



MESSAGE FROM THE CHAIR



In conversations with our members, they identify the Roundtable as an "important forum to connect with other business leaders" and "a place where meaningful conversations happen."

Perhaps most importantly, they agree that "being involved with the Roundtable is a very worthwhile endeavor." These themes of Connections, Conversations, and Impact are illustrative of the Roundtable's value proposition—as articulated by its members—and are the framework for this Annual Report. The Roundtable is proud to provide a venue for leaders in business, higher education and state government to have important conversations, connect with one another, and take action to address tough public policy issues that impact our state's competitiveness.

Thank you to the Roundtable's many partners in the business community and government for your collaboration, your leadership, and your commitment to our shared mission of making Massachusetts a highlydesirable place to do business.

And thank you to the Roundtable's members, business leaders from diverse industry sectors across the Commonwealth, for coming together to share your ideas, expertise and passion, and working alongside public leaders to make this a better state for all our citizens.

Sincerely,

Marcy L. Reed Chief of Business Operations, National Grid

many Deed

MBR has enabled Shire to be part of important policy discussions—from the importance of a reliable



transportation network for our employees to increase the pipeline of skilled workers needed in our innovation economy. In addition, they've given us a platform for sharing best practices about Shire's efforts relative to workforce development...MBR has been a great partner to Shire since I joined their Board of Directors in 2015.

Perry J. Sternberg, MBR Member, Shire

ROUNDTABLE MISSION

MBR's mission is to strengthen the state's economic vitality. MBR engages with public and private leaders to develop public policy solutions that enhance Massachusetts' long-term competitive position and make it a highly desirable place to do business within a global economy.

VALUE PROPOSITION

For more than three decades, the Massachusetts Business Roundtable has convened CEOs and senior executives from diverse industry sectors across the state to drive policies that strengthen the long-term economic prosperity of the Commonwealth. The Roundtable serves as a platform for members to work collaboratively with an influential network of public officials and business leader peers to express ideas, develop innovative solutions and influence the state's public policy agenda. Roundtable member companies employ more than 250,000 people across the state and are committed to developing sound policies that benefit the entire state.

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Governor Charlie Baker speaks with Roundtable members at the December Board meeting



Providing the forum to connect with other business leaders is incredibly important.

Mike Lee, MBR Member, Santander Bank

DECEMBER BOARD MEETING

Members convened at the Roundtable's December Board Meeting, joined by **Governor Charlie Baker** for a wide-ranging discussion hosted by Fidelity Investments in Boston. Roundtable business leaders discussed a variety of issues with the Governor including the changing nature of the workforce, transportation infrastructure, clean energy development, broadband deployment, the need to expand computer science education, health care and federal tax reform.



State Treasurer Deb Goldberg addressed MBR Annual Meeting

ANNUAL MEETING

The Roundtable's 38th Annual Meeting hosted by UBS in Boston featured **State Treasurer Deb Goldberg** who discussed state fiscal issues, as well as her work managing the state pension, modernizing the state lottery and expanding financial literacy through partnerships with financial services leaders in Massachusetts. The meeting also featured four Roundtable members from diverse regions and industries highlighting economic challenges and opportunities. Members from Siemens; Cohen, Kinne, Valicenti, & Cook; Raytheon IDS; and Iron Mountain shared priorities such as the importance of addressing the high cost of energy, cultivating a workforce pipeline with the skills necessary to compete, and committing to building a diverse workforce.





FALL BOARD OF DIRECTORS MEETING

Overlooking the largest commercial fishing port in the United States, Roundtable members gathered for the fall Board of Directors meeting at the Whaling Museum in New Bedford, Mayor Jon Mitchell detailed the city's strategic vision for sustainable economic growth building on the strengths in the region. MBR members from Southcoast Health, Ørsted, A.D. Makepeace Companies and UMass Dartmouth all emphasized the tremendous assets in the region and the importance of generating a skilled workforce to spur innovation in an era of relentless disruption to business models in every industry.

The Roundtable recognizes the significant progress **New Bedford** has made over the past several years and we appreciate their strong partnership on economic development in Greater New Bedford



Mayor Jon Mitchell, New Bedford

OTHER OPPORTUNITIES TO CONNECT

Roundtable members participated in MBR's new Ad Hoc Committee on Innovative Business Solutions led by Mark Butler, President of Cigna Health. Members shared strategies and solutions to overcome common challenges facing employers across a variety of industry sectors, focusing on issues such as: ways to support employees to maximize innovation; strengthen internal & external brand; manage technology disruption; meet changing customer demands; and better understand today's competition.

Northeastern University CEO Breakfast Forum. MBR joined Northeastern University hosting the CEO Breakfast Forum featuring Robert Bakish, President & CEO of Viacom Inc. Northeastern University President Joseph Aoun led a wide ranging discussion with Mr. Bakish about Viacom, which includes entertainment brands across television, motion picture, online and mobile platforms in over 160 countries and territories.

SPRING BOARD OF DIRECTORS MEETING



Senate President Stan Rosenberg leads conversation with members at the March Board meeting

Roundtable members engaged in a conversation with Senate President Stanley Rosenberg at AECOM in Boston for the spring Board of Directors meeting. Roundtable members spoke with the Senate President on topics including tax policy, pension reform, uncertainty in Washington, health care and immigration.



WORKFORCE DEVELOPMENT

State Senator Jason Lewis and State Representative Paul

Brodeur, the new Chairmen of the Joint Committee on Labor & Workforce Development, joined members of the Committee as well as leaders from the Baker-Polito Administration for two major briefings on the workforce system held at MBR's Boston office. These conversations led to passage of legislation in the Senate to help provide training to unemployed workers.



The Roundtable provides a venue where meaningful conversations happen.

Jim Tierney, MBR Member, JLL



Chairmen of the Joint Committee on Labor & Workforce Development meet at the MBR office with key stakeholders in the workforce system



Working collaboratively with the Roundtable and our other partners, we are committed to providing opportunities for workers to develop the skills that are in high demand by employers across a wide variety of industry sectors throughout the state.





I found the sessions at the Mass.

Roundtable to be essential in getting me up to speed on workforce training issues. As a result of what I learned, I have been advocating for legislation that helps provide training grants to long-term unemployed workers.

State Representative Paul Brodeur, Co-Chair, Joint Committee on Labor & Workforce Development



The Roundtable helped organize the Jobs & Workforce Summit at Devens that featured Roundtable member Shire as "Employer of the Year" and others including Verizon, People's United Bank, Eastern Bank and Santander. Before an audience of more than 300 policy makers, business, labor and education leaders, the Summit celebrated successful youth employment, job training and legislative champions for workforce development. Labor & Workforce Development Secretary Rosalin Acosta, Representative Paul Brodeur and other leaders spoke at the event.

MBR was invited to the full Senate Caucus to discuss priorities of Roundtable members. Roundtable Executive Committee Member, Jim Tierney, NE Market Director for JLL and MBR Executive Director JD Chesloff highlighted major policy priorities—education, transportation, energy, health care and competitiveness—and engaged in a conversation with close to 30 members of the Senate at the State House.



MASSACHUSETTS STEM SUMMIT 2017

PROGRESS THROUGH PARTNERSHIP





For the 14th year, the Roundtable co-sponsored the state's annual STEM Summit, which drew 1,400 participants in Worcester featuring Roundtable business leaders, educators and public officials. Again this year, Roundtable members played a prominent role in the Summit as speakers, panel members and sponsors at the premiere gathering to promote Science, Technology, Engineering and Math education and workforce development.



Museum of Science







The House's EEC Business Advisory Group presented a well-researched, thoughtful and innovative report that is now informing our work to support the Commonwealth's youngest and most vulnerable residents, including the House's unprecedented budget investment in the EEC workforce. I am indebted to the Mass **Business Roundtable for its** leadership on the Advisory Group and continued efforts in this sphere.

House Speaker Robert DeLeo

EARLY EDUCATION & CARE



MBR Executive Director JD Chesloff joins Speaker DeLeo (center) to unveil recommendations of Business Advisory Council on Early Education

House Speaker Robert DeLeo released a report of the findings and recommendations of his Business Advisory Group on Early Education and Care. The report highlights the business case for strengthening the early education system and makes a series of both short- and long-term recommendations to address the challenges of attracting and retaining high quality early educators. The report made specific recommendations to stabilize the early education workforce, build quality programs, and create a sustainable system that better meets the needs of children and families across the state. The Roundtable played a leadership role in this effort, which led to significant new investment in the early childhood workforce.



GLOBAL CONVERSATIONS



Drew O'Brien speaks with Roundtable members about globalization

Globalization, International Trade with Drew O'Brien.

Roundtable Executive Committee member and former Chairman Thomas Hynes, CEO of Colliers International, hosted a special discussion on globalization and trade with Drew O'Brien, former Special Representative for Global Partnerships and Senior Advisor to Secretary of State John Kerry. Current Roundtable Chair Marcy Reed and Vice Chair Robert Rivers joined business leaders from more than a dozen companies discussing concerns and opportunities from the transition of power in Washington, DC.



New England Council President Jim Brett leads discussion on global trade in joint event with $\ensuremath{\mathsf{MBR}}$

Global Trade Opportunities for Massachusetts Companies.

In partnership with the New England Council, the Roundtable helped business leaders to explore opportunities and resources available from federal trade agencies to help increase exports, as well as expand access to and make investments in foreign markets. The event included speakers from the U.S. Commerce Department, Ex-Im Bank, U.S. Trade and Development Agency and the Overseas Private Investment Corporation.

Republic of Georgia. The Roundtable convened a discussion with the Republic of Georgia Ambassador to the U.S., the Honorable David Bakradze and Chief Envoy Giorgi Tsikolia on trade and economic opportunities with senior business and educational leaders. The Ambassador spoke with members about many of the Roundtable's priorities including STEM education, partnerships with universities to produce skilled workers, health care and globalization.

GOVERNOR'S CONVENING FOR DIGITAL INNOVATION AND LIFELONG LEARNING

The Roundtable partnered with the Governor's office and joined nearly a dozen Roundtable member companies and organizations that participated in the Governor's Digital Innovation & Lifelong Learning event hosted by MIT. The Baker-Polito administration convened the event to showcase its commitment "to strengthening our workforce, growing our nation-leading economy, and equipping our residents with the skills they need to connect with career pathways and make the unemployed and underemployed more competitive."



Governor Baker convenes Digital Innovation & Lifelong Learning event at MIT



The Roundtable is a trusted partner to our administration on a variety of issues and initiatives to make Massachusetts a great place to live and do business.

Governor Charlie Baker



CONVERSATIONS ON DIVERSITY & INCLUSION



Board directors are charged with planning the strategic direction of the companies they oversee in a dynamic and rapidly-evolving environment. Recruiting, investing in, and retaining a diverse board is not just a social goal; it is a business imperative.

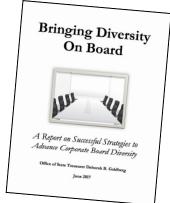
State Treasurer Deborah Goldberg



Roundtable leaders participate in Building an Effective Board discussion

TREASURER DEB GOLDBERG DIVERSITY REPORT

State Treasurer Deborah
Goldberg unveiled a new report,
Bringing Diversity on Board, to
help corporate leaders advance
diversity in the boardroom.
MBR teamed up with Treasurer
Goldberg to help organize
three roundtables that



brought together leaders from industries such as technology, finance, health care and pharmaceuticals. The report provides a detailed overview of the successful strategies and action items shared at the roundtables.

NATIONAL ASSOCIATION OF CORPORATE DIRECTORS (NACD) "BUILDING AN EFFECTIVE BOARD" DISCUSSION

The Roundtable partnered with Korn Ferry and the NACD on a panel which included Roundtable Chair Marcy Reed, Chief of Business Operations for National Grid, Vice Chair Bob Rivers, Chairman and CEO of Eastern Bank, Nelda Connors, Founder and CEO of Pine Grove Holdings, and Todd Krasnow, Operating Partner at Porchlight Equity Partners. The panel focused on best practices for building an effective, diverse board of directors.

DEVELOPING DIVERSE LEADERS IN THE 21ST CENTURY

MBR joined with its members and partners at The Boston Club for an event highlighting strategies for fast-tracking corporate leadership development in our rapidly changing workplace. Roundtable Executive Director JD Chesloff joined a panel of experts to explore ways to add diverse and talented voices to leadership in companies across a wide variety of industries.



MBR Executive Director JD Chesloff (center) joins Corey Thomas, Rapid7 (left) and Michelle Barton, Boston University (right) at the Boston Club's 2017 Corporate Salute





Boston Mayor Marty Walsh addressed the Boston Women's Workforce Council at the "Best Practices Conference"

BOSTON WOMEN'S WORKFORCE COUNCIL

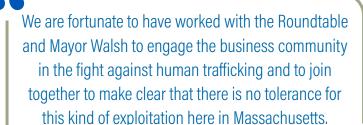
Roundtable Executive Committee member and Co-Chair of the Boston Women's Workforce Council Cathy Minehan presented data on the current wage gap across industries and kicked off the Third Annual "Best Practices Conference" highlighting companies that are addressing the gender gap while advancing pay equity in the workplace. Boston Mayor Marty Walsh as well as leaders from some of the state's business groups including the Boston Chamber, the Alliance and MBR participated in the event to focus on closing the wage gap and celebrating companies that have signed the 100% Talent Compact.

Closing the gender wage gap is critical to Boston's economy. The Business Roundtable has been a terrific partner

working with employers to have real impact increasing women's leadership within organizations and ensuring equal pay for women as part of the Boston

Women's Workforce Council.

Mayor Marty Walsh



Attorney General Maura Healey

raising awareness about human trafficking

The Roundtable joined with Attorney General Maura Healey and Boston Mayor Marty Walsh to help educate business leaders on the issue of human trafficking, its relevance to the workplace and to identify ways for

employers to address it. MBR Executive Director JD Chesloff and Jesse Mermell from the Alliance for Business Leadership collaborated on an op-ed in the Boston Business Journal to help the Attorney General and Mayor reach out to the broader business community about this effort. The op-ed included themes consistent with the Roundtable's ongoing work to promote equity, diversity, fairness and safety in the workplace.



<mark>Boston</mark> Business Journal

Human sex trafficking is a business issue

month, Boston Mayor Marty nd Attorney General Maura





OTHER 2017 HIGHLIGHTS

Roundtable's impact on public policy:

- Advocated successfully for passage of Senate legislation establishing workforce development pipeline funding through Commonwealth Corporation.
- Contributed to the passage of the state's landmark Renewable Energy law, competitive procurement for offshore wind and renewable energy development.
- Advocated for reforms to MassHealth and worked with members to influence the Senate's health care legislation.
- Partnered with the coalition opposing a constitutional amendment to establish a four percent surcharge on earnings over \$1 million.
- Advocated successfully for Massachusetts to adopt tax date conformity with federal government.
- Successfully opposed legislation to expand access to confidential state tax returns beyond the Department of Revenue.
- Worked with STEM Council on initiatives regarding STEM High School Internships and Early College Pathways.
- Supported the work of the Fiscal Management & Control Board through the "Fix Our T Coalition" to advance organizational, financial and operational improvements to the MBTA.
- Partnered with dozens of businesses and organizations across the country urging Congress to support the reauthorization of the Perkins Act, which was co-sponsored by Massachusetts Congresswoman Katherine Clark.
- Collaborated with National Business
 Roundtable and state Roundtable executives
 to advocate on federal health care reform, tax
 reform, and transportation infrastructure.



Being involved with the Roundtable is a very worthwhile endeavor.

Maryanne Knott, MBR Member, Dunkin' Brands

MPACT

SOCIAL MEDIA SUMMARY

The Roundtable used its Twitter account to highlight its member companies, build relationships, promote public policy solutions and address the issues that are most important to the business community across Massachusetts.



469,643 People Reached



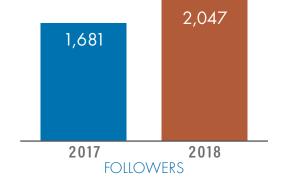
897 Tweets Sent



738 ReTweets



1,520 Likes





2017 ROUNDTABLE MEMBERS

OFFICERS



CHAIR

Marcy Reed

Chief of Business
Operations

National Grid



TASK FORCES CHAIRS

ENERGY

Joseph Basile

Partner

Foley Hoag



EDUCATION & WORKFORCE DEVELOPMENT

Tracy Pitcher

Regional Senior Vice President

Comcast



VICE CHAIR Robert Rivers Chairman & CEO Eastern Bank



Robert Johnson
Chancellor
UMass Dartmouth





TREASURER **Katherine Craven**Chief Administrative
Officer

Babson College





MEMBERSHIP & NOMINATIONS COMMITTEE

Robert Sullivan, Jr.

Managing Director

Korn Ferry International





SECRETARY

C. Jeffrey Cook, Esq.
Chairman

Cohen, Kinne,
Valicenti & Cook

ROUNDTABLE STAFF

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DEPUTY
DIRECTOR
Chris Kealey
ckealey@maroundtable.com





Abelman, David

EVP & Chief Legal Officer

Delta Dental of Massachusetts

Alviani, Esq., Joseph D.

Vice President, Government Affairs

Partners HealthCare

Angle, Colin

Chairman, Chief Executive Officer and Co-Founder iRobot Corporation

Aoun, Joseph E.

President

Northeastern University

Basile, Joseph J.*

Partner

Foley Hoag LLP

Benoit, Anthony

President

Benjamin Franklin Institute of Technology

Berube, Brian A.

Senior Vice President & General Counsel Cabot Corporation

Boisvert, Jaime Paris

General Manager, Boston Region

Siemens

Brostrøm, Thomas

President, North America Ørsted

Burke, Gerard E.

President & Chief Executive Officer
Hillcrest Educational Centers, Inc.



NEW MEMBER

Burns, Sara J.

President & CEO

Central Maine Power/Avangrid



NEW MEMBER

Butler, Mark G.

President

Cigna New England

Campanelli, Joseph P.*

Chief Executive Officer
Needham Bank

Cohen, Margaret

Partner

Skadden Arps Slate Meagher & Flom LLP

Connelly, Timothy J.

Executive Director/Chief Executive Officer
Massachusetts Technology Collaborative

Consigli, Anthony

Chief Executive Officer

Consigli Construction

Cook, Esq., C. Jeffrey*

Chairman

Cohen Kinne Valicenti & Cook LLP

Craven, Katherine*

Chief Administrative Officer

Babson College

Crimmin, Nancy P.

President

Becker College

Croswell, Thomas A.

President & Chief Executive Officer

Tufts Health Plan

Cupelo, Donna C.*

Region President

Verizon New England

Daly, Michael P.

President & CEO

Berkshire Bank

Davis, James S.

Chairman

New Balance Athletic Shoe, Inc.

Doherty, Jay*

Chief Executive Officer

Cabot, Cabot & Forbes

Donovan, Darren J.

Managing Principal

KPMG

Dreyfus, Andrew

President & Chief Executive Officer
Blue Cross Blue Shield of MA

NEW



NEW MEMBER

Ducey, James E.

Managing Director
UBS Financial Services Inc

Dugger, III, Edward*
President

Reinventure Capital



NEW MEMBER

Elias, Howard President, Services & IT

Farina, Jr. John D.*

Managing Partner

PricewaterhouseCoopers LLP

Flynn, Dr. Patricia M.

Trustee Prof. of Economics and Management

DELL

Bentley University

Grybowski, Jeffrey

Chief Executive Officer

Hanley, Marylee

Deepwater Wind

Director, Stakeholder Outreach

Enbridge

Hestnes, Harold*

Retired Partner

Wilmer Hale

Hiscoe, Les

President & Chief Executive Officer

Shawmut Design & Construction

Hogan, Michael P.*

President & Chief Executive Officer

A.D. Makepeace

H Pr

NEW MEMBER

Hovan, Keith A.

President & CEO

Southcoast Health System

MBR

Howe, David President J. Derenzo Co.

Hynes, Jr., Thomas J.*

Co-Chairman & Chief Executive Officer
Colliers International



NEW MEMBER

Jackson, Ira A.

Executive Vice President
Brandeis University

Jacobs, Charles Chief Executive Officer Delaware North Boston & Boston Bruins

Jacobs, Patricia President AT&T New England



NEW MEMBER

Jaspon, Kate

Chief Financial Officer

Dunkin' Brands, Inc.

Johnson, Dr. Robert E.* Chancellor UMass Dartmouth

Kennedy, William F. Partner Nutter, McClennen & Fish

Kremer, Wesley D.*

President

Raytheon Integrated Defense Systems

Leary, Angus President & GM Northeast Region Suffolk Construction

Lee, Michael A.

Managing Director of Corporate Banking
Santander

Lembo, Philip J.
Chief Financial Officer
Eversource

Liss, Lauren
Chief Executive Officer
MassDevelopment

L'Italien, Adam
Vice President, Global Consumer
Markets Innovation
Liberty Mutual



NEW MEMBER Lynch, Jim Vice President Autodesk, Inc

MacKenzie, Christopher*
Managing Partner
RSM

MacNaught, Stacia Reidy Senior Vice President Vertex Pharmaceuticals

McCabe, David C.

President

Eaton Vance Investment Counsel

McGovern, Kevin M.
New England Managing Partner
Deloitte

Meehan, Martin T.

President
University of Massachusetts

Minehan, Cathy E.*
Vice Chair & Partner
Arlington Advisory Partners

Mitchell, Beth A.

Director of Engineering
General Dynamics Mission Systems

Morales, David Chief Strategy Officer Steward Health Care System

Murphy, Jack President, Business Banking Citizens Bank O'Leary, James F. Principal Alternate Concepts, Inc.



Ondatje, Ty
SVP Corporate Responsibility & Chief Diversity Officer
Iron Mountain

Pitcher, Tracy*
Regional Senior Vice President
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Popeo, R. Robert*
Chairman
Mintz Levin

Prentiss, Michael Senior Manager, State Government Relations Procter & Gamble

Reed, Marcy L.***
Chief of Business Operations,
Engineering and Process
National Grid

Rivers, Robert F.**
Chairman & Chief Executive Officer
Eastern Bank

Robson, Dwight
Chief Public Strategy & Marketing Officer
The MENTOR Network

Rossano, Kenneth R. Chief Executive Officer Rossano Resources Co.

Sacco, Robert
Client Director, Senior Location Executive
IBM Corporation

Scannell, Michael J. Senior Vice President State Street Corporation

Schultz, Eric H.* Chief Executive Officer Harvard Pilgrim Health Care

Sherlock, Peter H.*

Chief Operating Officer
The MITRE Corporation

Stanesa, Jesse

Senior Vice President Fidelity Investments

Steinmetz, Jane*

Managing Partner
Ernst & Young

Sternberg, Perry J.

SVP, Global Head of Neuroscience, Ophthalmics & Commercial Excellence Shire

Sullivan, Patrick J.

Massachusetts President People's United Bank

Sullivan, Jr., Robert K.*

Managing Director
Korn/Ferry International

Sweet, Frank*

Corporate Senior Vice President, Operations AECOM

Szum, John T.

Executive Vice President & Chief Financial Officer Care Group, Inc.

Tierney, James M.*

Managing Director, NE Market
JLL

Vallee, James

Partner

Nixon Peabody

Vinter, Steve

Engineering Director & Cambridge Site Lead Google

Walsh, Jane C.*

President

Northmark Bank

Weigand, Jennifer

President & Chief Executive Officer CeltiCare Health





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