

Chief Executives for Corporate Purpose®

# The Power of Purpose

The value of CECIP



# Introduction

## *Daryl Brewster, CEO*



Welcome, colleagues, to our 25th Anniversary edition of **“The Power of Purpose: The Value of CECP”**. We’re particularly excited to bring you the latest on the substantial business growth and value-building returns that accrue to purpose-driven companies.

**First let me talk a little about our take on corporate purpose and why we care.**

Purpose has been broadly defined as the reason a company exists beyond making a profit. CECP takes issue with this relatively outdated definition because it implies that purpose is a decoupled and philanthropic consideration independent of profit. Rather, the interdependency of profit and purpose is handily supported by extensive research. Data indicate the exponential Power of Purpose to help companies drive hard and soft returns precisely because they set forth a vision of a better world.

It is no longer enough for companies to compete successfully with a textbook positioning around **what** they do. Now it is imperative that they compete for strong success metrics—for example, attracting and retaining talent and a loyal consumer base—by making it clear **why** it is important to society that they exist.

Let's review some compelling data points that reflect the benefits that accrue to companies that address the “virtuous circle” of the purpose-related needs of their shareholders, talent, and consumers. For example, brands with a defined purpose to improve quality of life outperform the stock market by 120% (Interbrand). And the valuation of purpose-led brands has surged by 175% over the past 12 years, versus a growth rate of just 70% for brands uncertain of their purpose. (Kantar)

**I extend to you my warmest invitation to join us on your purpose journey!**

Table of Contents

Introduction by Daryl Brewster, CEO	1
CECP and the Power of Purpose	3
About CECP: The Power of our CEO-led Network	5
What we Do: Services & Benefits	8
1. Strategy & Benchmarking	11
2. Research & Insights	14
3. Convening & Communications	15
4. Advanced Opportunities	17
5. The CEO Network	19
In Conclusion	21
Affiliate Company Listing	22
Boards of Directors Listing	23



# CECP and the *Power of Purpose*

**Talent** and the Power of Purpose

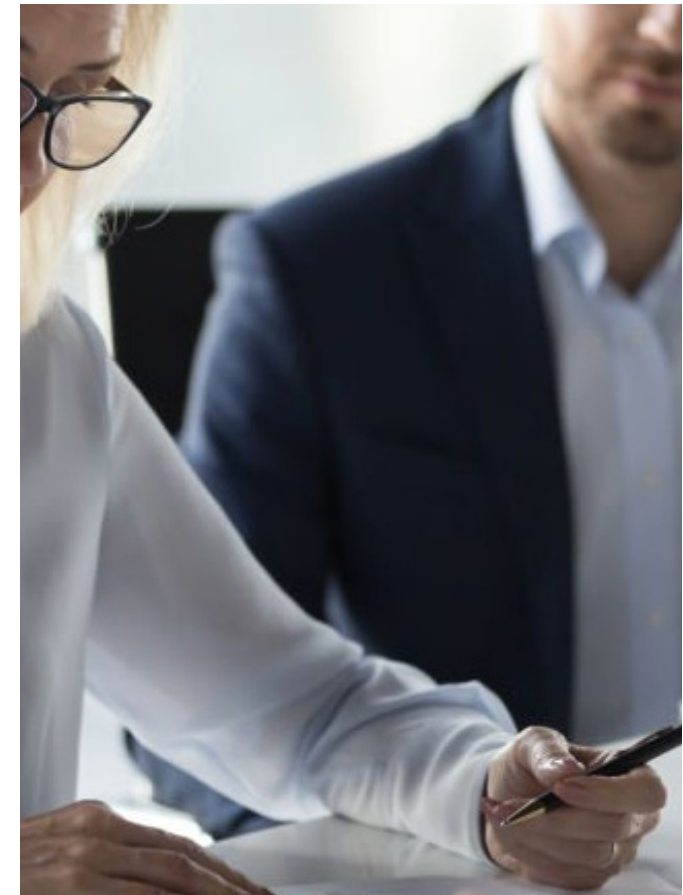
The fortunes of companies rise and fall on the quality of their talent. With unemployment at historic lows, job openings at record highs, and more people voluntarily leaving their jobs than ever before, the competition for top talent has never been more fierce. Purpose is key to fighting the war for top talent: Eighty-three percent of Gen Z in the US consider a company’s purpose when deciding where to work. (Cone/Porter Novelli).

**Consumers** and the Power of Purpose

In a world of similar products and services, purpose is the gateway to the powerful differentiation and value-add for which customers are looking. Consumers are more likely to have a positive image of (89%), trust in (86%), and loyalty to (83%) brands that lead with purpose. Also, 79% of consumers say they feel a deeper personal connection to companies with values like to their own. Seventy-two percent say they feel it is more important than ever to buy from companies that reflect their values. (Cone/Porter Novelli).

**CECP** and the Power of Purpose

At this point, we hope you are beginning to rethink purpose, as being purpose-driven is critical to optimal business success and value creation for 21<sup>st</sup> century companies. Given its importance, CECP has custom built the only business counsel dedicated to helping companies effectively and efficiently pursue their purpose agendas. In this document you will read about the advanced solutions we offer to help you reap the full rewards of a rich and enriching purpose journey. At the heart of CECP is our network of like-minded, purpose-driven CEOs. It’s a powerful and empowering network where some of the most influential global corporate leaders rub shoulders to discuss and build on each other’s success stories—and secrets.





A few facts and figures about  
our network—one of the  
largest peer networks comprising  
**200+** of the world's biggest  
companies, representing:

**10**

Industries

**\$7.7 trillion**

Revenues

**\$21 trillion**

Assets Under Management

**\$23 billion**

Total Community Investments

**14 million**

Employees

## *About CECF*

# The Power of our CEO-led Network

“As business leaders, we aim to  
make a positive impact on the  
communities we serve. The support  
CECF provides me and my CEO  
peers has been very valuable in that  
mission, particularly as we’ve all  
navigated common challenges over  
the last few years.”

**Fran Horowitz**  
CEO, Abercrombie & Fitch Co.





## About CECF

The Power of our CEO-led Network

Purpose consists of tangible frameworks, data, strategies, and goal setting.

**Over 25 years, CECF has developed the gold standard roadmap to purpose, and affiliation with CECF delivers access to this knowledge.**

CECF works with CEOs and leaders in corporate responsibility, sustainability, foundations, investor relations, finance, legal, and communications, and develops actionable insights with our CEO-led network to address shareholder and stakeholder purpose-related needs.

- **Insights at scale:** We have 5,000+ annual touch points with companies, sharing industry-leading research and actionable insights to transform corporate purpose journeys.
- **Convening power:** We bring together a network of 2,500+ CEOs and corporate leaders to share insights, experiences, and solutions with peers.
- **We carefully monitor the success and salience of the network in a loyalty feedback loop:** 90% of companies renew their annual affiliation with CECF and 63% of companies have been affiliated with CECF for more than 10+ years.



# What we do

## *Services & Benefits*

CECP's purpose is to unleash the power of corporate purpose. We offer network companies a rich array of powerful and proprietary solutions in five areas, across five Centers of Excellence:



## What we Do

### Solution Areas

#### 1. Strategy and Benchmarking

Includes **Accelerators**, **Benchmarking Models and Tools**, and **Fast-Track Consulting**. Our global benchmarking, strategy, and insight solutions are the most authoritative source of information on the status of responsible business.

#### 2. Research and Insights

Includes **Pulse Surveys**, ***Giving in Numbers™***, ***Investing in Society***, and ***Global Impact at Scale***. Our array of knowledge and expertise is unmatched in scope and depth. Collectively, our talented professional team delivers this compendium to fully equip the F1000 for exponential returns on their purpose investments.

#### 3. Convenings & Communications

Includes **CECP's Summit**, **Board of Boards**, **CEO Investor Forum**, in person and virtual **Roundtables**, and **Accelerators**. Our invitation-only, peer-led convenings of senior executives foster knowledge exchanges and accelerate purpose strategies and impact. CECP spotlights excellence in corporate purpose through our communications channels and counsel.


#### 4. Advanced Opportunities

Includes **custom advisory** and **research projects** for network companies to research, build out, measure, lead, and communicate around purpose.

#### 5. The CEO Network

Includes visibility, **thought leadership**, and **strategy support** to help set the tone from the top that purpose is paramount.





Strategy and Benchmarking includes **briefs and frameworks** on essential topics and support by subject matter experts. Benchmarking is available by request or on demand on MyCECP, which also offers access to high-quality benchmarking data and company-specific information on selected topics.

## What we Do

### 1. Strategy and Benchmarking

#### Strategy services include:

##### 1. Unlimited fast-track consulting and strategy support when you need it

- Access CECP's robust data set through proprietary measurement and reporting tools, as well as research and subject matter expertise.
- Use our data, resources, and materials to inform your meetings and presentations to Boards, Councils, or Executive Leadership teams.
- Access real-time trends, models, case studies, and best practices to inform strategic decision making, either by emailing or calling us or online through our MyCECP Knowledge and Data Centers.
- Help defend budgets or gain buy-in from leadership to grow programs and make a bigger impact.
- Support goal setting, strategies, scorecard, and KPI development.



##### 2. Customized assessments for long-term value creation

- **Integrated Long-Term Disclosure Assessment:** We analyze and assess your company's public disclosures against CECP's Integrated Long-Term Plan framework, highlighting areas of opportunity and strengths.
- **ESG Company Snapshot:** We deliver a high-level synopsis of your company's performance on material ESG issues (powered by Bloomberg data).

##### 3. Global Exchange network for global perspective

- We foster relationships and data-sharing with 18 country/region-based corporate societal engagement organizations.





# What we Do

## 1. Strategy and Benchmarking (continued)

### Benchmarking services include:

#### 1. Customized benchmarking when you need it

- We draw from our *Giving in Numbers™* data to deliver customized benchmarking and in-depth analyses on corporate societal investment: community investments, employee engagement, operations, measurement, and evaluation.
- includes **NEW employee engagement and DEI benchmarks.**
- Corporate leaders use our benchmarking data to monitor their year-over-year performance on key metrics and to draw comparisons against peers, gaining insights, making program improvements, or advocating for budget and staffing level adjustments.
- Benchmarking is available on request or self-serve via the MyCECP portal.

#### 2. How benchmarking insights help you create value

- Present your company's historical contributions in preparation for budget discussions.
- Contextualize corporate contributions within broader industry and peer group trends to identify alignments and differences.
- Highlight opportunities for new corporate community investment.
- Recommend new employee engagement programs or policies.
- Make a business case for increased levels or types of investment.



### Employee Engagement

- **Volunteering** by program type, average participation rates, median hours volunteered, and time-off policies
- **Pro Bono Services**
- **Matching Gifts** by program type, policies, and participation rates

### Community Investments

- **Giving** by funding type: foundation cash, direct cash, and non-cash
- **Program Areas** including DEI and disaster response
- **Priority Focus Area**
- **International Investment**

### Our Benchmarking Categories

### Operations

- **Community Investments**  
**Staffing Trends:** titles, reporting departments, and number of full-time employees
- **Management and Program Costs**
- **Foundations:** prevalence and funding

### Measurement & Evaluation

- **Trends in Measurement**  
**Priorities:** scope
- **Measuring to Manage:** metrics and reporting practices
- **Measurement of Business Value:** perceived benefit to employees, brand, and customer, and business growth



# What we Do

## 2. Research and Insights

Collectively, our talented professional team delivers an unmatched array of knowledge to fully equip the F1000 for exponential returns on their purpose investments. Research and Insights include *Pulse Surveys*, *Giving in Numbers™*, *Investing in Society*, and *Global Impact at Scale*.

**We produce two types of reports:**

- 1. Annual reports:** These are industry-leading research reports of the corporate purpose landscape with actionable insights to transform your corporate purpose work:
  - *Giving In Numbers*: In partnership with companies, the unrivaled leader in benchmarking reporting on corporate social investments. It is a collection of data from more than 617 multibillion-dollar companies and more than \$388 billion in corporate social investments.
  - *Global Impact at Scale*: Captures insights into global company actions related to purpose issues, community, and society.
  - *Investing in Society*: Reflects on the state of corporate purpose through purpose-driven and sustainable business performance.
- 2. Topical reports and Issue Briefs across CECP’s Centers of Excellence:** These cover trends, best practices, reporting and measurement tools, proprietary frameworks, peer insights and knowledge sharing, and other resources to transform your corporate purpose work, including:
  - *Corporate Foundations, Shared Resilience, Developing Business Champions, Return on Purpose, Worker Wellbeing in a Time of Crisis.*

**Weekly Pulse Surveys capture and analyze the sentiment of our network:**

- Recent topics include the disaster response, ESG backlash, civic engagement, and virtual volunteering.

# What we Do

## 3. Convening & Communications

We convene several important meetings each year to bring together leaders from the world's largest companies who drive social investment strategies with experts on priority topic areas. Our invitation-only, peer-led convenings of senior executives foster knowledge exchanges and accelerate purpose strategies and impact. Key convenings include CECP’s Summit, Board of Boards, CEO Investor Forum, CEO Roundtables, and Accelerators.

### 1. CECP Summit

The CECP Summit is a meeting each May of nearly 300 corporate leaders who drive social strategies at the world's largest companies. This vital corporate network engages and learns together, offering powerful insights on trends, partnerships, and the business case to advance companies’ role as a force for good in society.

value creation, inclusive of purpose and stakeholder engagement. CECP's proprietary content framework, advisory services, and events support and guide corporate executives in developing and communicating their Integrated Long-Term Plans.

### 2. CECP Board of Boards

CECP’s annual CEO-only, closed-door Board of Boards provides a distinct opportunity for CEOs to discuss the return on purpose. This best-in-class gathering of 50 of the world’s leading CEOs includes case studies, networking, and dialogue around advancing the business case for corporate purpose. Featured CEO speakers have included **Sara Armbruster, Steelcase; Mark Clouse, Campbell Soup Company; Joanne C. Crevoiserat, Tapestry; and Ken Frazier, Merck.**

### 4. CEO Roundtables

CEO Roundtables bring together 8-12 leaders on a quarterly basis to share insights, experiences, and solutions. Recent speakers include **Alan Murray, Fortune; Joe Ucuzoglu, Deloitte; and Richard Edelman, Edelman.**

### 3. CECP CEO Investor Forum

CECP Investor Forum is the largest Reg FD platform for CEOs to address long-term

### 5. Accelerators

Accelerators offer deep dives into fundamentals to advance strategies and the field. Sessions consist of real case examples, data and insights, and peer learning. Accelerators also provide asynchronous learning through a chat board and shared resources.

**Upcoming topics include:**

- Demystifying Measurement
- Getting the Most out of *Giving in Numbers*
- Elevating Employee Engagement
- Innovation in STEM & Workforce
- Resiliency in Crises & Disaster Response

In addition, CECP gathers corporate leaders through frequent in-person and virtual Roundtables, Peer Connects, and Corporate Peer Discussions. See [cecp.co/events](https://cecp.co/events) for the full list.



# What we Do

## 3. Convening & Communications *(continued)*



We celebrate the good work of companies, connecting the trends with the case studies of corporate purpose in action. In addition, we work behind the scenes with companies to hone their communications strategies, merging corporate purpose and brand to tell the full story of the company.

**Communications services include:**

- Media partnerships and ads
- Content creation and amplification
- Thought leadership and recognition



Opportunities include:
Company Spotlights
Charlie Award
Force for Good Award
Speaking opportunities
Fortune special advertising section
Connections to top-tier reporters
Social media amplification

# What we Do

## 4. Advanced Opportunities



**1. Advanced Advisory Services**

Using proprietary frameworks and knowledge, we develop customized advisory projects for companies to build, operationalize, communicate, and measure their purpose strategies in these areas:

- Expanded benchmarking
- Strategy review and facilitation
- Measurement advisement
- Communications strategy and assessment
- Strategic program advisement

**2. Sponsored Research Services**

We offer companies and foundations opportunities to partner with us on research projects that meet their needs, advance the corporate purpose movement, and:

- Demonstrate corporate thought leadership
- Contribute to a synthesis of research to advance the field
- Share learnings with network peers

CECP also offers the option for companies to retain CECP for a set number of hours for ongoing strategic advisory support. Additional fees are associated with Advanced Opportunities. Please contact: [info@cecp.co](mailto:info@cecp.co).

“We were pleased with the work provided by the awesome CECP team. The organization’s commitment to excellence was apparent in all deliverables and interactions. CECP provided beneficial insights, great presentations to our team and the foundation board, and very thorough data deliverables with respect to the company interviews. Thank you for your partnership!”

Senior Leader, Diversity, Equity & Inclusion  
at a Fortune 500 financial company



A photograph of two men shaking hands in a professional setting. The man on the left is older, with grey hair, wearing a grey sweater. The man on the right is younger, with a beard and short dark hair, wearing a blue button-down shirt and a lanyard with a badge. They are both smiling. The background is slightly blurred, showing other people in an office or conference environment.

Shareholders and stakeholders are asking companies fundamental questions about their impact and purpose. The power and influence of corporate leaders combined with the resources of CECP is a force to be reckoned with. We believe in the **power of purpose** to transform businesses and society alike.

## What we Do

### 5. The CEO Network

**Why engage CEOs? Simply put: Purpose is that important.**

CECP has carefully integrated into its offering multiple opportunities for CEOs to hear, learn, and share the best advice and counsel about purpose. These opportunities center around: Insights, Visibility, Thought Leadership, and Strategy.

#### Insights

- **CEO Calls:** We host one-on-one calls between CEOs and/or C-Suites with CECP's CEO and/or Executive Leadership Team to discuss leadership and advocacy and how to optimize your company's purpose journey, drawing from CECP research and our Centers of Excellence.
- **CEO Purpose Weekly:** CECP's CEO shares the latest and most up-to-date resources on corporate purpose leadership.

#### Thought Leadership

- **Trend Talks:** We work with you to author or record Trend Talks on various topics and share these talks via CECP's communications channels.
- **Articles & Op-Eds:** We help you place pieces in top-tier influential media outlets, including *Harvard Business Review*, *Financial Times*, *Wall Street Journal*, and *Fortune*.

#### Visibility

- **Summit:** Join a CEO panel at CECP's convening of nearly 300 senior corporate leaders who drive social strategies at the world's largest companies.
- **Partner Events:** Be included in agendas at relevant partner events (e.g., Social Innovation Summit, Reuters).
- **Convenings:** Attend our CEO Roundtables, Board of Boards, and CEO Investor Forums.

#### Strategy

- **Custom Purpose Presentations:** We prepare custom decks so you can share our data and insights. Examples of topics include driving purpose from the top down and strategy refresh for community investment budgets.
- **Integrated Long-Term Plan:** We help you develop your company's growth, strategy, and risk plan, 3-5 years out.
- **Transformation:** We help you transform your purpose strategy with insights, benchmarking and analysis, best practices, frameworks, and convenings.





# In Conclusion *Power of Purpose*

Leading companies understand that purpose is the route to solve many challenges and seize multiple opportunities. We're the only purpose-focused counsel and network dedicated to enabling companies to address these challenges and opportunities, with custom-built skills, knowledge, and solutions.

CECP understands that CEOs and their corporate purpose leaders are under constant pressure to demonstrate how their work is making a positive impact on the business. Their unique role is to align processes, systems, and cultures to make their businesses work harder at a time of increasing competition and performance demands from all sides. Those demands have evolved to include a robust understanding and declaration of why the enterprise exists in terms of its impact on communities and the planet.

Leaders don't have to do this alone. We provide an exclusive and dedicated support network to answer questions and seize opportunities inherent in successful purpose journeys.

**This is our unwavering focus.**

**We invite you to join CECP and your fellow F1000 leaders to harness the Power of Purpose.**



# CECP Affiliate members

3M	CSX Transportation, Inc.
Abbott Laboratories	CVS Health
AbbVie	Daikin NA
Abercrombie & Fitch Co.	Danaher
Accenture	Deere & Company
Adobe	Dell Technologies Inc.
Alcoa Corp.	Deloitte US
Ally Financial	Deutsche Bank
Altria Group, Inc.	Discovery Education
Ameren Corporation	Dominion Energy
American Electric Power Company, Inc.	Dow
American Express	DPR Construction
Ameriprise Financial, Inc.	Dun & Bradstreet, Inc.
Amgen Inc.	DuPont
Applied Materials, Inc.	Edelman
Aristocrat Gaming	Edward Jones Investments
Assurant, Inc.	Electronic Arts Inc
AT&T Inc.	Elevance Health
Bank of America Corporation	Eli Lilly and Company
Bank of New York Mellon	Empire State Realty Trust
Barclays	Entergy Corporation
BD	Equinix, Inc.
Best Buy Co., Inc.	Equitable
Blackbaud, Inc.	Exelon Corporation
BlackRock	EY
Bloomberg L.P.	FedEx Corporation
Boehringer Ingelheim	Ferguson Enterprises
Boston Consulting Group	Fidelity Investments
Boston Scientific Corporation	Fiserv, Inc.
Bristol Myers Squibb Company	FM Global
Campbell Soup Company	Freshpet
Cargill	GE Aerospace
Carlson Holdings, Inc.	GE HealthCare
Catalent	Genentech
Centene Corporation	General Motors
Charles River Laboratories International	Genworth Financial, Inc.
Chevron Corporation	Gerdau
Chubb Limited	Google Inc.
Cigna	Greif, Inc.
Cisco Systems Inc.	Guardian Life Insurance Company of America
CITGO Petroleum Corporation	Haleon
Citigroup, Inc	HARMAN International Industries
Citizens Bank	Hasbro, Inc.
Colgate-Palmolive Company	HCA Healthcare, Inc.
Collette	Heidrick & Struggles International, Inc.
Comcast NBCUniversal	Holsman International
ConocoPhillips	HSBC Bank USA
Consolidated Edison, Inc.	IBM Corporation
Constellation Energy Group, Inc.	Intel Corporation
Corteva Agriscience, LLC.	Interpublic Group
Coupa Software Inc	Intuit Inc.

Johnson & Johnson	Regeneron Pharmaceuticals
JPMorgan Chase & Co.	RHR International LLP
Kimberly–Clark Corporation	Royal Bank of Canada
Kohl's Department Stores, Inc.	S&P Global Inc.
KPMG LLP	SANOFI
Lincoln Financial Group	Sempra Energy
Linde plc	ServiceNow
Lutron Electronics	Seyfarth
Macquarie Global Services (USA) LLC	Sidley Austin LLP
Macy's, Inc.	Siemens Corporation
Mars, Inc.	Solventum
Mastercard	Southwire Company
McDonald's Corporation	Stanley Black & Decker
McKinsey & Company	Starbucks Coffee Company
Medtronic PLC	Starwood Capital Group
Merck & Co., Inc.	State Farm Insurance Companies
MetLife, Inc.	Steelcase Inc.
MGM Resorts International	Tapestry, Inc.
Microsoft Corporation	Target
Mitsubishi Corporation (Americas)	Tata Consultancy Services
Moody's Corporation	The Allstate Corporation
Morgan Stanley	The Coca-Cola Company
Nestlé USA	The Estée Lauder Companies Inc.
New York Life Insurance Company	The Goldman Sachs Group, Inc.
Newman's Own	The Hartford
Nielsen	The Hershey Company
Northwestern Mutual	The Mosaic Company
Novo Nordisk Inc.	The Travelers Companies, Inc.
NRG Energy, Inc	The Walt Disney Company
Ogilvy & Mather	T-Mobile USA Inc
Organon	Triumph Group
Otsuka Pharmaceutical	Truist Financial Corporation
Panasonic Corporation	U.S. Bancorp
Paramount Global	UBS
Pariveda	United Parcel Service, Inc.
PayPal, Inc.	UnitedHealth Group
Pearson plc	US News & World Report
PennyMac Financial Services, Inc.	USAA
PepsiCo	Vanguard
Pfizer Inc	Verizon Communications Inc.
Philip Morris International	Visa Inc.
Pitney Bowes Inc.	Wachtell, Lipton, Rosen, & Katz
PricewaterhouseCoopers LLP	Walmart Inc.
Principal Financial Group	Wells Fargo & Company
Prologis	West Pharmaceutical Services, Inc.
Prudential Financial, Inc.	WestRock
Public Service Enterprise Group Incorporated	Winnebago Industries, Inc.
Qualcomm Incorporated	Wynn Resorts Ltd
Quest Diagnostics Incorporated	Zimmer Biomet
Raytheon Technologies	Zoetis
Recreational Equipment, Inc.	

# CECP Board of Directors

<b>Directors</b>	Ms. Megan Myungwon Lee <i>Chairwoman and CEO of Panasonic Corporation of North America</i>	<b>Ambassadors</b>
Ms. Kelly Grier <i>Co-Chair, CECP US Chair and Managing Partner and Americas Managing Partner, EY</i>	Ms. Jennifer Smith Turner <i>CEO, Smith &amp; Associates</i>	Mr. Mitch Barns <i>Former CEO, Nielsen Holdings</i>
Mr. F. William “Bill” McNabb III <i>Co-Chair, CECP Former Chairman and CEO, Vanguard</i>	Mr. James White <i>Former Chairman, President &amp; CEO, Jamba Juice</i>	Ms. Lynne Doughtie <i>Former Chairman and CEO, KPMG</i>
Mr. Calvin Butler <i>President and CEO, Exelon Corporation</i>	Mr. John Wood <i>Vice Chair, Heidrick &amp; Struggles</i>	Mr. Thomas J. DeRosa <i>Former CEO and Director, Welltower Inc.</i>
Ms. Sara Armbruster <i>President and CEO, Steelcase Inc.</i>	<b>Directors Emeriti</b>	Mr. Tony Earley <i>Executive Chairman, PG&amp;E</i>
Mr. Douglas “Doug” R. Conant <i>CEO, Conant Leadership, DRC LLC</i>	Mr. Paul Newman* <i>Co-founder, Chair Emeriti, CECP Actor and Philanthropist</i>	Mr. Vince Forlenza <i>Former Chairman, President and CEO, BD</i>
Mr. Theodore “Ted” Dysart <i>Managing Director, Russell Reynolds Associate</i>	Mr. Peter L. Malkin <i>Co-Founder and Chair Emeriti, CECP Empire State Realty Trust</i>	Mr. Bill Goodwyn <i>CEO, Discovery Education</i>
Mr. Richard Edelman <i>CEO &amp; President, Edelman</i>	Mr. Kenneth T. Derr <i>Chevron Corp.</i>	Mr. Ralph Izzo <i>Chairman of the Board, PSEG</i>
Ms. Jessica Foster <i>President, RHR International LLP</i>	Ms. Henrietta Holsman Fore <i>Holsman International</i>	Mr. Hubert Joly <i>Former Chair &amp; CEO, Best Buy</i>
Mr. Alex Gorsky <i>Executive Chairman, Johnson &amp; Johnson</i>	Mr. Surya Kant <i>TCS North America</i>	Mr. David Kenny <i>CEO, Nielsen Holdings</i>
Mr. Mauricio Gutiérrez <i>Former President and CEO, NRG</i>	Mr. Harold McGraw III <i>McGraw-Hill Financial</i>	Mr. Philippe Krakowsky <i>CEO, Interpublic Group</i>
Mr. Alan G. Hassenfeld <i>Chairman, Executive Committee, Hasbro, Inc.</i>	Mr. Marilyn Carlson Nelson <i>Carlyle</i>	Mr. Duncan L. Niederauer <i>Former CEO, NYSE Euronext</i>
Ms. Fran Horowitz <i>CEO, Abercrombie &amp; Fitch Co.</i>	Mr. Michael I. Roth <i>Interpublic Group</i>	Mr. Stuart Parker <i>Former CEO, USAA</i>
Ms. Barbara Humpton <i>CEO, US, Siemens Corporation</i>	Mr. Sanford I. Weill <i>Casa Rosa Ventures, LLC</i>	Ms. Penny Pennington <i>Managing Partner, Edward Jones</i>
Ms. Rochelle “Shelly” Lazarus <i>Chairman Emeritus, Ogilvy &amp; Mather</i>	<i>* In Memoriam</i>	Ms. Christiana Riley <i>CEO of Americas &amp; Management Board Member, Santander Bank</i>
Ms. Deanna Mulligan <i>CEO, Purposeful</i>		Mr. John Veihmeyer <i>Former Chariman and CEO, KPMG</i>
Mr. Suresh Muthuswami <i>Chairman, Tata Consultancy Services NA</i>		Mr. Mark Weinberger <i>Former Chairman and CEO, EY</i>
		Mr. Robert Wolf <i>Former CEO, UBS</i>



*Feeling inspired?*

Call now to discuss your  
purpose journey.

**Daryl Brewster**

CEO

(212) 825-1000

[DBrewster@cecp.co](mailto:DBrewster@cecp.co)



CECP