



ANNUAL REPORT 2021

MESSAGE FROM THE CHAIR



Jane Steinmetz

Boston Office Managing Principal, Ernst & Young LLP Chair, Massachusetts Business Roundtable The Massachusetts Business Roundtable is committed to partnering with our member companies and private and public sector leaders to strengthen the state's competitiveness and long-term economic prosperity. Yes—this is our mission—but, now more than ever, we must listen to each other, learn from each other, and act strategically together to preserve the Commonwealth's position as a global hub of innovation and talent.

We began 2021 with a shared uncertainty as we all continued to navigate the complexity and evolving nature of the COVID-19 global pandemic. The Roundtable is encouraged by the tremendous leadership of our member companies throughout the past year—instituting policies for the health and safety of employees and our workplaces, building on diversity, equity, and inclusion efforts recently launched or enhanced, pursuing new hiring strategies to attract talent, sharing best practices across industries and regions, helping communities fight the pandemic, and more as we continue to charge ahead in managing the current and longterm business and policy implications resulting from the pandemic.

Throughout the year, members expressed concern over economic uncertainty; return-to-office plans often shifted; workplace environments innovated; mental health and caregiving supports became new employee priorities; and leadership and employees continued to prioritize DEI and corporate social responsibility. Most significantly, talent consistently was the top concern expressed by all members in 2021. We will build on our Talent Agenda launched in the fall of 2021 to help Massachusetts and employers attract and retain talent, develop talent, and diversify talent, and with our workforce at the intersection of other top priorities such as childcare, climate change and offshore wind development, mental health resources, and more.

By promoting an agenda guided by increased opportunity, equity, and competitiveness, we will build a Commonwealth that is open for everyone to thrive and succeed. We welcome your engagement, thank you for your support, and look forward to more collaboration in this pursuit in 2022.

Sincerely,

Jane C. Steinmel



OUR MISSION

The Massachusetts Business Roundtable's mission is to strengthen the state's economic vitality by engaging with public and private leaders to develop public policy solutions that will enhance Massachusetts' long-term competitive position and make Massachusetts a highly-desirable place to do business within a global economy. The Roundtable's agenda is member-driven and based on the guiding principles of opportunity, equity, and competitiveness to shape a business perspective to promote the social and economic well-being of the Commonwealth.

2021 BY THE NUMBERS

250,000+ EMPLOYEES of member companies in Massachusetts





SIX OP-EDS PUBLISHED in local and national media outlets 22 Open Forum Events FEATURING 56 thought leaders on engaging and timely topics

NEW LOOK, NEW FACES IN 2021



NEW STAFF Lauren Jones joined MBR in February



NEW OFFICE Moved in July to 40 Court Street, 11th Floor Boston, MA 02108



NEW BOARD CHAIR Jane Steinmetz voted as Chair of the Roundtable's Board of Directors in September

MBR





NEW LOGO MBR revamped its look over the summer



NEW WEBSITE MBR launched new site in September





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ROUNDTABLE OFFICERS



CHAIR Jane Steinmetz Boston Office Managing Principal Ernst & Young LLP



VICE CHAIR Dr. Robert Johnson President Western New England University



VICE CHAIR **Cathy Minehan** Vice Chair & Partner Arlington Advisory Partners



TREASURER Katherine Craven Chief Administrative & Financial Officer **Babson College**



SECRETARY C. Jeffrey Cook, Esq. Chairman Cohen, Kinne, Valicenti & Cook

TASK FORCE CHAIRS



COMPETITIVENESS Howard Elias Chief Customer Officer and President, Services and Digital **Dell Technologies**

DIVERSITY, EOUITY & INCLUSION Karan Dyson

Vice President, Global Process and Engineering Procter & Gamble



Colleen Richards Powell Senior Vice President, Chief Diversity,

Equity and Inclusion Officer American Tower Corporation

ENERGY & ENVIRONMENT

Grace Lee Senior Vice President, Director of Government Banking People's United Bank

ROUNDTABLE STAFF



JD Chesloff President & CEO

idchesloff @maroundtable.com



Lauren Jones Executive Vice President



Claire Cooper

Vice President of Public Policy & Operations

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TRANSPORTATION, HOUSING & INFRASTRUCTURE

HEALTH CARE & LIFE SCIENCES

Jay Doherty Chief Executive Officer Cabot, Cabot & Forbes

Mary Anne Heino

Chief Executive Officer

Lantheus Medical Imaging



AD HOC: INNOVATIVE BUSINESS PRACTICES

Mark Butler President Cigna New England

MBR



2021 ROUNDTABLE HIGHLIGHTS

In 2021, the Roundtable worked with member companies to listen, learn, and **act** on best practices and advocacy from addressing the evolving nature of the workplace and employee benefits to talent attraction and retention and diversity, inclusion, and culture within the workplace to shifts and disruptions in doing business. The COVID-19 global pandemic remained volatile, impacting return-to-office plans, supply chain shortages, and a tightening labor market. By serving as a convener for members to listen, learn, and act, the Roundtable continued throughout the year to develop and lead on recommendations that will strengthen the needs of employers and employees in the future as well as enhance the Commonwealth's economic prosperity so all can live, work, play, innovate, and thrive in Massachusetts.

ENGAGING STATE HOUSE LEADERSHIP

- Hosted Massachusetts Governor Charlie Baker and Secretary Rosalin Acosta of Labor & Workforce Development, among other speakers at quarterly board meetings on topics to advance Massachusetts' competitiveness.
- Hosted Massachusetts Lt. Governor Karyn Polito, State Representative Dan Hunt, Chair of the House Committee on Federal Stimulus and Census Oversight, State Senator Lesser, Chair of the Joint Committee on Economic Development and Emerging Technologies, and more policymakers and thought leaders throughout the year for discussions to advance policy priorities.

"I find value in staying engaged with the Roundtable as we work through these challenges, knowing we can gain tremendous insight from the Roundtable, best practices from other employers, and tackle these issues collaboratively within the business community."



COLIN ANGLE CEO, iRobot

LEADING ON EDUCATION & WORKFORCE DEVELOPMENT

- Helped to launch the Massachusetts Business Coalition for Early Childhood Education.
- Partnered with the **Workforce Solutions Group** to successfully secure significant funding for workforce training programs and system improvements.
- Testified multiple times to the Joint Committee on Ways & Means and the House Committee on Federal Stimulus and Census Oversight to advocate for workforce development, early childhood education, and other strategies consistent with the Roundtable's Talent Agenda.
- Surveyed members and developed a report on the Future of Work and Massachusetts Competitiveness, which led to media coverage, the development of the Roundtable's Talent Agenda, and reference in the state's Future of Work report.



 Released "A Talent Agenda to Drive Massachusetts' Competitiveness," providing a framework to policymakers, public officials, and employers to attract, retain, develop, and diversify talent.

ADVANCING ADDITIONAL ROUNDTABLE PRIORITIES

- Advocated for statewide infrastructure investments in **transportation**, housing, and **broadband** to build communities that can attract and retain talent.
- Promoted offshore wind as a regional economic development opportunity and essential component of the state's clean energy future, especially focusing on strategies to build a diverse talent pipeline.
- Supported the provision to require coverage for annual mental health wellness exams—like the requirement for physical health—as part of comprehensive mental health reform legislation.

CONVENING EVENTS

- Co-sponsored the 2021 Annual Massachusetts STEM Summit in May featuring Governor Baker, Lt. Governor Polito, and a STEM pathway story from Roundtable member Gary Evee, CEO of Evee Consulting Group.
- Co-sponsored the 12th Annual Massachusetts Jobs & Workforce Summit as part of the Workforce Solutions Group in October featuring the US Department of Labor, Massachusetts Senate President Karen Spilka, Speaker of the House Ron Mariano, and Secretary of Labor & Workforce Development Rosalin Acosta with support from member companies: Eastern Bank, Google, MassDevelopment, and Verizon.



Lt. Governor Polito with JD Chesloff of the Roundtable during an Open Forum, promoting Massachusetts STEM Week



Job Fair Co-Sponsored by the Roundtable at the Lawn on D Powered by Citizens

- Hosted 22 virtual Roundtable Open Forums for member companies to share best practices and learnings in response to the pandemic, workplace changes, labor shortage, diversity, and Massachusetts' competitiveness.
- Co-sponsored an in-person job fair with Roundtable member Citizens Bank and other partners in Boston in September 2021, attracting over 1,200 registered jobseekers with 40 participating companies including members: Amazon, AT&T, Beth Israel Lahey Health, Citizens Bank, Deloitte, Procter & Gamble, and Raytheon Missiles & Defense.
- Co-sponsored the Massachusetts Caregivers Summit featuring remarks from Roundtable member Mark Butler of Cigna New England and a panel with members Lisa Murray of Citizens and Mary Anne Heino of Lantheus Medical Imaging and representatives from member companies EMD Serono and PwC, which also hosted the in-person summit.



LISTEN. LEARN. ACT.



Roundtable member companies maintained remote or hybrid work models for many office workers in 2021

Navigating the Future of Work

By listening and learning from members, the Roundtable was able to effectively act on recommendations to advance the future of work and talent as well as early childhood education—with policies and initiatives driven by experiences and direct feedback from members.

LISTEN

The Roundtable listened to members throughout the year to shape messages from the business community in advancing public policy on the future of work in Massachusetts. First, the Roundtable surveyed its members and hosted one-on-one interviews in collaboration with member McKinsey & Co. to understand member policies in

doing business pre-pandemic, during the pandemic, and projected post-pandemic. Ranging from inperson/hybrid/remote policies to office designs and layouts to talent and diversity, equity, and inclusion practices, listening to members led to the release of the Future of Work and Massachusetts Competitiveness Survey Results. The Roundtable also hosted over 60 one-on-one member meetings from July through September 2021, an annual opportunity to hear directly from members on experiences in doing business in their industry and Massachusetts plus any challenges and opportunities encountered as an employer.

LEARN

In May, thanks to surveying and learning from members, several findings influenced discussions within the business community and among public policymakers and officials:

- Fluid timing to return to the workplace
- Shift to a hybrid working model post-pandemic with 79% of responding members expecting this change, in contrast to 90% of offices with mostly in-person operations pre-pandemic
- Redesign and reimagination of office real estate and design
- Commitment to stay among employers with 88% of responding members planning to maintain, relocate within state, or expand their Massachusetts footprint
- Adoption of **digital tools** for employee interaction and customer outreach



Summer meetings also introduced five takeaways that were useful in discussions within the business community and among public policymakers and officials:

- Competition for talent is fierce
- Business is good, but the economy is uncertain
- Covid-19 has wreaked havoc on return-to-office plans, but innovation has emerged
- Mental health and caregiving top the list of employee concerns
- DEI and CSR remain business priorities

ACT

Building on feedback from members, the Roundtable recognized in order for Massachusetts to maintain its competitive advantage, it must prioritize the development, recruitment, inclusion, and retention of talent balanced with a cost environment that avoids the risks of losing it. Reaching this conclusion, the Roundtable released "A Talent Agenda to Drive Massachusetts' Competitiveness" in the fall of 2021 and in collaboration with Tufts University's Center for State Policy Analysis. The talent agenda serves as a framework to support strategic investments in talent attraction and retention, talent development, and talent diversity. The framing served as a foundation for the Roundtable's advocacy to the Commonwealth for the allocation of federal stimulus dollars, especially to advance affordable housing and other infrastructure, workforce development, and childcare.



Students from Benjamin Franklin Institute of Technology (BFIT) gaining on-the-job training experience



"I spend considerable time with MBR because it is valuable to me as a leader as I advance our institutional strategy at Benjamin Franklin Institute of Technology. When I engage with MBR via meetings and committees, I stay abreast of what's happening in the business community to determine which aspects apply to our niche college and the talented students we serve."

AISHA FRANCIS President & CEO Benjamin Franklin Institute of Technology

Advancing Early Childhood Education

LISTEN

Building on its longstanding advocacy, the Roundtable helped to launch the Massachusetts Business Coalition for Early Childhood Education in February 2021 to convene employers with the goal of advancing long-term changes to the early education and care system. By bringing together employers, the Coalition is gaining perspective directly from employers.

LEARN

The creation of the Massachusetts Business Coalition for Early Childhood Education provides a platform to learn from members. In turn, the Coalition's work will help position Massachusetts to become a global leader in attracting and retaining talented workers with young children by establishing a "worldclass" system of early care and education for children ages 0-5 that is accessible, affordable, high-quality, and reliable and sustainable, regardless of race, income, or neighborhood.



ACT

In 2021, the Massachusetts Business Coalition for Early Childhood Education:

- Grew to include 83 member companies with more than 270,000
 Massachusetts employees and 20 business association partners
- Successfully advocated for new federal funding for ECE to support Massachusetts workers and the economy, helping to achieve a historic new investment of \$373 M in child care funding for the state
- Supported new early education and care research efforts in collaboration with the Massachusetts Taxpayers Foundation (MTF) and the Bipartisan Policy Center, respectively, to deepen the understanding of child care as a workforce and economic development priority; including, MTF's recently released first child care research bulletin on the new federal funding opportunities
- Advocated to the Massachusetts Legislature including testifying in support of child care stabilization funding and budget reform
- Delivered a unified letter to Governor Baker in December 2021 to advocate for support of child care stabilization funding and budget reform, joined by more than 160 leading early education and care organizations.

In addition to the work of the Coalition, the Roundtable serves on the Massachusetts Legislature's Early Education and Care Economic Review Commission, the Common Start Coalition, and the CEO Action for Racial Equity's Early Childhood Education Team. Through these organizations, the Roundtable adds a business perspective in its advocacy and engagement on state and federal policy to encourage inclusion of childcare investments in federal legislation and develop a plan for Massachusetts to effectively spend it.

The Roundtable provided testimony to the Joint Committee on Ways & Means and House Committee on Federal Stimulus and Census Oversight in October 2021 and to the Joint Committee on Education in November 2021 to urge prioritization of early education and care. JD Chesloff also co-authored an op-ed with CEO for Racial Equity leaders placed in the Washington Post and a Ready Nation blog. A legislative framework for long-term sustainability of child care in Massachusetts is expected in 2022.



PROMOTING DIVERSITY, EQUITY, AND INCLUSION

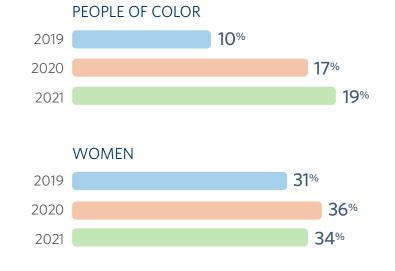
GOVERNANCE Increasing Board Diversity

In 2021, the Roundtable approved plans to set a five-year goal to increase diversity on the Board. While the Roundtable is especially focused on attracting and retaining women and people of color, the Board recognizes the value in promoting diversity and inclusion among all underrepresented groups, industries, and regions in Massachusetts.

OUR GOALS

- By 2025, the Board should reflect, at minimum, the racial demographics of the Commonwealth.
- By 2025, the Board should be represented by at least 50% women.

ROUNDTABLE MEMBERSHIP





Open Forum featuring Imari Paris Jeffries, Executive Director of King Boston

POLICY Establishing Guiding Principles

As part of the Roundtable's 2021-22 Policy Priorities and Agenda, the Roundtable developed policy priorities by adopting three guiding principles that will further position the Commonwealth for economic success.

- Opportunity: There is a renewed opportunity for public policy to support a framework that ensures that Massachusetts remains a place where businesses want to be located and people want to live.
- Equity: Roundtable Principles & Priorities must always be evaluated with a lens towards equity.
- **Competitiveness:** Roundtable Principles & Priorities must safeguard Massachusetts' **competitiveness** and support investments and a fiscal climate that recruits and retains diverse talent within the Commonwealth.



PARTNERSHIP Advancing Leading Organizations

Throughout 2021, the Roundtable collaborated with several leading organizations dedicated to advancing diversity, equity, and inclusion for underrepresented populations in our economy. Examples of some partnerships include:

The Commonwealth of Massachusetts Asian American Commission

The Roundtable convened leaders to reflect on the country's history of racism and rise in crime against the Asian American and Pacific Islanders (AAPI) community. Members gained tremendous insight thanks to the leadership of Sam Hyun, then-Chair of the Massachusetts Asian American Commission, Representative Tackey Chan, Dr. Paul Watanabe of UMass Boston, and Roundtable member Grace Lee of People's United. After this event, members received action steps to become better AAPI allies in the workplace.



The Roundtable introduced members to the **Black Economic Council of Massachusetts**, who outlined BECMA's policy agenda. Areas of alignment were identified like increasing opportunity pathways through Early College. Additionally, many relationships and business introductions were sparked between BECMA and Roundtable members.

THE PARTNERSHIP, INC.

The Roundtable continued its collaboration with **The Partnership**, increasing opportunities for executives in The Partnership's C-Suite Program to serve on the Roundtable's Board of Directors. Alumni executives of The Partnership from **American Tower**, **Proctor & Gamble**, and **MFS Investments** continue to be active members of the Roundtable's Board of Directors including Executive leadership positions, speaking opportunities, and thought leadership. This mutually beneficial partnership offers C-Suite executives the opportunity to gain Board experience, impact public policy, and build their personal networks while the Roundtable benefits greatly from diverse leaders contributing to advance public policy, add more perspective, and share best practices.



The Roundtable joined the Greater Boston Chamber of Commerce's **Pacesetters Program** to attract employers statewide committed to increasing private spend among businesses of color. Adding to the network of members already engaged with the program in the Boston area, the Roundtable attracted **Greylock Federal Credit Union** and **Raytheon Missiles & Defense** to join Pacesetters, expanding the program's reach and effort to improve supplier diversity.



The Roundtable collaborated with **The Commonwealth Institute**, a non-profit dedicated to advancing women leaders within their businesses and communities. Members participated in CTI's "2021 Women's Leadership Development in Massachusetts Impact Study," a study that seeks to understand employers' actions to develop, retain, and advance women employees in Massachusetts.



The Roundtable collaborated with **Conexión** by co-hosting "Essential Today, Essential to the Future: Latinos and an Equitable Labor Market Recovery," a virtual convening along with the **Federal Reserve Bank of Boston**, **Inquilinos Boricuas en Acción**, and the **Massachusetts Executive Office of Labor and Workforce Development** during Hispanic Heritage Month. Featured guest speakers included **Governor Baker**, **Juan Lopera** of the Latino Equity Fund, and Bob Rivers of Eastern Bank and former Chair of the Roundtable, showcasing the impact of Latinos prepandemic, during the pandemic, and need to increase access and opportunity for Latinos to succeed beyond the pandemic. Roundtable members and staff also continued partnering with Conexión as mentors to mid-career Latinx professionals.

APPRECIATION



Bob Rivers

The Roundtable is deeply grateful to Bob Rivers, Chairman & CEO of Eastern Bank, for his three years of leadership as Chair of the Board. It is hard to overstate Bob's leadership and influence at the Roundtable, who served an extended term during a pandemic, guided the organization to serve as a leading voice in the business community, and elevated the importance of gender equity, racial justice, and social good. Bob's impact on the organization will be felt for a long time. Thank you, Bob!

Katelyn Hamilton

The Roundtable expresses its appreciation to Katelyn Hamilton, former Vice President, who left the Roundtable staff in July 2021 to pursue a Master in



Public Policy at Georgetown University's McCourt School of Public Policy in Washington, DC. After starting with the Roundtable in the summer of 2016, Katelyn proved to be a consummate professional, a talented worker, and a thoughtful and passionate colleague whose impact at the organization remains visible today.

Rebecca Yemo

The Roundtable was fortunate to work with Rebecca Yemo, a doctoral student at UMass Boston's McCormack Graduate School of Public Policy and UMass Boston Civic Action

Project summer fellow in 2021. During her 10-week fellowship,





Rebecca supported projects including research and policy assistance in childcare, workforce development, offshore wind, and more. Her contributions, perspective, and professionalism was a value-add to the Roundtable team.



"MBR does a fabulous job in providing value to members. In turn, I have also found great value in connecting with individuals across the membership. MBR has especially demonstrated highvalue and high connectivity throughout the pandemic and I applaud everything this organization does."

> MARY ANNE HEINO CEO, Lantheus Medical Imaging



2021 NEW BOARD MEMBERS



Katie Joyce* Vice President. Public Affairs Alkermes



Christina Fisher Public Policy Manager, Northeast Amazon



Colleen Richards Powell** Senior VP, Chief Diversity, Eauity and Inclusion Officer American Tower

Corporation



Matthew Dyment Office Managing Tax Principal **BDO USA LLP**



Nitin Mhatre* President & Chief Executive Officer Berkshire Bank



Head of Government Affairs and Public Policy Care.com

Bryan Jamele*



Lisa Murray* Massachusetts President Citizens Bank

Vice President

Communications, Ltd

Justin MacNeil*

Managing Director

Global Atlantic

Financial Group

John Bissell

President & Chief

Executive Officer

Credit Union

Greylock Federal

Design





Seidu Sumani* Senior Vice President and Head of Internal Audit MFS Investment

Kenneth Johnson**

Senior VP. Senior Client

Portfolio Manager

Income Research

and Management

Dan Rivera*

President & Chief

Executive Officer

MassDevelopment

Management

Stephen Woerner* President, New England National Grid



Joe Preston President & Chief Executive Officer New Balance



Cain A. Hayes Chief Executive Officer Point32Health



Dana Rasmussen* General Manager Siemens



Dr. Raymond Kruger* Interim President & CEO/ Chief Physician Executive Southcoast Health



Malia Lazu Founder & Chief Executive Officer The Lazu Group

- * New representative for an existing member company
- ** Existing member, now representing a new member company



















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Dr. Joseph E. Aoun President Northeastern University

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Jon Bernstein Regional President—Boston PNC Bank

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Gerard E. Burke President & Chief Executive Officer Hillcrest Education Centers, Inc.

Mark Butler* President Cigna Health New England

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Dr. Kevin Churchwell *President & Chief Executive Officer* Boston Children's Hospital

Anthony Consigli Chief Executive Officer Consigli Construction

C. Jeffrey Cook, Esq.* Chairman Cohen, Kinne, Valicenti & Cook LLP

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Andrew Dreyfus President & Chief Executive Officer Blue Cross Blue Shield of MA

James E. Ducey Managing Director UBS

Edward Dugger, III* Chief Executive Officer & Founding Partner Reinventure Capital

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Chief Customer Officer and President, Services and Digital Dell

Gary Evee Chief Executive Officer Evee Consulting Group

Deirdre Evens Executive Vice President & General Manager North America Iron Mountain

Kathleen Federico* Senior Vice President, Chief People and Corporate Strategy Officer The MITRE Corporation

Christina Fisher Public Policy Manager, Northeast Amazon

Dr. Aisha Francis President & Chief Executive Officer Benjamin Franklin Institute of Technology

Andrew Friendly Associate Vice President, Government Affairs Autodesk

Jeff Gouveia President and General Manager Northeast Boston Suffolk

Marylee Hanley Director, Stakeholder Outreach Enbridge, Inc.

David Hardy Chief Executive Officer Orsted Offshore North America

Joel Harrington Director, Eastern U.S. Region, Public Policy and International Affairs Enel North America Cain A. Hayes Chief Executive Officer Point32Health

Peter Healy President Beth Israel Lahey Health

Mary Anne Heino* Chief Executive Officer Lantheus Medical Imaging

Kip Hollister Founder & CEO The Hollister Group

Thomas J. Hynes, Jr.* Chairman & Chief Executive Officer Colliers International

Patricia Jacobs President AT&T New England

Charles Jacobs Chief Executive Officer, Delaware North Boston Delaware North Companies and Boston Bruins

Bryan Jamele Head of Government Affairs and Public Policy Care.com

Kenneth Johnson* Senior Vice President, Senior Client Portfolio Manager Income Research + Management

Dr. Robert Johnson** President Western New England University

Corey Johnson Corporate Director JBRI Holdings

Katie Joyce Vice President, Public Affairs Alkermes Karen Kalita Senior Vice President & General Counsel Cabot Corporation

William K. Kennedy Partner Nutter McClennen & Fish LLP

Carolyn Kirk Executive Director / Chief Executive Officer Massachusetts Technology Collaborative

Maryanne Knott Vice President Inspire Brands

Dr. Rayford Kruger Interim President & CEO/Chief Physician Executive Southcoast Health System

Robert Kump Deputy Chief Executive Officer and President Avangrid Networks

Malia Lazu Founder & Chief Executive Officer The Lazu Group

Grace Lee* Senior Vice President, Director of Government Banking People's United Bank

Stephanie Lee Senior Vice President Verizon

Michael A. Lee Managing Director of Commercial Banking and Real Estate Santander

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Kevin McGovern* New England Managing Partner Deloitte

Nitin Mhatre President & Chief Executive Officer Berkshire Bank

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

Beth A. Mitchell* Senior Director of Integration General Dynamics Mission Systems

Stephen Murphy Vice President, Contracts Ravtheon Technologies

Lisa Murray Massachusetts President Citizens Bank

Dr. Katherine Newman System Chancellor of Academic Programs UMass President's Office

David Nichols Head, State and Local Corporate and Government Relations EMD Serono

James O'Leary President Alternate Concepts, Inc. Laura Peabody Chief Legal Officer Mass General Brigham

Lucy Pérez Senior Partner McKinsey & Company

Perri Petricca President Unistress

David Phelps Chief Executive Officer Berkshire Health Systems

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R. Robert Popeo* Chairman Mintz, Levin, Cohen, Ferris, Glovsky and Popeo, P.C.

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Michael Prentiss Director, State Government Relations Procter & Gamble

Joe Preston President & Chief Executive Officer New Balance

Dana Rasmussen General Manager

Siemens

Tom Riley President & Chief Executive Officer SeniorLink

Dan Rivera President & Chief Executive Officer MassDevelopment Robert F. Rivers* Chairman & Chief Executive Officer Eastern Bank

Kenneth R. Rossano Chief Executive Officer Rossano Resources Co.

Elizabeth Schwab Senior Vice President Google

Jesse Stanesa Vice President, Public Affairs Fidelity Investments

Jane Steinmetz*** Boston Office Managing Principal Ernst & Young LLP

Dr. Marcelo Suarez-Orozco Chancellor UMass Boston

Seidu Sumani Senior Vice President and Head of Internal Audit MFS Investment Management

Frank Sweet* Corporate Senior Vice President / Global Delivery Excellence Leader AECOM

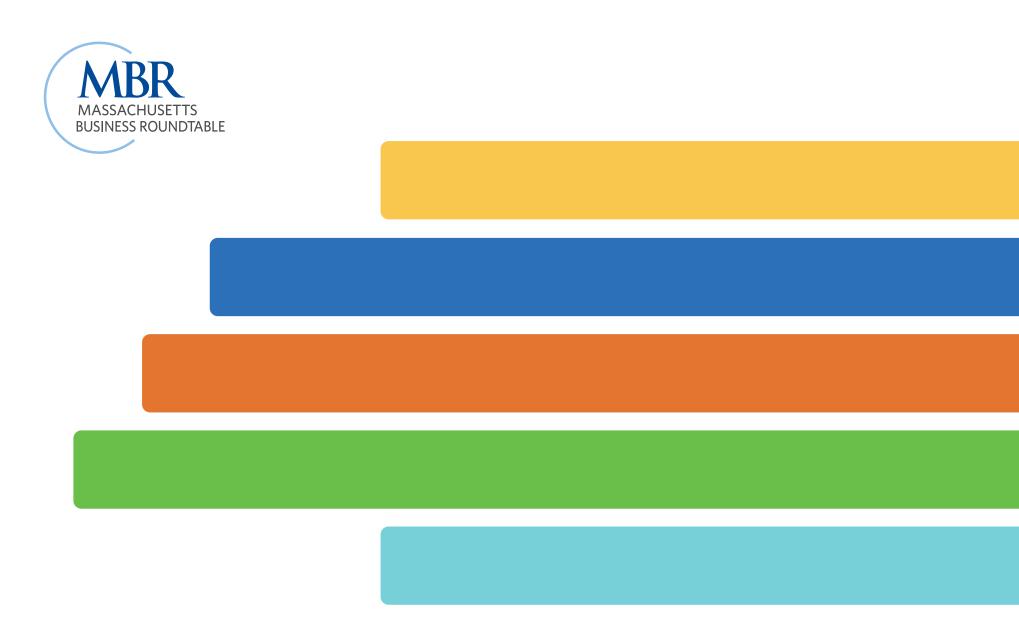
James M. Tierney* Managing Director, New England Market JLL

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Timothy Wade Market President M&T Bank

Jane C. Walsh* President & Chief Executive Officer Northmark Bank

Steve Woerner President, New England National Grid



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