first year.

› 64 companies were in the CECP coalition.

## 2003

› **1st Annual Corporate Contributions Summit** for senior giving officers, held at Chase Manhattan Plaza, to train companies how to use CECP's unique measurement tool, then called the Corporate Giving Standard (CGS).

## 2006

› **1st Annual Board of Boards CEO Conference: "Corporate Philanthropy"** at McGraw-Hill, moderated by *Fortune's* David Kirkpatrick, featuring catalysts Shelly Lazarus, Ogilvy; Bob Nardelli, Home Depot; and Ken Lewis, Bank of America.

## 2008

› Release of report ***Business's Social Contract: Capturing the Corporate Philanthropy Opportunity*** based on research and analysis conducted by McKinsey & Co.

› 179 companies were in the CECP coalition.

## 2010

› ***Measuring the Value of Corporate Philanthropy: Social impact, business benefits, and investor returns*** published, by Terence Lim, a Managing Director at Goldman Sachs who dedicated a year-long fellowship to the project.

› ***Shaping the Future: Solving Social Problems through Business Strategy*** published, based on research by McKinsey & Co.

*Note: Titles were current at the time of the event*

## 2013

- › **#GivingTuesday** launched, with CECP as founding partner.
- › **Giving Around the Globe** report launched.

## 2014

- › **Charlie Moore retired** after 14 years with CECP.
- › **Daryl Brewster joined** CECP as CEO.
- › 221 companies were in the CECP coalition.

## 2015

- › **Company Spotlight** newsletter launched.
- › **Giving in Numbers infographic** launched.
- › **Simplifying Strategy: A practical toolkit for corporate societal engagement** published by FSG in collaboration with CECP.
- › **CECP Communications Audit** launched.

## 2016

- › **Strategic Investor Initiative** launched.
- › **Global Exchange** launched.
- › **Investing with Purpose** published, supported by Prudential.

## 2017

- › **CEO Investor Forum 1.0**, February in NYC:
  - Long-Term Plan Presentations: Mitch Barns, CEO, Nielsen; Bruce D. Broussard, President and CEO, Humana Inc.; Michael Corbat, CEO, Citi; Thomas DeRosa, CEO and Director, Welltower Inc.; Anthony F. Earley, Jr., Chairman, CEO, and President, PG&E Corporation; Vincent Forlenza, Chairman, President and CEO, BD; Bill McNabb, Chairman and CEO, Vanguard; Martin Schroeter, CFO, IBM Corporation.
  - Additional speakers: Robert Pozen, Senior Lecturer, MIT and Former President, Fidelity Investments.
  - Supported by Bloomberg, LP, Ford Foundation, and Heron Foundation.

› **Advancing Strategy** authored by FSG in collaboration with CECP.

› **What Counts: The S in ESG** launched.

› SII partnership with Robert Wood Johnson's Culture of Health.

## 2018

› **SII Investor Letter** released.

› CECP research:

— **Diversity & Inclusion through Corporate Social Engagement**

— **Making work more meaningful: Building a fulfilling employee experience, in collaboration with Imperative and PwC**

— **Systemic Investments in Equity, Talent, and Tech: Findings from a CECP Accelerate Community**

— **What Counts: The S in ESG: New Conclusions: A Goal-Centered Path Forward for a Corporate Social Investment Metric**, with support from CISCO

— **The Economic Significance of Long-Term Plans** with KKS

— **Emerging Practice in Long-Term Plans**

— **Reorienting Capital Markets Toward the Long-Term**

› 226 companies are in the CECP coalition.

## 2019

› **20th Anniversary**

› Rebrand to **Chief Executives for Corporate Purpose**.

› **Method of Production of Long-Term Plans** released.

Note: Titles were current at the time of the event

# 2019 Force for Good Honorees

## FORCE FOR GOOD AWARDS

### **Michele G. Buck**

*President and CEO, The Hershey Company*

Michele G. Buck is being honored for her leadership at one of the original purpose-driven companies. Since its founding by Milton Hershey, The Hershey Company has delivered nearly 125 years of doing well by doing good through its Shared Goodness strategy. The idea that its business, planet, community, and children have always mattered has proven to drive sustainable success. With the Milton Hershey School serving over 2,000 kids in need 110 years after its founding; a goal to minimize packaging waste by 25 million pounds by 2025; and corporate giving to support, educate, and develop communities, Hershey continues to strive toward the Shared Goodness promise.

### **Rajesh Gopinathan**

*CEO and Managing Director,  
Tata Consultancy Services*

Rajesh Gopinathan is being honored for his dedication to Tata Consultancy Services' 410,000+ employees and their communities around the world. Leading a diverse workforce, Rajesh has championed the cause of investing in people, creating an inclusive culture, driving employee volunteerism, and using the company's core strengths to empower local communities. Programs such as Ignite My Future in School, goT, Adult Literacy Program, BridgeIT, Purpose4Life, and Million Women Mentors are creating positive impacts with millions of people across the world. Partnerships such as those with the World Economic Forum have mobilized 17.2 million pledges by businesses and reskilled 6.4 million for the new world of work.

### **Fran Horowitz**

*CEO, Abercrombie & Fitch Co.*

Fran Horowitz is being honored for her contributions to Abercrombie & Fitch Co.'s transformation, including its commitment to making a positive impact on society. The role that A&F Co. and its associates play as responsible corporate citizens is central to the company's culture. Its largest corporate philanthropic partnership is Paul Newman's SeriousFun Children's Network, a global community of camps and programs for kids with serious illnesses and their families. In 2016, A&F Co. launched a five-year, \$15 million partnership with SFCN, which includes an associate camp counselor program. To date, more than 300 A&F Co. associates have volunteered at 15 SeriousFun Camps around the world, with more than 50,000 volunteer hours overall.

### **Edward W. Stack**

*Chairman and CEO, DICK'S Sporting Goods*

Ed Stack is being honored for his advocacy in response to gun violence around the U.S. Last February, he announced the company's decision to stop selling assault-style rifles and high-capacity magazines as well as a commitment to sell firearms and ammunition only to those over 21 years of age, among other new policies. As more and more corporate leaders take public stances on issues that are important to society, DICK'S Sporting Goods has set a standard for CEOs to stand up for their companies' values.

*Below, left to right: Michele G. Buck, The Hershey Company;  
Rajesh Gopinathan, Tata Consultancy Services; Fran Horowitz,  
Abercrombie & Fitch Co.*



## LAWRENCE A. WIEN LEGACY AWARD

### Alan G. Hassenfeld

*Chairman, Executive Committee,  
Hasbro, Inc.*

Alan Hassenfeld is being honored for his leadership at Hasbro and with CECP. He joined CECP at its founding, brought in by Paul Newman thanks to their shared work on The Hole in the Wall Gang Camp initiative, which Hasbro supplied with toys. Alan identifies the Hasbro philosophy as the “philanthropic triple threat”: financial donation, in-kind giving, and employee volunteerism. Hasbro played a significant role in developing this corporate strategy for social impact, which is now foundational to most companies. Alan established a giving culture at Hasbro, which today has an employee engagement program with an 81% participation rate (the median for companies in CECP’s *Giving in Numbers* is 30%). Hasbro sees community engagement as a path to solving business challenges, such as global employee engagement through the 33 countries in which they operate and market expansion through their global nonprofit partners, such as the SeriousFun Children’s Network. In addition, they offer four hours paid leave each month to volunteer, plus a Day of Joy in December, their busiest time of the year, to engage with the community.

## 2019 CHARLES H. MOORE AWARD

### Shannon Schuyler

*Principal, Chief Purpose Officer and  
Responsible Business Leader of PwC  
US; President of the PwC Charitable  
Foundation, Inc.*

Shannon Schuyler is widely recognized in her field as a dynamic change agent. As Chief Purpose Officer, she is responsible for infusing PwC’s purpose—to build trust in society and solve important problems—into PwC’s core business strategy, and helps PwC’s more than 200,000 employees find purpose in their own personal work.

One critical problem she’s helping to address is the growing gap between those who have access to opportunity and those who don’t. As Responsible Business Leader, Shannon leads Access Your Potential, PwC’s \$320 million commitment to build experiences for diverse students that ignite their passion for technology. By 2021, the initiative will inspire 10 million students, train 100,000 teachers and guidance counselors, and mentor 10,000 students.

Shannon further champions inclusion in her work alongside US Chairman and Senior Partner Tim Ryan to lead CEO Action for Diversity & Inclusion™, the largest CEO-driven business commitment to advance D&I in the workplace. In this role, she drives the strategy for engaging more than 550 companies and universities.

Shannon guides the PwC Charitable Foundation in its approach to taking on inequality, serves as a managing editor of *Huffington Post*’s What’s Working initiative, and was named a 2019 World Changing Woman in Conscious Business by Conscious Company Media and a Most Creative People in Business by *Fast Company* in 2016. She lives in Chicago with her husband and son.

*Below, left to right: Edward W. Stack, DICK’S Sporting Goods;  
Alan G. Hassenfeld, Hasbro, Inc.; Shannon Schuyler, PwC*



# Timeline of CECP Award Winners

As CECP celebrates its 20th anniversary, we look back at our award winners\* over that time period—companies that embody the Force for Good movement.

**2000** | First Annual **Excellence Award**: Merck

**2001** | **Excellence Awards**: IBM and Timberland

**2002** | No awards presented

**2003** | **Excellence Awards**: Target and Whole Foods

**2004** | **Excellence Awards**: Pfizer; Hasbro; The Children's Health Fund, nominated by GlaxoSmithKline

**2005** | **Excellence Awards**: GE; Novartis; Arch Chemicals; Jumpstart, in partnership with Pearson and Starbucks

**2006** | **Excellence Awards**: Cisco Systems; Grand Circle Corporation; KaBOOM!, nominated by The Home Depot

**2007** | **Excellence Awards**: GlaxoSmithKline; salesforce.com; National Academy Foundation, nominated by Citigroup and Pearson

**2008** | **Excellence Awards**: PNC Financial Services Group, Inc.; Moody's; Community Voicemail, nominated by Cisco Systems

**2009** | **Excellence Awards**: Western Union; Liquidnet; Boys & Girls Clubs of America, nominated by Charles Schwab Foundation

**2010** | **Excellence Awards**: Intel Corporation; General Mills, Inc.; The Boston Beer Company; Partners in Health

**2011** | **Excellence Awards**: Goldman Sachs; Bristol-Myers Squibb Company; DonorsChoose.org, nominated by Crate & Barrel

**2012** | **Excellence Awards**: Kraft; Xylem; Good 360, in partnership with The Home Depot

**2013** | **Excellence Awards**: IBM; The Mosaic Company; Partners in School Innovation, in partnership with The Applied Materials Foundation

**2014** | **Excellence Awards**: Cargill; PG&E Corporation; Direct Relief, in collaboration with FedEx; First Annual **Charles H. Moore Award for Leadership in Corporate Community Engagement** (Charlie Award): Eileen Howard Boone, Senior Vice President of Corporate Social Responsibility and Philanthropy, CVS Caremark; President, CVS Caremark Charitable Trust

**2015** | First Annual **CEO Force for Good Awards**: Kenneth C. Frazier, Merck; Bill George, Medtronic, Inc. (Lawrence A. Wien Legacy); Hamdi Ulukaya, Chobani, LLC; Thomas J. Wilson, Allstate Insurance Company; **Excellence Awards**: PepsiCo; PricewaterhouseCoopers LLP; PYXERA Global, in collaboration with The John Deere Foundation; **Charlie Award**: Vivian R. Pickard, President, General Motors Foundation; Director, Corporate Relations, General Motors Company

**2016** | **CEO Force for Good Awards**: Ronald A. Williams, Aetna Inc. (Lawrence A. Wien Legacy); Eileen Fisher, EILEEN FISHER, Inc.; Kip Tindell, The Container Store; J.P. Bilbrey, The Hershey Company; Dr. H. Fisk Johnson, SC Johnson; David Abney, UPS; **Charlie Award**: Lance Chrisman, Executive Director, Anthem Foundation

**2017** | **CEO Force for Good Awards**: Anne M. Mulcahy, Save the Children, Xerox Corporation (Lawrence A. Wien Legacy); Denise Morrison, Campbell Soup Company; Brian C. Cornell, Target; Risa Lavizzo-Mourey, Robert Wood Johnson Foundation; Chad Dickerson, Etsy; F. William McNabb III, Vanguard; Michael Corbat, Citi; **Charlie Award**: Balaji Ganapathy, Head of Workforce Effectiveness, Tata Consultancy Services

**2018** | **CEO Force for Good Awards**: Richard Davis, U.S. Bancorp (Lawrence A. Wien Legacy); Doug Baker, Ecolab; Hubert Joly, Best Buy; Terri Kelly, W.L. Gore & Associates; Ajay Banga, Mastercard; Martina Hund-Mejean (CFO), Mastercard; **Charlie Award**: Heather Nesle, Vice President, Corporate Responsibility; President, New York Life Foundation

*\*Titles and affiliations of individuals at the time of the award*



*Top: Alex Gorsky, Johnson & Johnson; middle: Board of Boards; left: Margaret Coady, former Executive Director, CECP; Coach*

## Responding to Workforce Needs

The state of work and employment is shifting, rapidly. Unemployment is low, yet the U.S. is faced with a crisis of mismatched skills, as automation, robotics, and technology in general are dramatically changing the needs of the workplace. These companies are re-skilling, up-skilling, and tapping the potential expertise of those who may not traditionally have access to these new jobs and their pathways.

### Salesforce

The **Salesforce Pathfinder Training Program** is a workforce development program designed to address the skills gap by providing participants from diverse backgrounds with the technical and business training they need to obtain jobs in the Salesforce ecosystem. Launched in collaboration with Deloitte, the program will provide Deloitte internships and other employment opportunities to ten percent of qualified graduates.

Over a four-month program, participants will also train in the classroom and online for Salesforce Developer and Salesforce Administrator jobs, which are two of the top ten jobs in America.

### JPMorgan Chase

**JPMorgan Chase's ReEntry program** is a 14-week paid fellowship program designed to attract highly accomplished individuals who have taken a voluntary career break for at least two years and wish to return to the workforce full time.

Participants in the program benefit from the following:

- › Hands-on experience and intensive training in functions across the firm
- › The engagement of managers, mentors, and program alumni
- › The opportunity to work with JPMorgan Chase after completion, with more than 80% being placed in full-time roles within the firm

The ReEntry program helps fellows ramp up with ease and prepare for a long-term career through broad exposure and re-skilling.

### Travelers

Established in 2007, **Travelers EDGE (Empowering Dreams for Graduation and Employment)** provides a holistic approach to education for underrepresented students. Through partnerships with colleges, universities, and community-based organizations, Travelers EDGE increases access to higher education and provides students with opportunities to excel.

A unique element of this program is that it forms **long-lasting relationships with participating students**, supporting them from middle school to high school to college to career. Once enrolled in college, Travelers EDGE students benefit from a broad range of support services, including financial support, career and business advice, and internships and job shadowing.

Program goals are to:

- › Increase the number of underrepresented students attending college
- › Help underrepresented students graduate from college through scholarship support and academic advising
- › Build awareness of careers in insurance and financial services by providing a combination of professional development, internship, and mentorship opportunities

This program helps underrepresented students succeed and has been recognized by the Pell Institute for the Study of Opportunity in Higher Education as **"a national model for other companies to follow."**



## Innovation Comes in All Shapes and Sizes

For generations, companies can be credited with building the foundations of our society, including sick leave, paid vacation, pensions, and integration. Innovation can take many shapes and forms, from taking stands on social issues to partnering with impactful nonprofits. Companies bring about these advancements because they know a strong society is good for business.

### Allstate

Allstate recently released an innovative **Prosperity Report** to **share the broader story of the company's corporate performance and how Allstate is delivering for its stakeholders, beyond financial results.** This report goes beyond the traditional annual report, highlighting:

- › Data on employee engagement, such as that, in 2017, employees reported more than 258,000 hours of volunteer service
- › Transparency around efforts to improve diversity, such as a 50% diverse board and a 56% female employee base
- › How performance stacks up against Allstate's priorities

Publishing data on metrics related to innovation, diversity, and values alongside financials and the letter to stakeholders sends a strong message about what Allstate prioritizes. As Allstate CEO Tom Wilson notes in his letter, "What gets measured gets done."

### Barclays

Through **Unreasonable Impact**, Barclays levers its resources and mentorship to **help support and grow the most effective entrepreneurial-led companies solving key social and environmental issues.** Unreasonable Impact is an innovative multi-year partnership between **Barclays** and **Unreasonable Group** that accelerates growth-stage ventures with advice and guidance from Barclays volunteers.

By the end of Q2 2018, Unreasonable Impact companies:

- › Had created more than 6,700 new jobs since joining the program
- › Were reaching more than 100 million customers

- › Had supported 100 million individuals to access energy services and diverted more than 8 million kilograms of waste

The program has also facilitated entrepreneur partnerships that have enormous potential. These connections provide a support network and the chance to scale impact.

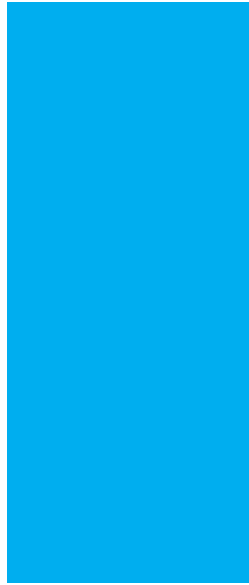
### Verizon

To address the digital learning gap, the **Verizon Innovative Learning** initiative **provides free technology, free access, and innovative curricula to build a brighter future for millions of kids**—particularly under-resourced students across the United States. The program impacts students in two ways: through a whole school approach to digitize middle schools and through technology-immersion programs.

Verizon has committed more than \$200 million for technology and educational resources and helped more than one million students to date. Beyond just funding these programs, Verizon also:

- › Creates and administers programs in partnership with leading nonprofits
- › Develops tech-infused curricula to innovate student learning
- › Diligently measures the impact of the work and refines the programs accordingly

Over the next five years, Verizon Communications Inc. will invest an additional \$200 million, with **a goal to double the number of in-school programs it supports**, from 100 middle schools to 200 middle schools by the end of 2020.



*Top: Daryl Brewster, CECP; Courtney Murphy, CECP; Dr. Johnnetta B. Cole, Spelman College and Bennett College for Women; above left: Alise Marshall, Walmart; above right: Marilyn Carlson Nelson; right: Tim McClimon, American Express*



## Supporting Veterans

Reminding the country that Veteran's Day is not about sales and savings, CECF companies honor those who have served in the most meaningful ways possible, such as breaking down barriers to veteran employment. These companies not only care about inclusion; they also recognize the competitive advantage veterans bring to the workplace and have created a pipeline to attract and retain former service members.

### Boeing

Representing **fifteen percent of its workforce**—about 20,000 employees—veterans are valued at Boeing for their hard-earned skills. Boeing's focus is on **easing the military-to-civilian transition process**, which it accomplishes through:

- › Providing training for the workforce transition
- › Supporting recovery and rehabilitation programs that focus on post-traumatic stress and suicide prevention
- › Levering employee volunteerism in veteran-specific communities
- › Offering the Military Skills Translator, an online tool to help match veterans' military skills to current job opportunities at Boeing

In October 2017, Boeing announced a \$5 million, multi-year donation to help expand United Service Organization's (USO) Pathfinder, a national employment-readiness program for transitioning military service members. These funds will target the planned nationwide expansion to 25 support centers by 2020, at which USO "Scouts" work one-on-one with transitioning service members and their families.

### Comcast

Comcast announced it will expand its recently surpassed goal to hire 10,000 members of the military community between 2015 and 2017; the new goal seeks to add 11,000 military community members to the company, bringing its total to 21,000 by the end of 2021. It has also **built a culture of support to retain, develop, and empower the military community**, through:

- › Smoothing the transition from military service to civilian life

- › Offering mentoring programs and networking opportunities to help members grow professionally and personally

In addition to being a robust employer of veterans, Comcast also partners with nonprofit partners, such as nonprofit accelerator Bunker Labs, to support veteran entrepreneurs in the community.

### USAA

USAA serves millions of military service members and their families with insurance, banking, and investment services—but their commitment to the military goes beyond their business. Nationally, USAA's signature cause for corporate citizenship is **military family resiliency**. The company dedicates sixty percent of its philanthropic investment to military causes, which include:

- › Aiding military caregivers and families of the fallen
- › Facilitating financial readiness for service members
- › Fostering fulfilling careers for veterans and military spouses

Beyond this, USAA helped **put an effective end to veteran homelessness** in San Antonio, Texas in 2016. Yes, you read that right: USAA pledged \$2.1 million in 2016 to support the Mayors Challenge to End Veteran Homelessness, part of a White House Joining Forces initiative. The initiative provided a path to permanent housing for 1,335 veterans. Recognizing that veterans can become newly homeless or remain at-risk, USAA contributed nearly \$1.3 million more in 2017 to six local nonprofit organizations to help sustain the effective end of homelessness and support the general homeless population.

## Bringing the Brightest Minds Together for Communities

As companies explore the skills and expertise they can utilize as they invest in their communities, nonprofits are increasingly the beneficiaries of new types of support beyond typical pro bono. Companies are expanding their collaborations with their partners to add capacity to communities in the areas of leadership development, design thinking, career development, fundraising, measurement, and more.

### The Allstate Foundation

The Allstate Foundation Nonprofit Leadership Center provides online and in-person leadership development programs with free curriculum available for all nonprofit professionals. The curriculum, developed in partnership with the Kellogg School Center for Nonprofit Management at Northwestern University, covers topics including board governance, fundraising, and interpersonal communication that enables nonprofit leaders to help strengthen their communities.

The three training formats are:

- › Management Essentials On Demand
- › Management Essentials Online Connection
- › Executive Leadership Program

Since Management Essentials launched in late September 2018, more than 2,100 students have accessed at least one of the modules and more than 600 participants have engaged in an Online Connection cohort.

### CenterPoint Energy

In 2018, CenterPoint Energy hosted its 25th annual community conference, Power Tools for Nonprofits, in its headquarters city of Houston, Texas. Experts from various fields shared their knowledge in fund development, best practices, human resources, management strategies, marketing and public relations, organizational effectiveness, leadership, professional and career development, and more.

Over the years, CenterPoint Energy's Power Tools for Nonprofits conference has supported professional staff and volunteers from diverse

organizations such as social service agencies, community organizations, faith-based groups, government, schools, and other educational institutions, as well as business and professional associations.

### Wynn Resorts Ltd.

One of Wynn Resort's key resources is its convening space, which it regularly offers to the community to help advance their missions. Wynn invites their local nonprofit organizations to join them at their facilities in Las Vegas for conversation, volunteerism, and capacity building. Signature initiatives from 2018 include:

- › Nonprofit Mixer: Wynn Las Vegas hosted the inaugural event to unite nonprofit organizations and board members to create a new pathway for synergy, idea sharing, strategic thinking, and collaboration. One hundred and twenty individuals attended this event, which included property executives from Wynn Resorts, Wynn Las Vegas, and Encore Boston Harbor who serve on nonprofit boards.
- › Spring Fling: This was a fundraiser at Encore Beach Club where all proceeds were donated and matched for Wynn's foundation. They had 20+ senior executives participate and raised over \$32,000. Wynn also invited 30+ of their local nonprofit partners to attend and educate their employees on their missions.
- › Le Rêve – The Dream, Encore Theater: Wynn Las Vegas joined forces with the Leukemia & Lymphoma Society of Southern Nevada (LLS) to sponsor their Light the Night walk and a benefit performance of Wynn's Le Rêve – The Dream, committing 100% of proceeds, over \$120,000. Additionally, Wynn employees raised \$99,752.31 from the event.



Clockwise from top left: John C. Whitehead; Peter Malkin; Healthier Nesle, NY Life; Kate Debold, BNY Mellon



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Chief Executives for Corporate Purpose (CECP) is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent \$6.6 trillion in revenues, \$21.2 billion in social investment, 14 million employees, 23 million hours of employee engagement, and \$15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition.



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