

## Board of Directors

### Lloyd J. Austin III

General, U.S. Army (Ret.)  
and former Commander of  
U.S. Central Command  
*(Military Leadership)*

### Diane M. Bryant

Chief Operating Officer  
Google Cloud  
*(Cloud Computing Services)*

### John V. Faraci

Retired Chairman &  
Chief Executive Officer  
International Paper  
*(Paper, Packaging and Distribution)*

### Jean-Pierre Garnier

Chairman  
Idorsia Pharmaceuticals Ltd.  
*(Biopharmaceuticals)*

### Gregory J. Hayes

Chairman & CEO  
United Technologies Corp.  
*(Diversified Manufacturer)*

### Edward A. Kangas

Lead Director  
United Technologies Corp.  
Former Chairman & CEO  
Deloitte, Touche, Tohmatsu  
*(Audit, Tax Services and Consulting)*

### Ellen J. Kullman

Retired Chair & Chief Executive Officer  
E. I. du Pont de Nemours and Company  
*(Diversified Chemicals and Materials)*

### Marshall O. Larsen

Retired Chairman, President &  
Chief Executive Officer  
Goodrich Corporation  
*(Aerospace and Defense Systems  
and Services)*

### Harold W. McGraw III

Chairman Emeritus  
S&P Global Inc.  
*(formerly McGraw Hill Financial, Inc.)  
(Ratings, Benchmarks and Analytics  
for Financial Markets)*

### Margaret L. O'Sullivan

Jeane Kirkpatrick Professor of the  
Practice of International Affairs and  
Director of the Geopolitics of  
Energy Project  
Harvard University Kennedy School  
*(Higher Education)*

### Fredric G. Reynolds

Retired Executive Vice President &  
Chief Financial Officer  
CBS Corporation  
*(Media)*

### Brian C. Rogers

Non-Executive Chairman  
T. Rowe Price Group, Inc.  
*(Investment Management)*

### Christine Todd Whitman

President  
The Whitman Strategy Group  
*(Environment and Public Policy Consulting)*  
Former EPA Administrator  
Former Governor of New Jersey

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Diane M. Bryant  
Marshall O. Larsen  
Margaret L. O'Sullivan  
Fredric G. Reynolds

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Edward A. Kangas  
Ellen J. Kullman  
Harold W. McGraw III  
Brian C. Rogers

### Committee on Governance and Public Policy

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Jean-Pierre Garnier  
Harold W. McGraw III  
Margaret L. O'Sullivan  
Christine Todd Whitman

### Executive Committee

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Jean-Pierre Garnier  
Edward A. Kangas  
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Gregory J. Hayes  
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