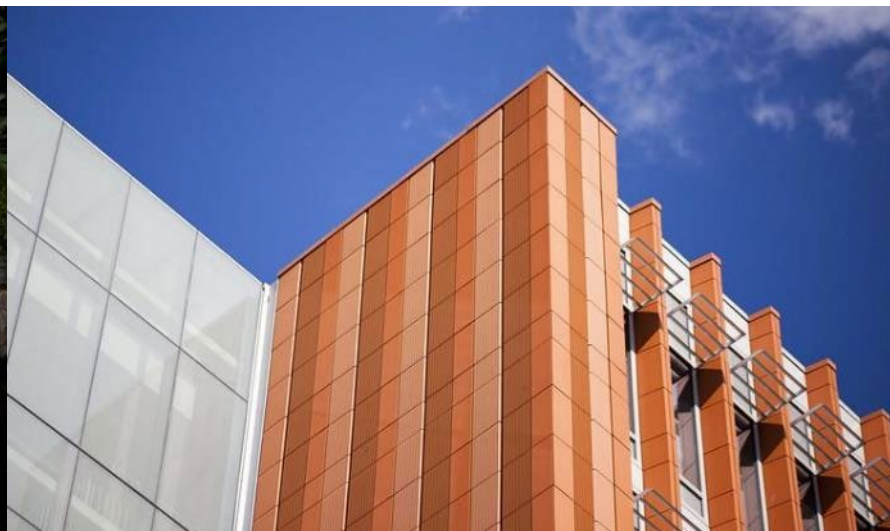


# The Corporate Political Responsibility Taskforce 2024

*An Invitation to Non-partisan Leadership in Establishing CPR as a Norm*

*An Initiative of the Erb Institute at the University of Michigan ([bit.ly/ErbCPRT](https://bit.ly/ErbCPRT))  
Elizabeth Doty ([dotye@umich.edu](mailto:dotye@umich.edu)); Tom Lyon ([tplyon@umich.edu](mailto:tplyon@umich.edu))*





## Teaching & Learning

- Dual Degree MBA / Master Science
- Undergraduate Fellows
- Executive Education

## Business Engagement

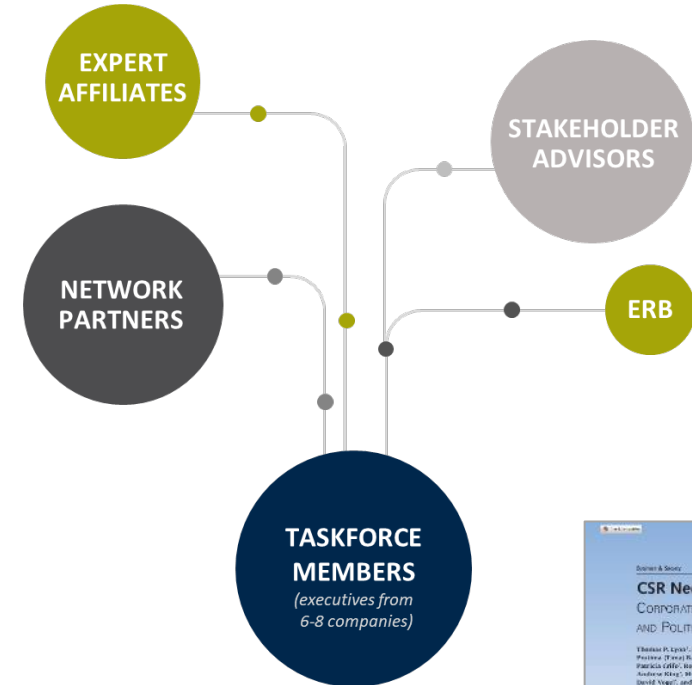
- Corporate Political Responsibility Taskforce (CPRT)
- Michigan Business Sustainability Roundtable (MBSR)
- Collaborations with global networks (Sustainable Brands, Innovation Forum, BSR)

## Scholarly & Applied Research

- Sustainability Management Toolboxes
- Faculty Scholarly Research
- Sustainability Case Studies

# The Corporate Political Responsibility Taskforce (CPRT)

- **Helping companies better align their approach to political influence** with their commitments to values, purpose, sustainability & stakeholders
- **Making CPR the norm** to reduce risk, accelerate shared solutions & strengthen trust in civic institutions





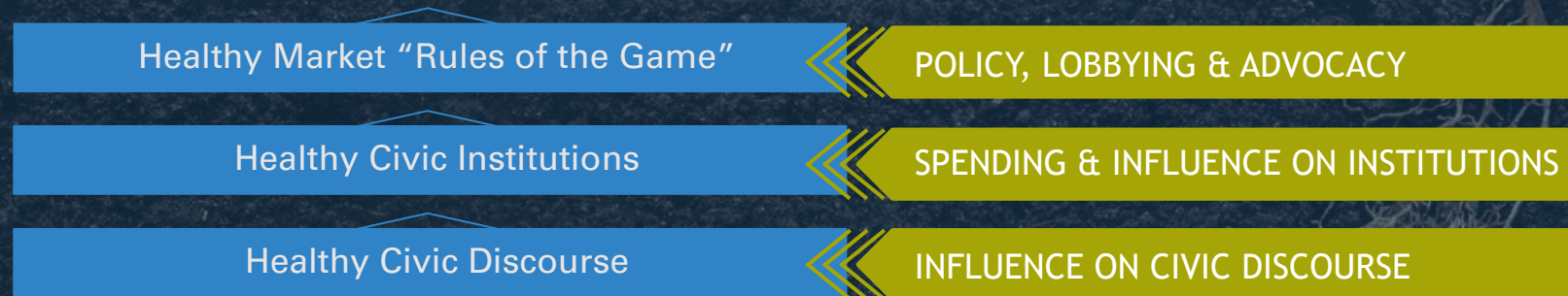
# CPR is Critical for Capitalism Done Right



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THE PLAYING FIELD



Natural Systems & Societal Resources

FOUNDATIONAL SYSTEMS



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# CPR Challenges 2024

## Current/Emerging Issues

Polarization & Politicization

Elections 2024, Civic  
Institutions & Public Trust

Sustainability & Energy

Opportunity, Inclusion  
& Human Rights

AI & Tech

## Challenges for Companies

New Stakeholder  
Pressures

- **Brand/Reputation** - scrutiny, backlash
- **Employees/Customers** - new expectations, conflict
- **Investors** - reporting, new expectations, conflicting views
- **Lawmakers/Others** - investigations, retaliation

New Policy  
Priorities

- **Sustainability Policy** - incentives, pricing, reporting
- **Tech Policy** - oversight, privacy, access
- **Labor & Human Rights Policy** - unions, visas, equity, just transition
- **Competition Policy** - antitrust, trade, tax

New Systemic  
Risks

- **Healthy Markets** - uncertainty, talent, inflation, debt, long-term growth
- **Healthy Civic Institutions** - instability, poor functioning, distrust
- **Healthy Civic Discourse** - polarization, misinformation, violence
- **Healthy Natural/Societal Systems** - catastrophes, infrastructure, skills





# Trust is Low, Contributing to Serious Threats

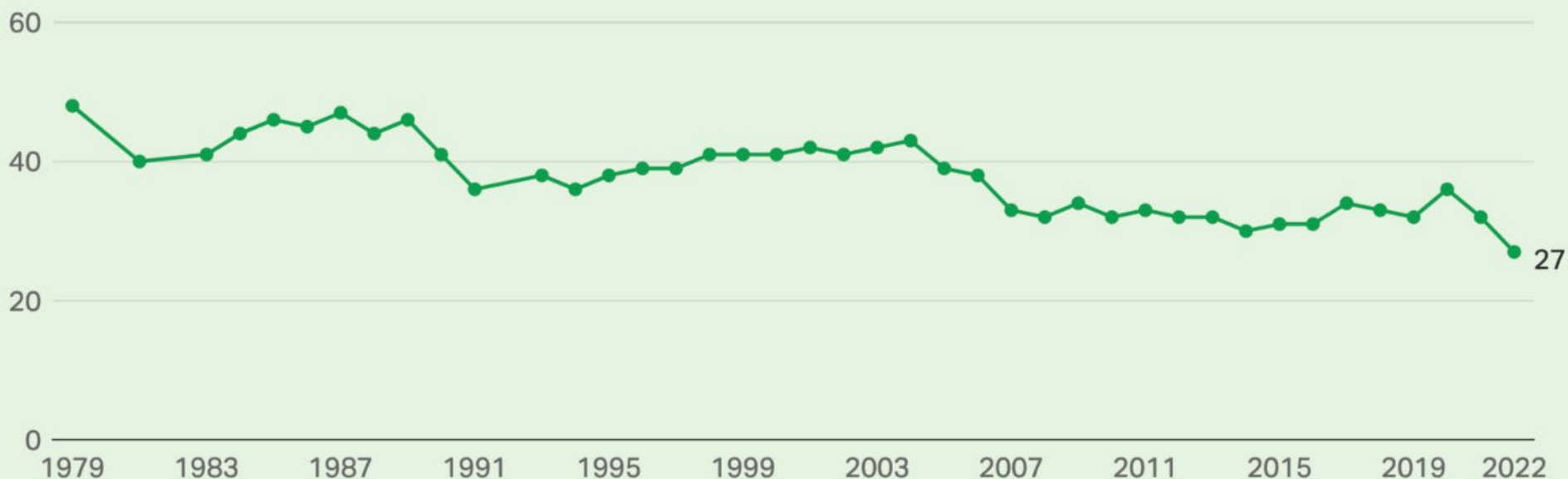
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## Average Confidence in Major U.S. Institutions, 1979-2022

Figures are the average percentage of U.S. adults who have a great deal or quite a lot of confidence across institutions asked consistently by Gallup.



The average includes only those asked consistently by Gallup since 1979 or 1993 (when the list of institutions was expanded). The institutions asked consistently since 1979 are the church/organized religion, the military, the Supreme Court, banks, public schools, newspapers, Congress, organized labor and big business. In 1993 the list of institutions was expanded to include television news, the presidency, the police, the medical system and the criminal justice system.

[Get the data](#)

GALLUP®



# Authoritarian Threat Index

We've partnered with the independent experts at Authoritarian Warning Survey (@AuthWarning) to evaluate the current level of threat to American democracy.

The score from 1 (healthy democracy) to 5 (total dictatorship) compiles ratings from democracy experts across the country and political spectrum on six key metrics that are related to our priority work areas.

COMPARE U.S. SCORES TO ANOTHER COUNTRY

Select country



ARAT scores were last updated January 22, 2024 - 10:20 pm EST

What the scores mean



U.S. score timeline



How we are improving the U.S. scores



Calculating the scores



## United States



Significant Threat

TREATMENT OF MEDIA

2.2/5 • SIGNIFICANT THREAT

EXECUTIVE CONSTRAINTS

1.5/5 • LOW THREAT

ELECTIONS

3.2/5 • SEVERE THREAT

CIVIL LIBERTIES

2.4/5 • SIGNIFICANT THREAT

CIVIL VIOLENCE

2.1/5 • SIGNIFICANT THREAT

RHETORIC

3.6/5 • SEVERE THREAT

Experts predict a 19.2% four-year likelihood of democratic breakdown in the United States.

[LEARN MORE](#)

[SHARE](#)

<https://protectdemocracy.org/threat-index/>





**This is Affecting  
the Business  
Environment**



## What external issues CEOs expect to influence or disrupt their business strategy within the next 12 months

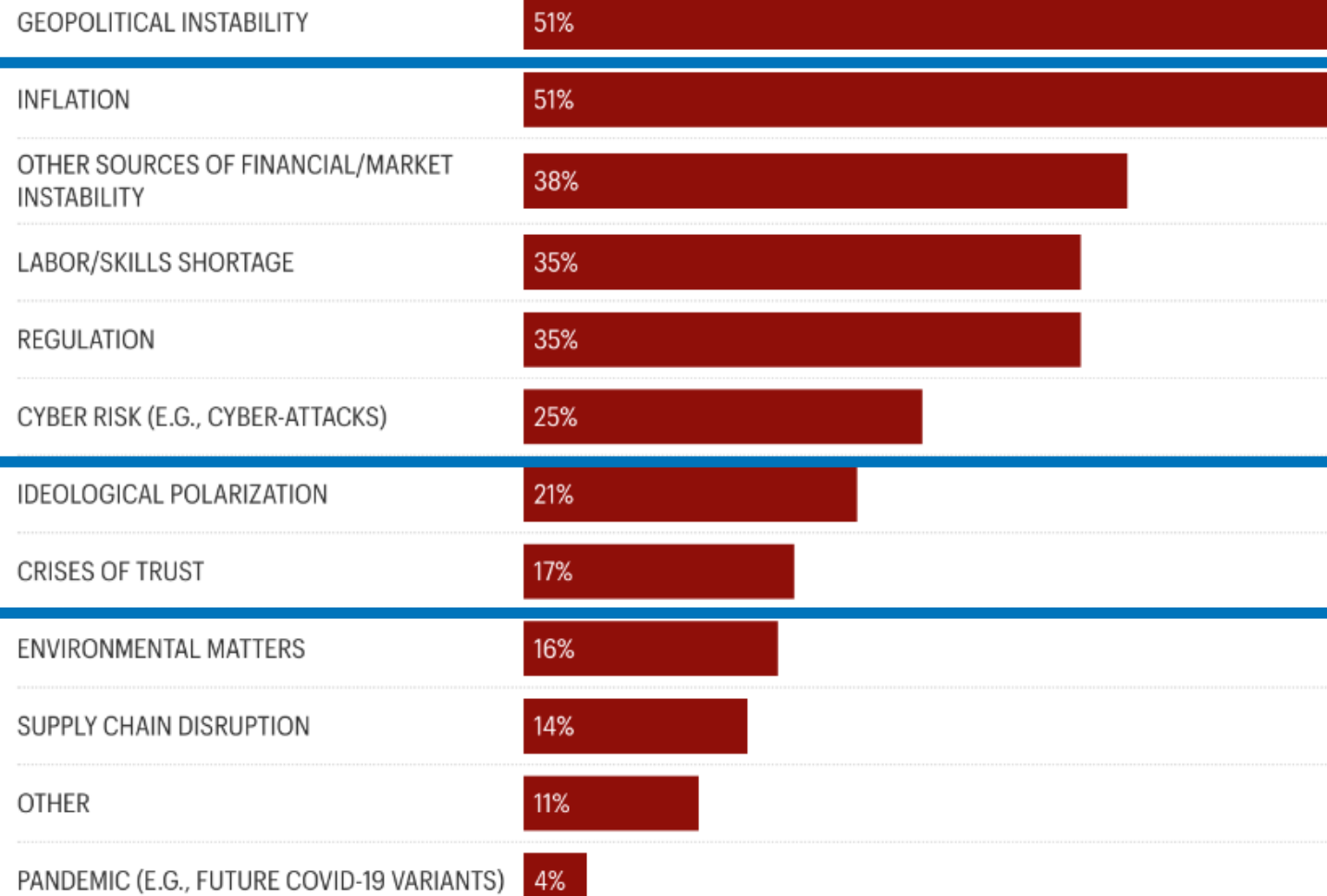


CHART: LANCE LAMBERT • SOURCE: FORTUNE/DELOITTE CEO SURVEYS IN OCT. 2023

FORTUNE

## 98% say the political environment is challenging, due to...

1. **Extremism/polarization** among policy makers;
2. **Anti corporate** rhetoric and actions from policy makers;
3. **Weakening of trust in government;**
4. **Sharply divergent** state policies.

...and **71%** believe things will be at least as bad or worse two years from now.

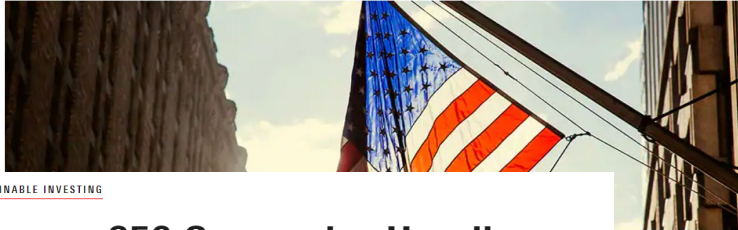
### Avoiding the Tragedy of the Commons How to Improve the Political Environment for US Business





# Risks Vary by Firm

US corporate talk on climate change not matched by lobbying: Ceres



SUSTAINABLE INVESTING

## Fortune 250 Companies Heavily Supported Anti-Abortion-Rights Politicians in Recent Election Cycles, Study Finds

Despite accusations, companies aren't 'hostage to liberal elites' after report says.



Leslie I.



### BUSINESS PERSPECTIVES ON POLITICAL BACKLASH

EXECUTIVE SUMMARY

A snapshot of business leader viewpoints as they navigate a political environment increasingly hostile to companies taking a stand

#### FIVE KEY TAKEAWAYS FROM 50+ BUSINESS LEADERS:

- What do they think about the current political climate and business backlash?
- Which forms of backlash cause the most concern?
- When it comes to government action, which corporate initiatives are most likely to come under attack?
- How prepared do they feel to respond to activist pressures and political backlash?
- What can businesses do to prepare for an uncertain political climate?

11.04.2022

## Grassley, Cotton, Colleagues Warn Law Firms About ESG Initiatives

THE WALL STREET JOURNAL.

RISK & COMPLIANCE JOURNAL

## Businesses Eye Possible Political Protests as Looming 2024 Risk

America  
they might

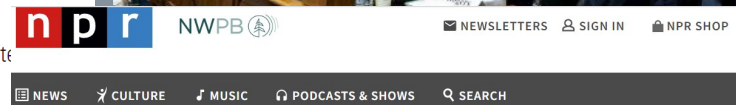
## Understanding U.S. Political Risk: Implications for Business

Executive Presentation

**Leadership Now**  
Project

December 2023

www.leadershipnowproject.org

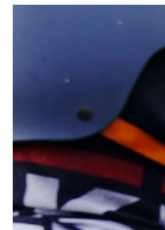


POLITICS

## More Americans say they support political violence ahead of the 2024 election

Updated October 25, 2023 - 12:45 PM ET

Ashley Lopez



LEADERSHIP · ISRAEL

Workers and CEOs struggle to discuss Israel-Hamas war: 'What good am I in my job if I compromise my own morals and ethics?'

## How Should HR Handle Political Discussions at Work?

As the country's political polarization seeps into the workplace, HR often ends up in the middle.

By Susan Milligan | February 26, 2020



# Risks Vary by Firm

A person is walking a tightrope over a deep chasm. The person is in the center of the frame, balancing on a thin rope. The background is a clear blue sky, and the right side of the image shows a dark, rocky cliff face. The overall tone is one of risk and challenge.

## *Current CPR challenges*

- **What new stakeholder pressures are you facing?**
- **What new policy complexities are you managing?**
- **How will you navigate systemic risks?**



# Why Companies Need a CPR Framework



*The social responsibility of business is to increase its profits*

**Shareholder Value Maximization**

**Stakeholder Capitalism**

**Civic & Political Processes**



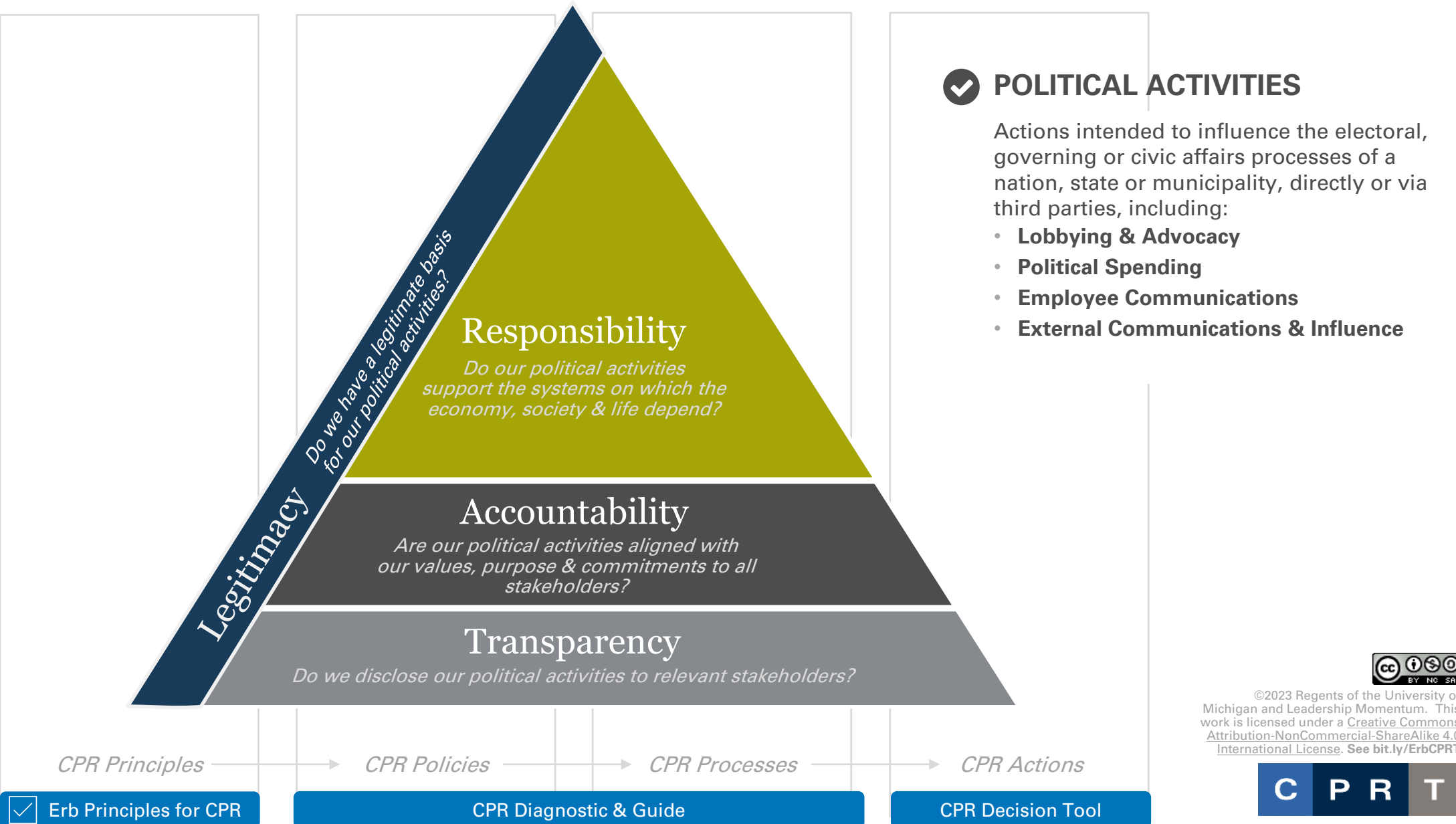
*We share a fundamental commitment to all of our stakeholders*

*What is the legitimate role of business in influencing society's civic and political processes?*



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# Vision for the CPR Framework





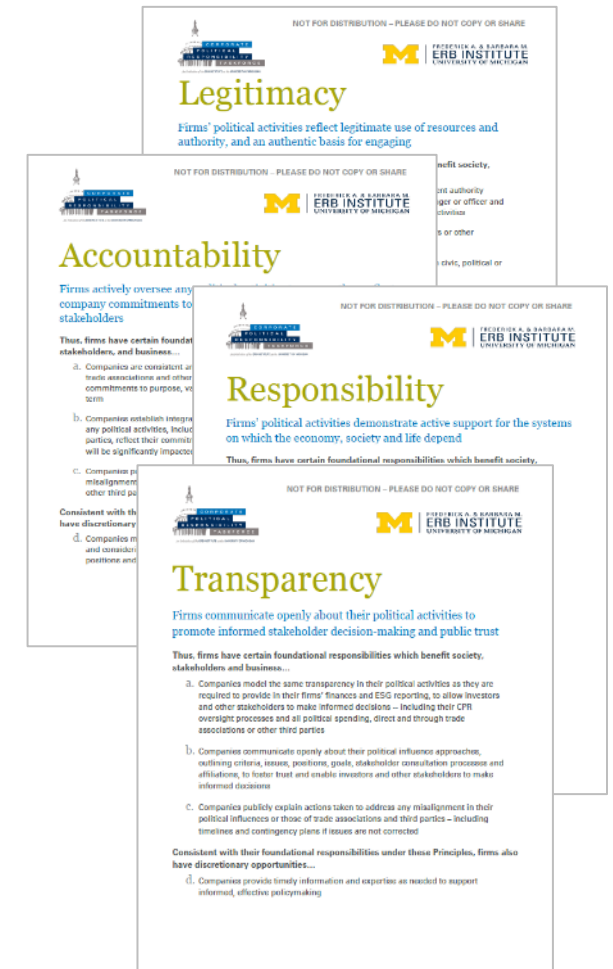
# Two Invitations to Consider

## Use the Erb Principles for CPR

A non-partisan and principled approach to help companies decide whether & how to engage in civic & political affairs

## Join the CPR Taskforce (CPRT)

A private forum for strengthening capacity to meet new CPR challenges, with peer-to-peer & university support while contributing to practical frameworks & tools



## Learn More

Elizabeth Doty, Taskforce Director [dotye@umich.edu](mailto:dotye@umich.edu)

Tom Lyon, Faculty Director, [tplyon@umich.edu](mailto:tplyon@umich.edu)

Taskforce: [bit.ly/ErbCPRT](https://bit.ly/ErbCPRT)



# Principles as a Place to Stand

*Escaping the cycle of action and reaction*

**Use non-partisan third-party principles to:**

- **Weigh decisions internally**
- **Articulate decisions externally**





# The Erb Principles for CPR

## Key Elements

### Legitimacy

Firms' political activities reflect legitimate use of resources and authority, and an authentic basis for engaging.

- Legal & fiduciary duties
- Non-coercion
- Authentic basis - *Contribution*, *Commitments* or *Consequence*

### Accountability

Firms are accountable for their political activities, actively striving for alignment with their commitments to purpose, values, stated goals and stakeholders.

- Consistency & alignment
- Oversight & governance
- Addressing misalignment

### Responsibility

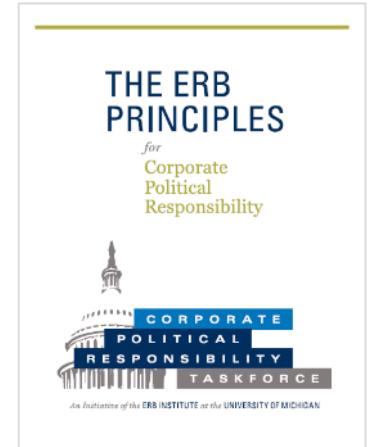
Firms' political activities demonstrate active support for the systems on which the economy, society and life depend.

- Healthy market "rules of the game"
- Healthy constitutional democracy
- Healthy civic discourse
- Avoiding harm to human rights & environment

### Transparency

Firms communicate openly and honestly about their political activities to promote informed stakeholder decision-making and public trust.

- Disclosure & reporting
- Open communication
- Sharing expertise



#### ✓ POLITICAL ACTIVITIES

Actions intended to influence the electoral, governing or civic affairs processes of a nation, state or municipality, directly or via third parties, including:

- Lobbying & Advocacy
- Political Spending
- Employee Communications
- External Communications

For full text, please see:  
[bit.ly/ErbPrinciples4CPR](https://bit.ly/ErbPrinciples4CPR)

# What the CPR Taskforce Offers

*Members Join the CPR Taskforce to:*

Strengthen **capacity to meet new CPR challenges**,  
in a private forum for **individual executives**,  
with **peer-to-peer & university support**,  
while contributing to **practical frameworks & tools**

## *Our Approach*

- Taking the **“Third Side” (Non-partisan & Principled)**
- Bringing an **Integrated, Long-term Focus**
- Engaging **Students, Faculty & Expert Partners**
- Addressing **Tradeoffs & Difficult Decisions**

*NOTE: CPRT membership is individual; members do not represent their companies. We encourage senior leaders from two functions per firm, such as Government Relations, Legal, Sustainability, Communications, or DEIJ.*



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## *Member Benefits & Outputs*

### Readiness for New CPR Challenges

- Bi-monthly Peer Roundtables
- Expert Dialogues & Resource Library
- 2024 Election Readiness Intensive

### Tools & Frameworks to Make CPR Easier

- Erb Principles for CPR
- CPR Decision Tool
- CPR Diagnostic & Guide
- Customized Research/Reports

### Support for CPR Capacity-building

- Improving CPR Processes & Policies
- Applying CPR to New Issues
- Addressing CPR “Hot Spots”
- Optional Student Support & Recognition





# CPR Taskforce Member Programming 2024

## Regular Taskforce Working Sessions & Projects

Mar 12 Working Session	Apr Half-day DC "CPR-in-Action"	May 14 Working Session	Jul 9 Working Session	Sep 10 Working Session	Nov 12 Working Session
Peer Roundtable & 2024 Kickoff	<i>By Invitation, w/ Partners</i> <b>CPR in 2024</b>	Peer Roundtable	Peer Roundtable	Peer Roundtable	Peer Roundtable
<b>CPR Decision Tool:</b> <i>Feedback on Pilots &amp; Plan for Publication</i>	<b>Featured Supporters</b> <b>New CPR Decision Tool</b> <b>6 Readiness Strategies</b>	<b>Member Spotlight:</b> <i>Aligning Policy Advocacy across 120+ Countries</i>	<b>CPR Diagnostic:</b> <i>v1.0 Feedback &amp; Testing</i>	<b>Member Spotlight:</b> <i>(TBC) Constructive Trade Association Engagement</i>	<b>CPR Diagnostic:</b> <i>v1.0 Final Review &amp; Acknowledgements</i>

CPR Decision Tool, CPR Diagnostic & Optional Member Projects

## Election 2024 Readiness Intensive\*

Feb 29 Virtual Mini-conference	Apr Opt-in Sessions	Jun Opt-in Sessions	Aug Opt-in Sessions	Oct Opt-in Sessions
<i>By Invitation, w/ Partners</i> <b>US Political Risks</b> <b>Sample Scenarios &amp; How Principles Help</b> <b>Intro to 6 Readiness Strategies</b>	<b>Workshop:</b> <b>Conducting a Political Risk Assessment, etc</b>	<b>Workshop:</b> <b>Crafting Red Lines Based on Principles, etc</b>	<b>Workshop:</b> <b>Reviewing Civic Policy Proposals, etc</b>	<b>Workshop:</b> <b>Bridging Divides Internally, etc</b>
	<b>Clinic Requested by Member A</b>	<b>Clinic Requested by Member B</b>	<b>Clinic Requested by Member C</b>	<b>Clinic Requested by Member D</b>

*\*Topics are illustrative; based on Election 2024 Readiness Intensive "map." Final topics to be based on member survey. Content provided by CPRT or expert partners.*

# Detail: CPR Taskforce Tools & Resources 2024

*Input, Early Access & Opportunity for Recognition*

Currently in Process

## CPR Decision Tool

Apply the Erb Principles to specific decisions and articulate reasoning in non-partisan, principled ways

## Diagnostic & Guide to the Erb Principles

Policies and governance that align with the Erb Principles, as a guide to identify strengths and priorities to improve.

## Political Engagement Reporting

Current practices, emerging standards, and an integrated vision aligned with the Erb Principle of Transparency.

Additional Support on Request\*

## Employee Survey on CPR & Trust

Evaluate the impact of CPR actions on employee or stakeholder trust.

## Customized Research or Analysis

Engage Erb faculty and/or students to explore a specific CPR challenge via an Erb Impact Project, a business + impact challenge, an Independent study, or a Net Impact project.

## Online Program to Build Board Expertise

Invest in Board Member expertise in sustainability, including CPR, via online Ross/Ceres Executive Education program.





# Detail: CPR Capacity-building Projects

*Optional company-specific projects, using design-thinking & conflict resolution*

## *Project Process*

### **I. Craft “How might we...?” Question**

CPRT team interviews member & summarizes challenge. Member considers student support.

### **II. Consult Stakeholders, Invent Options & Recommend Action**

Company- or student-led team explores options & crafts recommendation, leveraging CPR Decision Tool.

### **III. Present Recommended Action & Receive Feedback**

Company- or student-led team presents recommended action in Member Spotlight. Member determines next steps.

## *Sample Project Topics*

### **Improving CPR Processes & Policies**

- *Eg, Assess Current Practices against the Erb Principles*

### **Applying CPR to New Priorities or Issues**

- *Eg, Engage State-level Energy Policy Responsibly*

### **Addressing CPR “Hot Spots” & Challenges**

- *Eg, Communicate Business Case amidst Polarization*

## *Project Options*

### **Request Student Support**

- *Erb Impact Project Team (4-5 students, 1 semester, fee)*
- *Erb Independent Study (1 student, 1 semester, fee)*
- *Net Impact Club Project (3-4 students, ½ semester, fee)*

### **Publish Output in Report or Toolbox**

- *Optional recognition for input or demonstrated actions*



# Detail: Election 2024 Readiness Intensive

*Menu of Possible Topics - Supported by CPRT & Expert Partners*

Awareness — Strategy/Governance — Actions —————>

## Assess Political Risk

- Scenarios for Election, Governing & Societal Risk

*LNP, Carnegie, BSR, F500, etc*

## Clarify CPR Principles

- Shared Frameworks
- Updated Criteria, Guidelines, “Red Lines”

*CPRT, Agora, LNP DAI, etc*

## Review CPR Governance

- Roles & Processes
- Policies, Metrics

*LNP DAI, CPA Model Code, CPRT, GL*

## Strengthen CPR Governance

- Upgrades to Roles, Processes, Policies & Metrics
- Prioritized Gaps, Targeted Problem-solving
- Internal/External Crisis Response Plans

*LNP DAI Guide, CPRT, Future 500, BSR, etc*

## Drive Internal-facing Initiatives

- Civic Engagement Programs
- Bridging Divides Internally

*Civic Alliance, BFA, Civic Health, Convergence, Interfaith America, One America, etc*

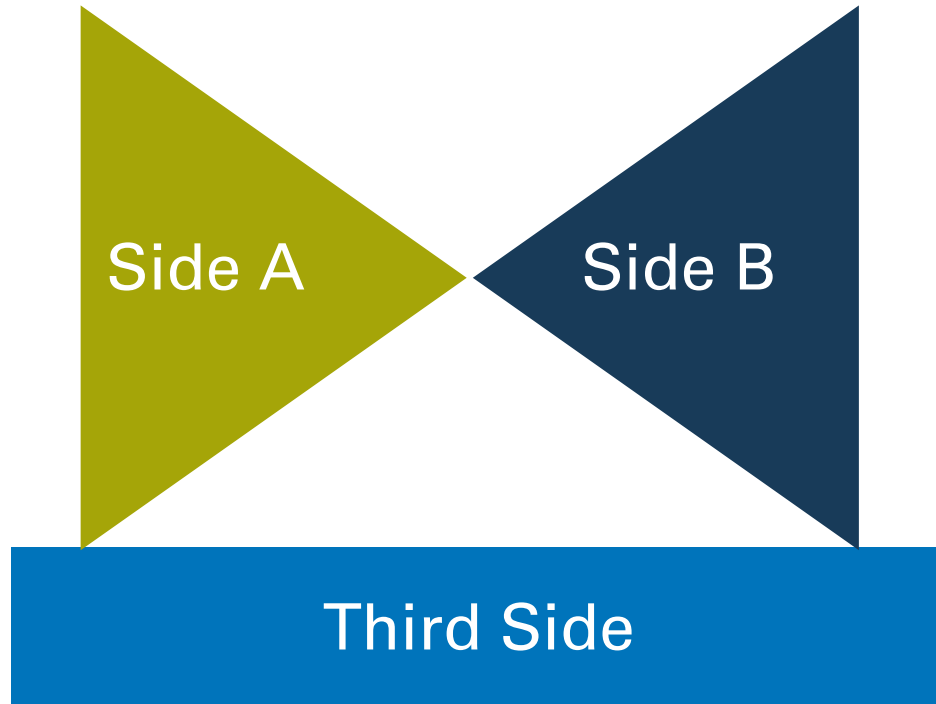
## Drive External-facing Initiatives

- Coalitions, Statements, Multi-sector Engagements
- Policy Advocacy, Campaigns & Legal Briefs
- Political Contributions & Spending
- Memberships, Advertising & Other Influences

*BFA, Agora/Horizons, LNP Chapters, BD&I/PPS, ICCR, etc*

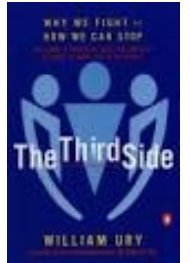


# Our Approach: The “Third Side”



The key is not to take one side or the other, but the **third side**, the side of the whole country and its future. That is the aim of the CPRT and the Erb Principles.

*William Ury*  
*International Conflict Negotiator*  
*Co-founder, Harvard Program on Negotiation*  
*Co-author, Getting to YES*



De-escalating destructive conflict by:

- Showing **basic respect**
- Proposing **fair processes**
- Applying **consistent principles**
- Focusing on **what you are FOR**

# IBM's Statement of Support



**Christopher A. Padilla**

Vice President, Government &  
Regulatory Affairs, IBM

**IBM is proud to have joined the Corporate Political Responsibility Taskforce** and contributed to the development of these principles,

... so that companies trying to navigate this moment **can have an actionable framework to follow**

...and so that, collectively, **we can strengthen society's trust in the ways that businesses impact policymaking.**



# Where to Go From Here

## Contact us to discuss your challenges & membership goals

- Contact [Elizabeth Doty](#) or complete [this survey](#)

## Review the Erb Principles for CPR

- See [bit.ly/ErbPrinciples4CPR](https://bit.ly/ErbPrinciples4CPR) and contact us with any questions

## Sign up for monthly updates

- See [bit.ly/ErbCPRT](https://bit.ly/ErbCPRT) for upcoming events and newsletter signup

**Feb 29: “CPR for Election 2024” Virtual Mini-conference**

**Mar 12: CPR Taskforce Working Session (Virtual)**

**Apr 10: “CPR in Action 2024” Half-day Conference, Washington, DC**

## Contact Us

*Elizabeth Doty, Taskforce Director, [dotye@umich.edu](mailto:dotye@umich.edu)*

*Prof. Tom Lyon, [tplyon@umich.edu](mailto:tplyon@umich.edu)*

*Terry Nelidov, Managing Director, [tnelidov@umich.edu](mailto:tnelidov@umich.edu)*



# Additional Background



# CPRT Member/Partner Guiding Principles

Ours is a values-based approach to work as a taskforce and realize our ambitions for Corporate Political Responsibility. The following principles guide how the CPRT will approach its purpose

- **Diversity & Justice:** We commit to welcome and learn from diversity, in ideas and identities. We consider and model social justice and inclusion in the CPRT and beyond.
- **Learning & Collaboration:** We embrace a growth mindset, individually and as a group. We value and commit to pre-competitive collaborative action as a taskforce.
- **Data-driven Integrity:** We are guided by the best available social, environmental and policy science and commit to openly exploring facts and evidence related to our purpose and objectives. We commit to “walk the talk” of sustainability-in-action, championing CPR in our organizations.
- **Non-partisanship & Non-advocacy:** The CPRT is strictly non-partisan and does not advocate, promote or support any political party or candidate. While members and partners may express their views freely, we do not endorse or advocate particular policies or legislation but may provide thought processes for evaluating proposals based on CPR principles.
- **Representative Institutions & Legitimate Business Engagement:** We commit to support the foundational principles of effective, accountable and inclusive institutions at all levels as outlined in Sustainable Development Goal 16, and seek to define principles and practices for trustworthy, legitimate business engagement with civil society and political institutions, regardless of party affiliation. We will focus on defining and improving CPR in the US, while aligning as much as possible with global frameworks.
- **A Market-Based Economy:** We support a competitive market-based system where companies are rewarded for creating long-term value that benefits all stakeholders. We also recognize that government has a legitimate role in establishing clear and consistent rules of the game to enable that outcome.

# Possible Output for CPR Diagnostic

CONFIDENTIAL/WORKING NOTES  
PLEASE DO NOT SHARE

Political Activity	Governance				Actions	Notes/Sources
	Governance Policies	Oversight Processes	Consultation Processes	Reporting		
Influence on Civic Discourse						
Internal Communications						
Employee Communications						
Civic Engagement Programs & Benefits						
Education Programs						
Volunteer Programs						
External Communications						
Public Statements & Coalitions						
Advertising						
Other Influence - DIRECT						
Philanthropic Activities						
Research Funding						
Legal Proceedings						
Other Influence – Third Parties						
Philanthropic Activities						
Research Funding						
Legal Proceedings						

Leading practice

Some exposure

Notable exposure



# Possible Output for CPR Diagnostic

<i>Political Activity</i>	<i>Governance</i>				Actions	Notes/Sources
	Governance Policies	Oversight Processes	Consultation Processes	Reporting		
Political Spending & Contributions						
Corporate PAC						
Candidates (state)						
Associations						
527 Committees						
Super PACs						
Referenda						
Social Welfare (c4)						
Corporate Treasury						
Candidates (state)						
Associations						
527 Committees						
Super PACs						
Referenda						
Social Welfare (c4)						

Leading practice

Some exposure

Notable exposure

# What Does it Mean to Use the Erb Principles?

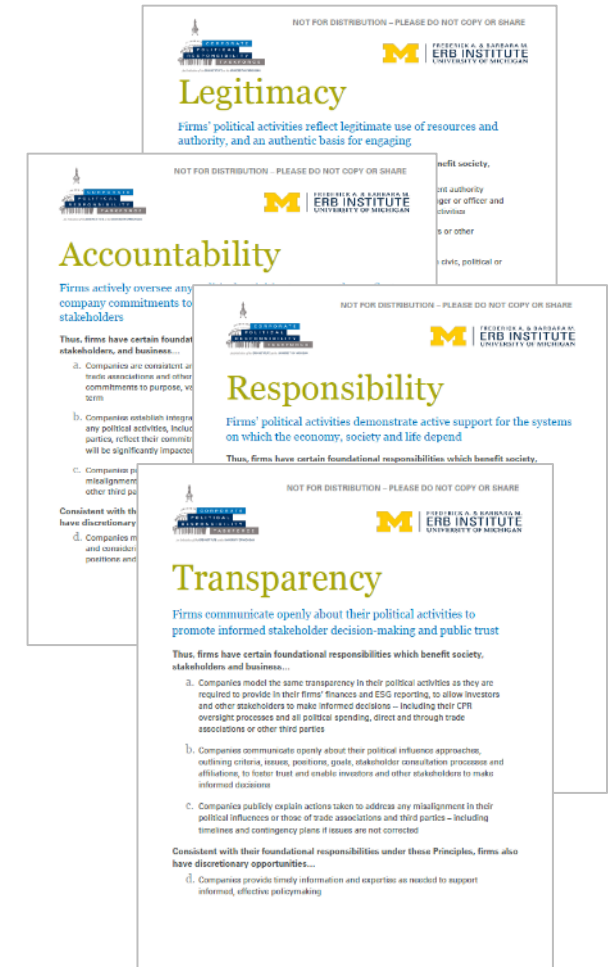
*Companies can use the Erb Principles in decision-making at any time by applying them to a decision and referencing them as providing guidance*

*Companies can go further in making CPR the norm by providing a public statement that they will:*

**Sustain current CPR actions that align with the Principles**

**Take additional actions over time, starting with:**

- CPA/Zicklin Model Code of Conduct for Political Spending, *or*
- GRI Standard 415: Public Policy, *or*
- A policy prohibiting the use of corporate treasury funds for election-related spending



For full text, please see:  
[bit.ly/ErbPrinciples4CPR](https://bit.ly/ErbPrinciples4CPR)



# Supporters & Partners Thus Far

## TESTIMONIALS TO-DATE

### CPR SUPPORTED BY COMPANIES

**Christopher Padilla**, Vice President, Government and Regulatory Affairs at IBM  
**Maureen Kline**, Vice President, Public Affairs and Sustainability, Pirelli Tire N. Am.  
**Hugh Welsh**, General Counsel, Secretary & President, DSM North America  
**Auden Schendler**, SVP, Sustainability, Aspen Skiing  
**Sandy Skees**, EVP/Purpose & Impact Global Lead, Porter Novelli

### CPR NEEDED FOR MANAGING RISK

**Bruce F. Freed**, President, Center for Political Accountability  
**Jerry Davis**, Faculty Director, Business Impact Michigan Ross  
**Alison Taylor**, Executive Director, Ethical Systems, NYU Stern  
**Stephan Davis**, Senior Fellow, Harvard Law School Program on Corporate Governance

### CPR NEEDED FOR MARKET ECONOMIES

**Karthik Ramanna**, Professor at University of Oxford, Blavatnik School of Government  
**Bob Stout**, Senior Fellow, Future 500 & Senior Consultant, Energy Transitions Commission  
**Ed Dolan**, Senior Fellow, Niskanen Center  
**Allison Herren Lee**, NYU Law Adjunct Faculty and former Commissioner, US Securities & Exchange Commission  
**Meredith Sumpter**, CEO, Council for Inclusive Capitalism  
**Sarah Bonk**, Founder, and **Richard Eidlin**, National Policy Director, Business for America  
**Bill Shireman**, Co-Founder, In This Together  
**Andrew Winston**, co-author, Net Positive: How Courageous Companies Thrive by Giving More than They Take  
**Paul Washington**, Executive Director, Environmental, Social & Governance Center, The Conference Board  
**Rebecca Henderson**, John and Natty McArthur University Professor at Harvard University  
**Anat Admati**, George G.C. Parker Professor of Finance and Economics, Director of Corporations and Society Initiative  
**Marjorie Clifton**, Corporate Engagement, Strategy & Communications, The Leadership Now Project, Stanford University  
**Amy Gobel** and **Russ Fortthuber**, Alliance for Responsible Capitalism

### CPR NEEDED TO SUPPORT CIVIC INSTITUTIONS

**William Ury**, Co-founder, Harvard Program on Negotiation and Co-author, Getting to YES  
**Hon. Leo E. Strine, Jr.**, former Chief Justice of the Supreme Court of Delaware, of counsel at the law firm of Wachtell, Lipton, Rosen & Katz and the Michael L. Wachter Distinguished Fellow at the University of Pennsylvania's Carey Law School  
**Debilyn Molineaux**, CEO/President, Bridge Alliance  
**Manu Meel**, CEO, BridgeUSA  
**Francis Johnson**, President, Take Back Our Republic  
**Mahlet Getachew**, Managing Director, Corporate Racial Equity & Legal, PolicyLink  
**Mark S. Mizruchi**, Robert Cooley Angell Collegiate Professor of Sociology and Professor of Management and Organizations, University of Michigan  
**Matt Leighninger**, Director of Democracy Innovation, National Conference on Citizenship

### CPR EXPECTED BY STAKEHOLDERS

**Josh Zinner**, CEO of the Interfaith Center on Corporate Responsibility  
**Richard Roberts**, Inquiry Lead, Volans  
**Rick Alexander**, CEO and Sara E. Murphy, Chief Strategy Officer, The Shareholder Commons  
**Jen Stark**, Co-Director, Center for Business and Social Justice at BSR  
**Alberto Alemanno**, Jean Monnet Professor of EU Law, HEC Paris and Founder, The Good Lobby  
**Robert Maguire**, Research Director, Citizens for Responsibility & Ethics in Washington  
**Jackie Padgett**, COO & Co-Founder and Deirdre Walsh, CEO & Co-Founder, IGC  
**Anne L. Kelly**, Vice President, Government Relations, Ceres  
**Dylan Tanner**, Executive Director, InfluenceMap  
**Bill Weihl**, Founder and Executive Director ClimateVoice  
**Madeleine Para**, Executive Director, Citizens Climate Lobby

## SELECTED PARTNERS

*non-partisan groups who help by sharing expertise, providing input & recognizing company progress*



# Why a Shared Framework?

## Avoiding the Tragedy of the Commons

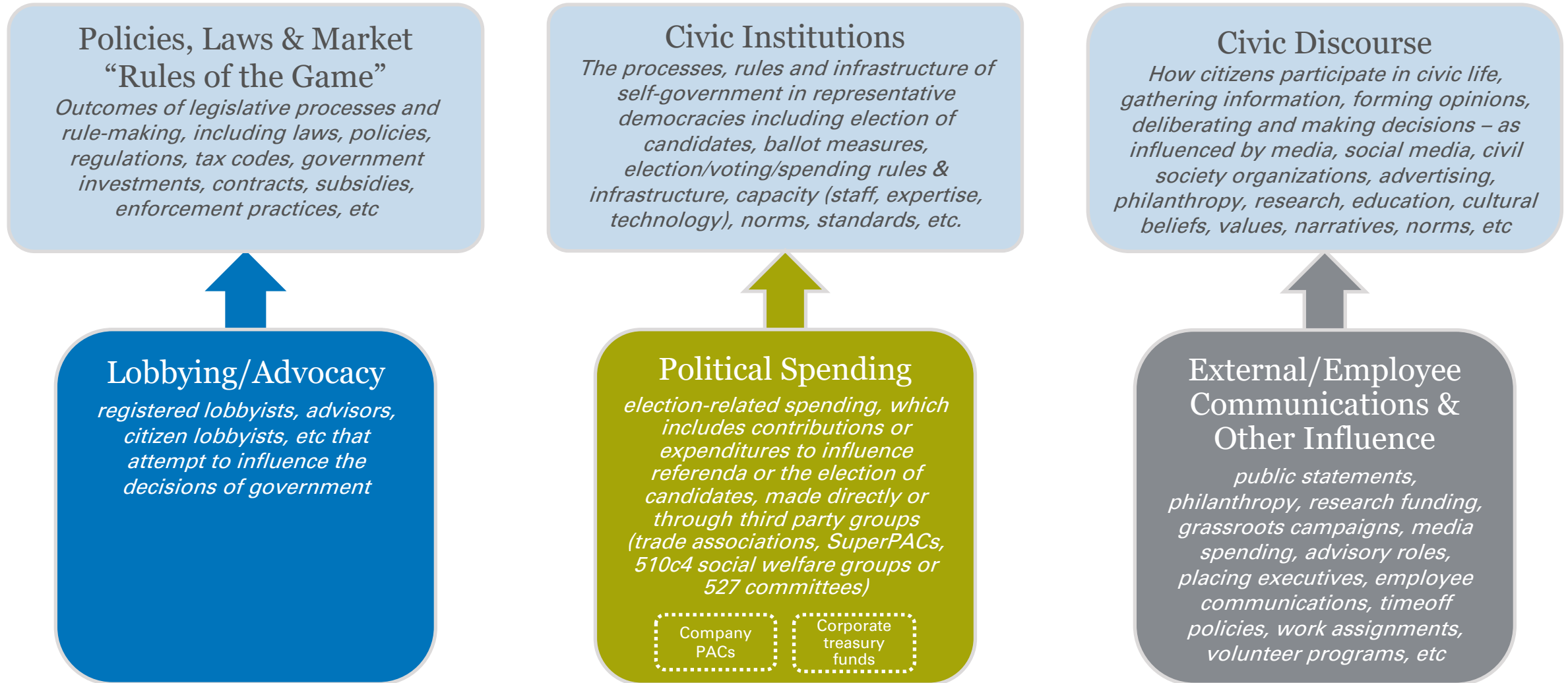
...the private sector **recognizes the collective threat** posed by an unhealthy political environment

...but the **costs of any individual company taking action may exceed the benefits**





# CPR Goes Beyond Spending



# A. CPA-Zicklin Model Code of Conduct

Model Code Provision	Met by CPA/Zicklin Trendsetter
1. Political spending shall <b>reflect the company's interests</b> , as an entity, and not those of its individual officers, directors, and agents.	X
2. In general, the company will follow a preferred policy of making its <b>political contributions to a candidate directly</b> .	X
3. No contribution will be given in anticipation of, in recognition of, or in return for an official act or <b>anything that has appearance of a gratuity, bribe, trade or quid pro quo</b> of any kind.	X
4. <b>Employees will not be reimbursed</b> directly or through compensation increases for personal political contributions or expenses.	X
5. The company <b>will not pressure or coerce employees</b> to make personal political expenditures.	X
6. All corporate political <b>expenditures must receive prior written approval</b> from the appropriate corporate officer.	X
7. The company will <b>disclose publicly all direct contributions and expenditures</b> with corporate funds on behalf of candidates, political parties and political organizations.	X
8. The company will <b>disclose dues and other payments made to trade associations and contributions to other tax-exempt organizations</b> that are or that it anticipates will be used for political expenditures. The disclosures shall describe the specific political activities undertaken.	X
9. The board shall <b>require a report from trade associations or other third-party groups</b> receiving company money on how it is being used and the candidates whom the spending promotes.	X
10. The board of directors or an independent committee of the board shall <b>receive regular reports, establish and supervise policies and procedures, and assess the risks and impacts</b> related to the company's political spending	
11. The company shall <b>review the positions of the candidates or organizations</b> to which it contributes to determine whether those positions conflict the company's core values and policies.	
12. The board of directors shall, independent of this review, <b>consider the broader societal and economic harm and risks</b> posed by the company's political spending.	