



Distinguished Performance Awards Dinner

Commitment to Business Statesmanship

Wednesday, September 13, 2017

Reception 6:00 – 7:00 p.m. ∞ Dinner 7:00 – 9:00 p.m.

Business Attire

The Pierre Hotel
New York, New York

*Distinguished Performance
Awards Dinner
2017 Honorees*

Mark T. Bertolini

Chairman and CEO

Aetna

Peter G. Peterson Business Statesmanship Award

Introduced by:

Roger W. Crandall

Chairman, President and CEO, **MassMutual**

Deanna M. Mulligan

President and CEO

Guardian

Excellence in Public Policy Award

Introduced by:

Martha E. McGarry

Partner, **Skadden, Arps, Slate, Meagher & Flom LLP**

Ronald P. O'Hanley

President and CEO

State Street Global Advisors

Vice Chairman

State Street Corporation

CED Leadership Award

Introduced by:

James P. Gorman

Chairman and CEO, **Morgan Stanley**

*Distinguished Performance
Awards Dinner
2017 Honorees*

Sandra E. Peterson

Group Worldwide Chairman

Johnson & Johnson

Corporate Citizenship Award

Introduced by:

Bob Carrigan

Chairman and CEO, **Dun & Bradstreet**

Mike Petters

President and CEO

Huntington Ingalls Industries

Owen B. Butler Education Excellence Award

Introduced by:

Victoria D. Harker

Executive Vice President and Chief Financial Officer, **TEGNA, Inc.**

Arne M. Sorenson

President and CEO

Marriott International

Leadership in Diversity Award

Introduced by:

Debra L. Lee

Chairman and CEO, **BET Networks, a Viacom Company**

Committee for Economic Development

The Committee for Economic Development of The Conference Board (CED) is a nonprofit, nonpartisan, business-led public policy organization that delivers well-researched analysis and reasoned solutions to our nation's most critical issues.

Since its inception in 1942, CED has addressed national priorities that promote sustained economic growth for the benefit of all Americans. CED's work has helped to shape economic policies and initiatives that include the Marshall Plan and Bretton Woods Agreement; campaign finance and education reform; and, short- and long-term challenges to our nation's fiscal health and free enterprise system. CED's research findings are linked with outreach and programs efforts throughout the country, achieving tangible impact at the local, state, and national levels.

Our nation requires spirited business leadership to reach the goals that we all share, including increased economic growth and educational opportunities. We need reasoned dialogue to address these civic challenges, and strong business leaders to support, influence, and advance the discussions.

The *Distinguished Performance Awards Dinner* honors business leaders who have answered CED's call for leadership. We are proud to highlight our history of engaging business leaders in public policy, and look forward to recognizing the many companies and individuals who continue that legacy.

We look forward to having you be part of the *Distinguished Performance Awards Dinner*.

*2017 Distinguished Performance Awards
Dinner Committee*

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Peter G. Peterson

Business Statesmanship Award

The Business Statesmanship Award was established in honor of Peter G. Peterson, CED's longest serving Trustee. It recognizes corporate executives who champion issues in the interest of the public good, and who hold themselves to the highest standards of ethics and integrity.



Mark T. Bertolini
Chairman and CEO, Aetna

Mark T. Bertolini is Chairman and CEO of Aetna, a Fortune 50 diversified healthcare benefits company with over \$63 billion in 2016 revenue. Mr. Bertolini assumed the role of CEO in November 2010 and of Chairman in April 2011. Mr. Bertolini joined Aetna in 2003 as head of Aetna's Specialty Products. From July 2007 to December 2014, he served as President, responsible for all of Aetna's businesses and operations across the company's broad range of healthcare products and related services.

In 2016, Mr. Bertolini was recognized in the top four of *Modern Healthcare's* 100 Most Influential People in Healthcare for his efforts to promote measures that increase access, lower costs, and improve quality. He meets regularly with state and federal policymakers to further these efforts and share Aetna's vision for a consumer-centric healthcare system. Mr. Bertolini has also been recognized as a leader in corporate social responsibility for his historic decision to raise Aetna's base wage to \$16 per hour and reduce out-of-pocket medical expenses for low-income households. In recognition of this decision, he was named in *Fortune's* 2015 list of the World's 50 Greatest Leaders and the 2015 *Politico* 50.

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Excellence in Public Policy Award

The Excellence in Public Policy Award honors an individual in the private or public sector who demonstrates a strong commitment to public policy in the nation's best long-term interests. The Award recognizes leaders who advocate policies that address society's key concerns, including long-term economic growth, educational excellence and achievement, sustainability, corporate governance, innovation, and competitiveness.



Deanna M. Mulligan
President and CEO, **Guardian**

Deanna M. Mulligan is President and Chief Executive Officer of The Guardian Life Insurance Company of America (Guardian). She is also a member of Guardian's Board of Directors.

Active across the industry and in the community, Ms. Mulligan is a Board member of Vanguard, the American Council of Life Insurers (ACLI), the Partnership for New York City, the Economic Club of New York, the Committee Encouraging Corporate Philanthropy (CECP), and the Bruce Museum in Greenwich, CT. Ms. Mulligan was appointed to, and served on, the President's Advisory Council on Financial Capability for Young Americans from 2014 to 2015, and was Chair of the Board of the ACLI from 2015 to 2016. She is currently a member of the Stanford Graduate School of Business Advisory Council, and served as Director on the Board of Arch Capital, a Bermuda-based re-insurer.

In 2013, *Fortune* named her one of the "50 Most Powerful Women in Business" and, in 2017, *Crain's New York Business* recognized her as one of "The 50 Most Powerful Women in New York" for the fourth time since 2010.

Ms. Mulligan graduated from the University of Nebraska with High Distinction and holds an MBA from the Stanford Graduate School of Business.



GUARDIAN[®]

CED Leadership Award

The CED Leadership Award recognizes a CED Member who has demonstrated exceptional service to the organization and the special contributions they have made to CED's policy research, outreach and impact programs, and the overall governance and administration of the organization.



Ronald P. O'Hanley

President and CEO, **State Street Global Advisors**
Vice Chairman, **State Street Corporation**

Ronald P. O'Hanley is President and CEO of State Street Global Advisors (SSGA), the investment management arm of State Street Corporation. He is also Vice Chairman of State Street Corporation, a member of the Management Committee, the company's senior strategy and policymaking team, and leads the firm's Corporate Strategy function.

Prior to his role at SSGA, Mr. O'Hanley was President of Asset Management & Corporate Services for Fidelity Investments. Mr. O'Hanley also served as President and CEO of BNY Mellon Asset Management in Boston as well as Vice Chairman of Bank of New York Mellon Corporation, and was a Partner at McKinsey & Company, where he founded the Investment Management practice worldwide and was co-founder and co-leader of the firm's North American Personal Financial Services practice.

Mr. O'Hanley is a member of the boards of Unum and Rhode Island Commerce Corporation. He serves as Vice Chairman of Beth Israel Deaconess Medical Center Board of Directors. He also serves on numerous non-profit boards including The Boston Foundation, The Conference Board, and the EastWest Institute.

STATE STREET
GLOBAL ADVISORS

Corporate Citizenship Award

The Corporate Citizenship Award is presented to a company that demonstrates a strong commitment to corporate responsibility practices and whose leaders are actively engaged in supporting and expanding those efforts. The Award highlights companies that integrate key societal concerns into their core operating strategies.



Sandra E. Peterson

Group Worldwide Chairman, **Johnson & Johnson**

Sandra E. Peterson is playing a transformational role at Johnson & Johnson—a company with one of the world’s 10 largest market capitalizations and the largest company in healthcare. Sandi oversees the Consumer, Consumer Medical Device, and Medical Device businesses, which generate nearly \$40 billion, more than half of J&J’s total revenue.

Her portfolio includes such iconic brands as Johnson’s Baby, BAND-AID, Tylenol, Neutrogena, Aveeno and ACUVUE, as well as surgical, orthopedics, and interventional solutions vital to healthcare systems and providers worldwide. Also responsible for J&J’s global supply chain and technology infrastructure, Sandi is driving the company-wide use of technology and design to create breakthrough solutions and new business models that will radically improve healthcare.

Before joining J&J, Sandi was CEO of Bayer Crop Science AG. She is a member of the Microsoft Board of Directors, and a former board member of Dun & Bradstreet. Sandi is a founding member of Women Corporate Directors, and is a member of Women’s Forum and C200. She serves on the Rutberg & Company Wireless Influencers Board of Advisors, and the International Advisory Board of the Center for the Advanced Study of India at the University of Pennsylvania. Sandi is also a member of the Board of Trustees at the Institute for Advanced Study, one of the world’s leading centers for theoretical research and intellectual inquiry. She was also Chairman of the Board of EcoHealth Alliance. Sandi has been named to *Fortune*’s list of “The Most Powerful Women” multiple times.

Johnson & Johnson

Owen B. Butler

Education Excellence Award

The Owen B. Butler Education Excellence Award was established in 2013 in honor of Brad Butler, former Chairman and CEO of Procter & Gamble, and former Chairman of CED. The Award recognizes an individual's exceptional commitment to quality education, skills development, and workforce development programs.



Mike Petters

President and CEO, **Huntington Ingalls Industries**

Mike Petters is President and CEO of Huntington Ingalls Industries, America's largest military shipbuilding company and a provider of professional services to partners in government and industry. He is also a member of HII's board of directors. Petters previously served as President of Northrop Grumman Shipbuilding and as President of Northrop Grumman's Newport News sector.

A native of Florida, Petters earned a bachelor's degree in physics from the U.S. Naval Academy in 1982, served aboard the nuclear-powered submarine USS George Bancroft (SSBN 643), and spent five years in the U.S. Naval Reserve. In 1993, he earned an MBA from the College of William and Mary.

Petters is Chairman of the Virginia Business Council, a member of the Aerospace Industries Association's executive committee, and a member of the Commonwealth of Virginia's Advisory Council on Revenue Estimates. He serves on the board of directors for the U.S. Naval Academy Foundation, the National Bureau of Asian Research, and the Virginia Foundation for Community College Education. He also serves on the board of advisors for the Center for a New American Security, the board of trustees of the Naval Aviation Museum Foundation, and the distinguished advisory board for the Dolphin Scholarship Foundation.



Leadership in Diversity Award

The Leadership in Diversity Award was established by CED to honor exceptional companies and individuals who are leading programs that foster diversity in the workplace and that champion underrepresented groups.



Arne M. Sorenson

President and CEO, **Marriott International**

Arne M. Sorenson is President and CEO of Marriott International, the largest lodging company in the world.

Mr. Sorenson joined Marriott in 1996. He became the third CEO in the company's history in 2012 — and the first without the Marriott surname. Prior to that, he served as Marriott's President and Chief Operating Officer. He has held a number of positions, including Executive Vice President, Chief Financial Officer, and President of Continental European Lodging. He was elected to Marriott's Board of Directors in 2011.

Mr. Sorenson chairs Marriott's Global Diversity and Inclusion Council. The Council, along with the Marriott Board of Directors' Committee for Excellence, monitors and evaluates Marriott's strategy to promote a diverse workforce, as well as ownership, customer, and vendor communities around the world.

Before he joined Marriott, Mr. Sorenson was a partner with the law firm Latham & Watkins in Washington, D.C., where he specialized in mergers and acquisitions litigation.

He is a graduate of Luther College in Decorah, Iowa and the University of Minnesota Law School. He and his wife Ruth live in the Washington, D.C. area, where they raised their four children.



You make a difference

Congratulations to all of tonight's honorees. Thank you for your
tireless efforts to make our world a better place.

A special congratulations to Mark Bertolini, this year's Peter G.
Peterson Business Statesmanship Award winner. We thank you for
embodying our mission to build a healthier world.



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The business of a better world.



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Johnson & Johnson believes in positive change. That's why corporate responsibility is an important part of our culture. And why we are dedicated to the success of the greater community. We are proud to recognize all of tonight's Committee for Economic Development honorees.

Congratulations to our own **Sandi Peterson** for her Corporate Citizenship Award.

Johnson & Johnson



LEADERSHIP TAKES FEARLESSNESS.

State Street Global Advisors salutes all the Distinguished Performance Award honorees.

We're especially proud of our very own **Ron O'Hanley** for receiving the CED Leadership Award.

STATE STREET
GLOBAL ADVISORS

Sculpture by Kristen Visbal

State Street Global Advisors One Lincoln Street, Boston, MA 02111-2900

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**The Peter G. Peterson Foundation
is proud to support the
Committee for Economic Development.**

**WE SALUTE THIS YEAR'S
DISTINGUISHED PERFORMANCE
AWARDS RECIPIENTS**



**PETER G.
PETERSON
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The Peter G. Peterson Foundation is dedicated to increasing public awareness of the nature and urgency of key fiscal challenges threatening America's future and accelerating action on them.

To learn more, visit www.PGPF.org

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CONGRATULATIONS TO THE HONOREES

Mark Bertolini

Deanna M. Mulligan

Ronald P. O'Hanley

Sandra Peterson

Mike Petters

Arne Sorenson

Verizon is proud to support the Committee for Economic Development.

Congratulations to the 2017 Distinguished Performance Awards recipients, who strive to tackle our world's most critical issues. To all of the leaders who make a difference, thank you.

verizon

INC. LUSION

IT'S JUST GOOD BUSINESS

Opening your doors to all of the best and brightest and allowing every voice to be heard reaps all kinds of great dividends for any organization. Viacom, BET and presenter Debra Lee salute this year's Leadership in Diversity Award winner Arne Sorenson, President and CEO of Marriott International. Thank you for all you do, and congratulations!

WORKING TODAY FOR A SECURE TOMORROW

In New York City alone, 186,000 young people, age 16 to 24, are neither working nor enrolled in school.*

This number represents a current crisis that needn't become a future norm — in fact, at Guardian, we're committed to making sure it doesn't. Guardian is working on a number of education and workforce initiatives to help people in our local communities achieve a more secure and successful future.

We proudly support the Committee for Economic Development and its outstanding programs, which are helping to address our nation's most critical issues. Congratulations to all of tonight's Distinguished Performance Award honorees.

* New York City Community Service Society, 2015



The Guardian Life Insurance
Company of America
7 Hanover Square
New York, NY 10004-4025
www.guardianlife.com



“We need to do everything we can to set our kids up for success—as early as possible. If we don’t start at the beginning of the education pipeline, our later efforts are not as effective as they could be.”

— Mike Petters, President and CEO
Huntington Ingalls Industries

Huntington Ingalls Industries is proud to support the Committee for Economic Development in recognizing the 2017 Distinguished Performance Award Honorees.

Congratulations to Mike Petters on receiving the 2017 Owen B. Butler Education Excellence Award.



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People helping people.

At MassMutual, our commitment has always been to help people protect their families, support their communities, and help one another. We call it Living Mutual.

We're proud to congratulate Mark Bertolini, this year's Peter G. Peterson Business Statesmanship Award winner, and all the 2017 Distinguished Performance Awardees.

We salute them for Living Mutual, and helping to build a future in which mutual reliance – both local and global – is recognized, valued and supported.

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*Morgan Stanley is pleased to
honor this evening's*

Distinguished Performance Awardees

Mark Bertolini
Deanna Mulligan
Ronald P. O'Hanley
Sandra Peterson
Mike Petters
Arne Sorenson



**When society
is polarizing, is
your task to bring
us all together?**

Together, purposeful leaders can create inclusive growth and drive global prosperity for all.

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The better the question. The better the answer.
The better the world works.



Building a better
working world



Outstanding leadership.

Outstanding year.

We are proud to support the Committee for Economic Development and congratulate the 2017 Distinguished Performance Award honorees.

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TIAA supports your outstanding work to advance U.S. economic growth and educational opportunities.



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Some of our biggest assets are the businesses who call our community home. On their own, or as members of business organizations, they improve our lives with community service and economic initiatives for the future.

We're proud to support the Committee for Economic Development to help develop our local potential. Together, we're honoring a commitment to work toward an economy that's growing stronger day by day.

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Proud to Support

The Committee for Economic Development of The Conference Board

2017 Distinguished Performance Awards Dinner

We congratulate this year's honorees

Mark Bertolini, Chairman and Chief Executive Officer, Aetna
Peter G. Peterson Business Statesmanship Award

Ronald P. O'Hanley
President and CEO, State Street Global Advisors,
Vice Chairman, State Street Corporation
CED Leadership Award

Mike Petters
President and CEO, Huntington Ingalls Industries
Owen B. Butler Education Excellence Award

Deanna Mulligan
President and CEO, Guardian Life Insurance Company of America
Excellence in Public Policy Award

Sandra Peterson
Group Worldwide Chairman, Johnson & Johnson
Corporate Citizenship Award

Arne Sorenson
President and CEO, Marriott International
Leadership in Diversity Award

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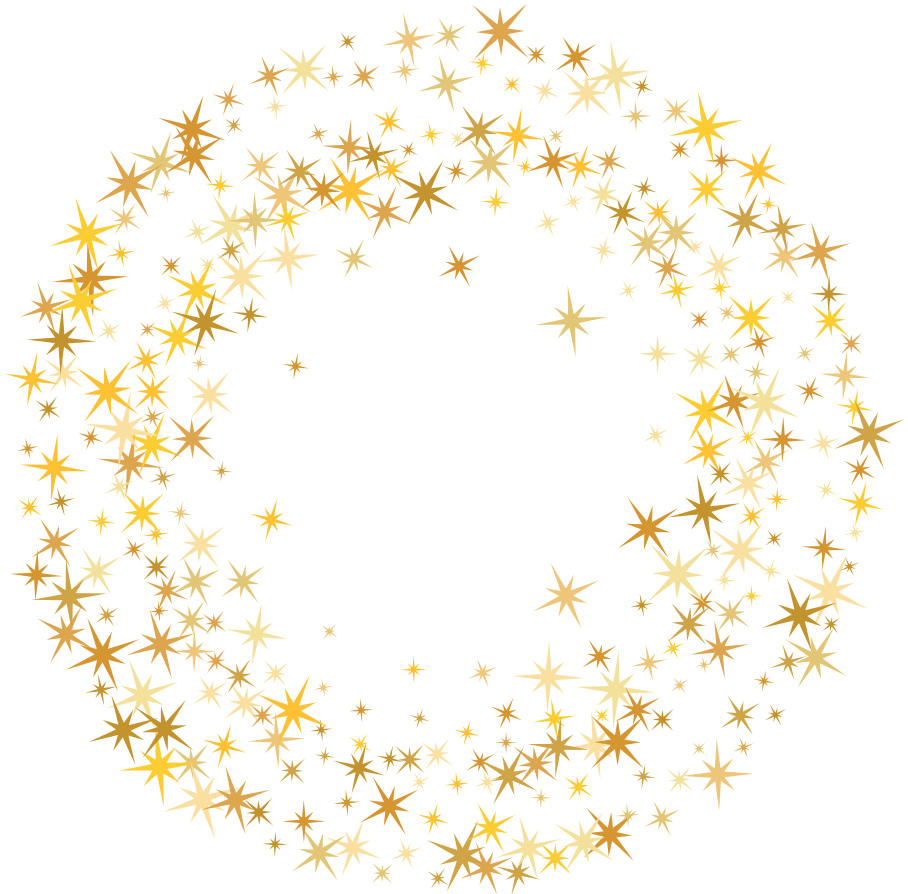


Microsoft is proud to support the Committee for Economic Development

We applaud all of this year's Distinguished Performance Award Honorees for their commitment to leadership and contributions towards solving our nation's most critical issues.

Skadden is proud to support the Committee for Economic Development and congratulates all of tonight's 2017 Distinguished Performance Award recipients.

Beijing	Houston	Palo Alto	Tokyo
Boston	London	Paris	Toronto
Brussels	Los Angeles	São Paulo	Washington, D.C.
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Congratulations

Deloitte is proud to support the work of the
Committee for Economic Development

**Congratulations to the Distinguished Performance
Award 2017 Honorees:**

- Mark Bertolini (Aetna)
- Deanna M. Mulligan (Guardian)
- Ronald P. O'Hanley (State Street Global Advisors)
- Sandra Peterson (Johnson & Johnson)
- Mike Petters (Huntington Ingalls Industries)
- Arne Sorenson (Marriott International)

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Success story.

At FedEx, we understand what it takes to deliver when it counts. We're proud to show our support for the CED 2017 Distinguished Performance Awardees and salute those with the drive to never stop pushing forward. Congratulations.



Peter J Solomon Company
is proud to support the
Committee for Economic Development.

Congratulations to the 2017 Distinguished
Performance Awards honorees.



PETER J SOLOMON COMPANY

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**HERE'S TO
HIGH
PERFORMANCE
AT ITS BEST.**

Accenture is proud to support the Committee for Economic Development Distinguished Performance Awards Dinner. We congratulate all of the honorees for their well-deserved recognition and especially salute Sandi Peterson as the Corporate Citizenship Award winner.



AmerisourceBergen is proud to support the **Committee for Economic Development.**

Congratulations to this year's **Distinguished Performance Awardees** for their outstanding leadership across the business community.



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While he was on the front lines **we had his back.**



At Dominion Energy 1 in 5 new hires is a Veteran.

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Energy®**

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2017 DISTINGUISHED PERFORMANCE AWARDEES

MARK BERTOLINI

SANDRA PETERSON

DEANNA MULLIGAN

MIKE PETERS

RONALD P. O'HANLEY

ARNE SORENSON



MERCK

INVENTING FOR LIFE

WHY WE INVENT

AT MERCK, WE ARE INVENTING FOR LIFE.

We are not inventing for invention's sake – we are on a quest to cure – and to have an impact on countless people's lives worldwide.

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We are taking on the world's most challenging diseases to help people go on, unburdened, to experience, create and live their best lives.

Merck. **Inventing** for Life.

Merck congratulates CED's
2017 Awards Dinner Honorees

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Marriott International Congratulates This Year's
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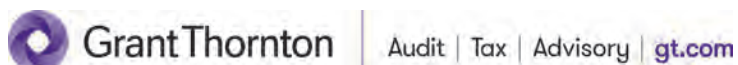
*Congratulations to
CED's 2017
Distinguished
Performance Awards
Dinner Recipients!*

*Bo Cutter
Roosevelt Institute*



Community. Dedication. Vision. Grant Thornton congratulates you.

Grant Thornton understands that success is built on more than just talent; it takes passion and perseverance to achieve your vision for a better future. On behalf of the professionals who live and work here at Grant Thornton we would like to congratulate the **2017 CED Awards Dinner** honorees.





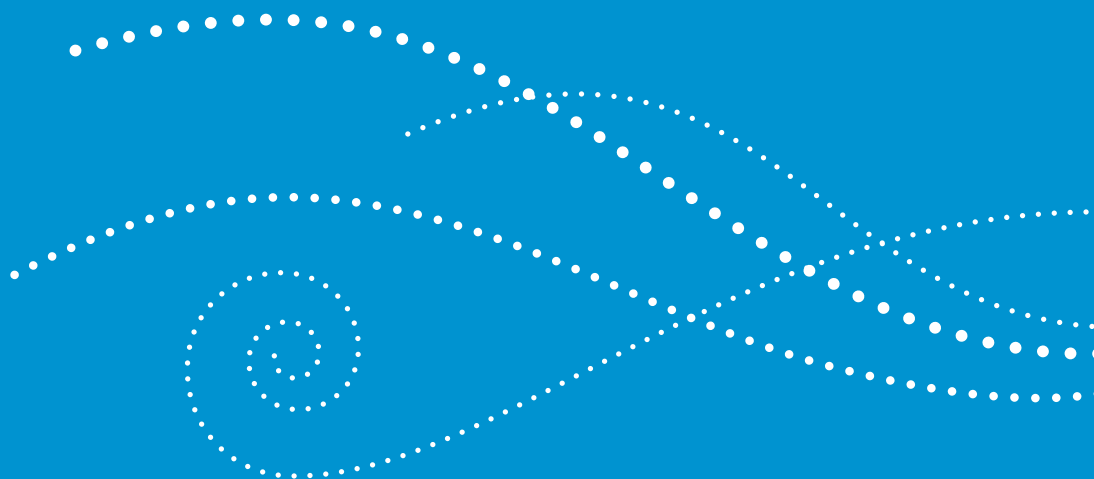
KORN FERRY

Change is inevitable. Growth is a choice.



And *people* will drive success or failure. Korn Ferry congratulates tonight's Committee for Economic Development Distinguished Performance Award winners for their outstanding contributions towards solving our nation's most critical issues. [kornferry.com](https://www.kornferry.com)

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2017 Distinguished Performance Awards Dinner



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Economic Development
2017 Annual Awards Dinner

Congratulations to
the Honorees



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is proud to support the

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Development**

and congratulates this year's

**Distinguished Performance
Award Honorees.**



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Congratulations to the 2017 CED Awards Dinner Honorees!



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Congratulations to the 2017 honorees.

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“
STAND BY YOUR
PRINCIPLES
AND FIGHT
FOR CAUSES
YOU BELIEVE IN.

”

— Sandi Peterson

Group Worldwide Chairman, Johnson & Johnson

Congratulations, Sandi Peterson, for receiving the
2017 CORPORATE CITIZENSHIP AWARD

From all of us at



Congratulations

from Syracuse University's
Maxwell School of Citizenship
and Public Affairs

**Ron
O'Hanley**

State Street Global Advisors

... and to all of tonight's honorees



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that the effects of
citizenship and
public service
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and the halls of
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Maxwell
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We are proud to support the Committee for Economic Development and congratulate **Mark Bertolini** and all of the 2017 Distinguished Performance Award honorees.

THANKS FOR MAKING A DIFFERENCE

Unum is proud to support the
Committee for Economic Development

in recognizing the 2017 Distinguished
Performance Awards honorees.

Special congratulations
to our board member

RONALD O'HANLEY

on receiving the
2017 CED Leadership Award
for his extraordinary service.

Dun & Bradstreet congratulates the 2017 recipients of the CED Distinguished Performance Awards

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for her leadership
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Sandra Peterson
Group Worldwide Chairman
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*Congratulations
to the 2017
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Motivated People Can Do Amazing Things

We are proud to support the work of the Committee for Economic Development, and we congratulate this year's honorees:

Mark Bertolini

Deanna M. Mulligan

Ronald P. O'Hanley

Sandra Peterson

Mike Petters

Arne Sorenson



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With a helping hand, dreams get the boost they need to soar. Boeing is proud to support the Distinguished Performance Awards Program and to congratulate Mike Petters, CEO of Huntington Ingalls Industries, for receiving the 2017 Owen B. Butler Education Excellence Award. His support of STEM education and career trainings helps bring goals within reach.



The Boston Foundation is beaming with pride that our board member and dear friend, Ron O'Hanley, is being honored with the Committee for Economic Development's 2017 Leadership Award.

Now, many more people will know what we at the Boston Foundation have known for quite some time: Ron is a uniquely talented business and civic leader whose deep commitment to community is reflected in everything he does.

The CED has chosen wisely.

The Boston Foundation, Greater Boston's community foundation since 1915, brings people and resources together to solve Boston's big problems. For more, visit www.tbf.org.

The Boston Foundation 





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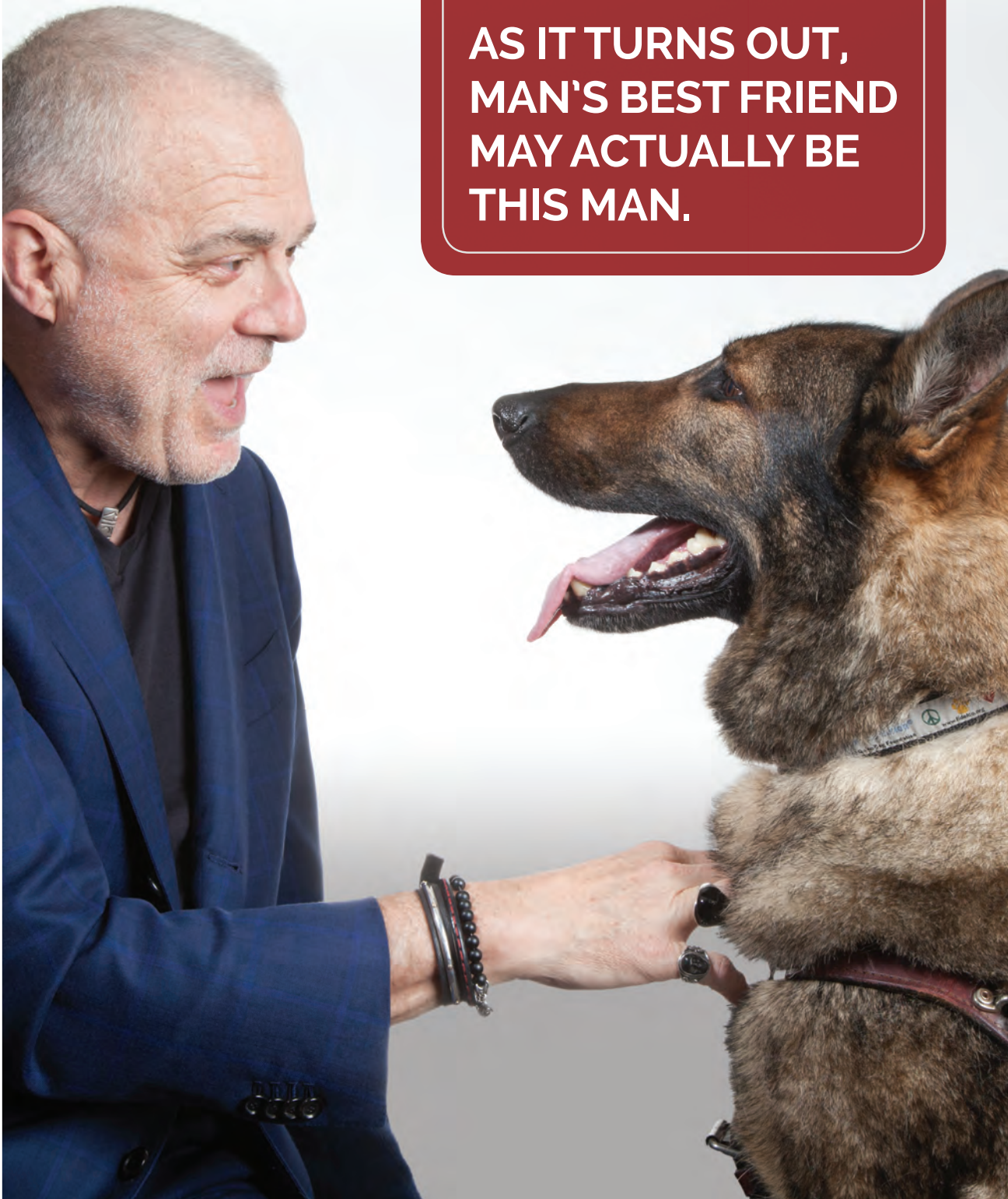
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THIS MAN.



Thanks, Mark, for your commitment to the greater good.

Congratulations, Mark Bertolini, Fidelco Guide Dog Foundation board member and Aetna Chairman and CEO, for being recognized for your leadership efforts to improve the lives of others.

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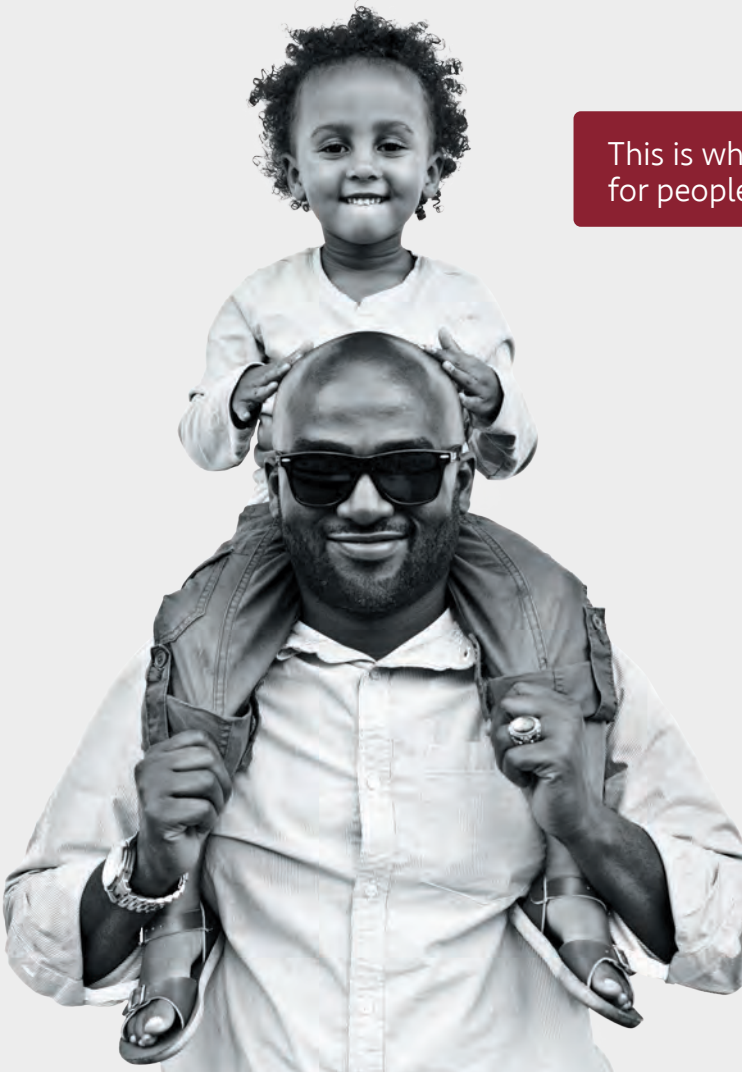
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*Congratulations to Arne Sorenson and our partner,
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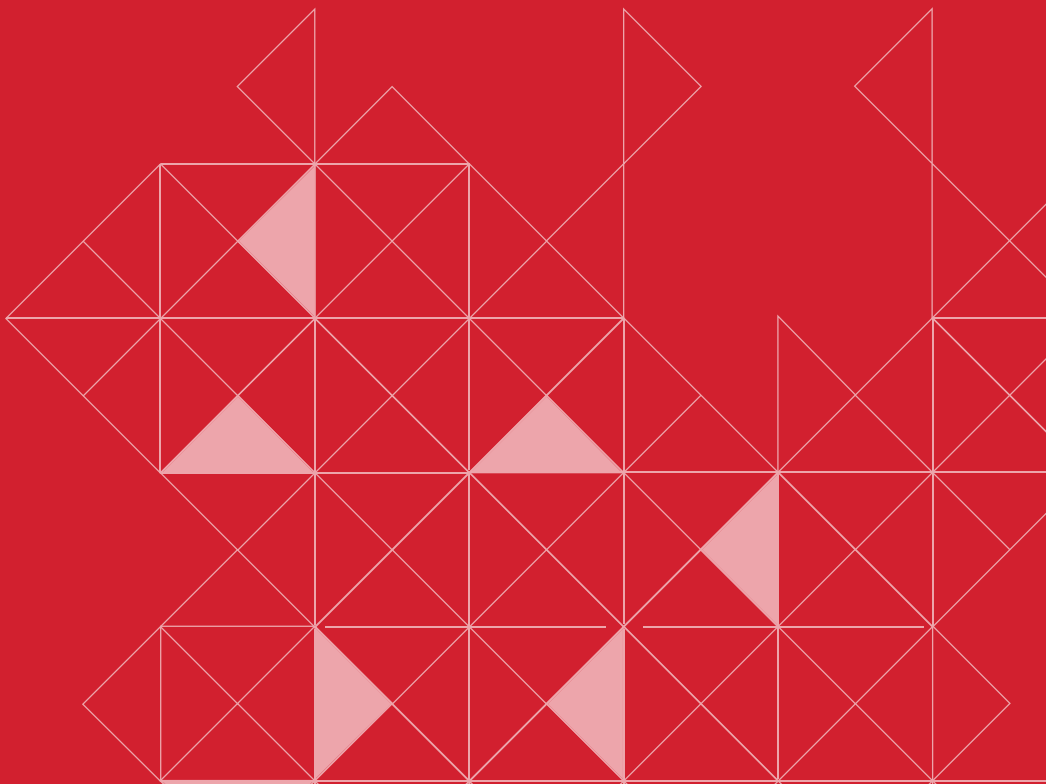
to University of Nebraska–Lincoln alumna

Deanna M. Mulligan

on receiving the

**Excellence in Public Policy Award
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Thank you for your leadership.





Jacob Worenklein
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Mike Petters

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outstanding
business leadership
and commitment to
promoting
the common good.*

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the 1990s, the number of people in the world who are illiterate has increased from 1.1 billion to 1.5 billion.

There are many reasons for this. One is that the population of the world is growing so fast that the number of people who are illiterate is increasing. Another reason is that the number of people who are illiterate is increasing because of the lack of access to education. In many parts of the world, there are no schools, and even where there are, they are often of very poor quality. This is especially true in rural areas, where the population is often very poor and the infrastructure is very poor.

There are also many reasons why people are illiterate. One is that they do not have the opportunity to go to school. Another is that they do not have the resources to do so. For example, they may not have the money to pay for school fees, or they may not have the time to go to school because they have to work to support their family.

There are also many reasons why people do not want to go to school. One is that they do not see the value of education. Another is that they do not have the motivation to do so. For example, they may be so poor that they are just trying to survive, and they do not have the time or energy to go to school.

There are many ways to help people who are illiterate. One is to provide them with access to education. This can be done by building schools, providing teachers, and providing materials. Another way is to provide them with the resources they need to go to school, such as money for school fees and transportation.

There are also many ways to help people who do not want to go to school. One is to provide them with the motivation they need to do so. This can be done by showing them the value of education and by providing them with the support they need to do so. Another way is to provide them with the resources they need to go to school, such as money for school fees and transportation.

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