

October 10, 2017

Dear CED Member:

This note is to provide you with an overview of our recent and upcoming activities, which your support and involvement have made possible.



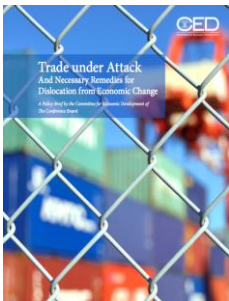
In September, CED hosted its [Distinguished Performance Awards Dinner](#). At the Pierre Hotel in New York City, our six honorees spoke about their work in strengthening the fabric between business leaders and their communities. This year's honorees were Mark Bertolini, Chairman and CEO, Aetna, introduced by Roger Crandall of MassMutual; Deanna M. Mulligan, President and CEO, Guardian, introduced by Martha E. McGarry of Skadden, Arps, Meagher, & Flom; Ronald P.

O'Hanley, President & CEO, State Street Global Advisors, and Vice Chairman, State Street Corporation, introduced by James P. Gorman of Morgan Stanley; Sandra Peterson, Group Worldwide Chairman, Johnson & Johnson, introduced by Bob Carrigan of Dun & Bradstreet; Mike Petters, President and CEO, Huntington Ingalls Industries, introduced by Victoria D. Harker of Tegna, Inc.; and Arne Sorenson, President and CEO, Marriott International, introduced by Debra L. Lee of BET Networks, a Viacom Company. By highlighting the work of these leaders, we inspire others in the business community to extend their leadership beyond their companies – a crucial element for making capitalism sustainable.



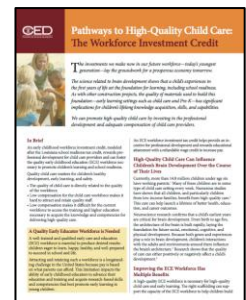
Before the dinner, CED participated in the NASDAQ Closing Bell ceremony, where Awards Dinner honoree Sandra Peterson of Johnson & Johnson rang the bell. We were joined by our friends from Accenture; Advantia Health; AmerisourceBergen; CBRE; Dun & Bradstreet; Emerson; EY; Gibson, Dunn, & Crutcher; Grant Thornton; The Segal Group; and State Street Global Advisors.

CED continued to produce research on issues at the forefront of national priorities. We [issued a study](#) with recommendations for aiding U.S. workers adversely impacted by trade. It also details trade's contributions, and stresses that America risks forfeiting its leadership position if it retreats from the global marketplace.



In campaign finance, [our latest research debunked the notion](#) that businesses have engaged heavily in election spending. The findings come in the wake of *Citizens United*, the landmark ruling that enabled businesses to spend unlimited amounts to support candidates. In a recent opinion-editorial, [our Subcommittee Co-Chairs explained](#) the data and provided recommendations for improving campaign finance practices.

At all levels, advancing education remained a priority. On the early learning front, [a new CED analysis](#) details the current state and challenges of the child care workforce, and the steps policymakers can take to attract and retain high-quality talent to improve the readiness of children. In K-12, we are conducting a series of focus groups across the country with business leaders and parents about preparing students to succeed in the workplace. Plus, we continue to support the implementation of rigorous college- and career-ready standards. In the postsecondary realm, we provided [input on higher education regulations](#) to the US Department of Education in response to their call for comments. And, with CED Members, we developed innovative recommendations for the reauthorization of the federal Higher Education Act, to be released at the Fall Policy Conference on November 15<sup>th</sup>.



Our routine [Member briefings](#) featured thought leaders discussing a range of issues. [Recent presentations](#) addressed innovation in higher education, the future of work, bipartisanship, early learning, and diversity on corporate boards. CED also produced a [webcast on tax reform](#) and continued its ongoing [podcast show](#). Promoting CED's book, [Sustaining Capitalism](#), remained a focus of our outreach; it was featured at discussions at the University of Texas – Austin, and at economic summits in both London and Madrid.

Looking forward, CED will soon launch an expanded version of our Women's Economic Empowerment campaign. Ultimately, we aspire to achieve an increase in leadership roles held by women. The campaign will focus, specifically, on raising awareness about the need for more women not only in the boardroom, but also in the C-suite and in other leadership positions. Also, by the close of the year, CED will release additional research on regulation and the economic impact of immigration reform.

On November 15<sup>th</sup>, we will host our annual [Fall Policy Conference](#) at the Willard InterContinental Hotel in Washington, D.C. The conference will convene experts from the business, academic, and policy communities to discuss issues that include early learning, higher education, women in leadership, and technology and innovation. At the conference, we also will host an Awards Luncheon honoring Giant Eagle, Inc. and the company's President & CEO, Laura Karet. She will receive the *Leadership in the Nation's Interest Award*, an accolade reserved for companies and their executives who lead with integrity and champion policies for the common good.

We hope to see you at the Fall Policy Conference, and thank you for your interest and generous support.

Sincerely,



Steve Odland

President & CEO

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- [Report: Pathways to High-Quality Child Care](#)
- [Report: Immigration Policy That Works](#)
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- [Report: The Economic Impact of the Food & Beverage Industry](#)
- [Report: Improving the Affordable Care Act](#)
- [Report: Corporate Income Tax Reform in 2017?](#)
- [Webcast: Tax Reform](#)
- [C-SPAN: CED's Spring Policy Conference](#)
- [Employer Panel: The National Academies of Science, Engineering, and Medicine's Hearing on Financing Early Learning](#)
- [Book: Sustaining Capitalism](#)
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- [19 Opinion-Editorials](#)
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