

## Director Education Opportunities – Updated July 2022

Date(s) Offered	Location	Organization	Program Title and Website	Topics
July 4-8, 2022	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Advanced Strategy for Directors</a>	<ul style="list-style-type: none"> <li>Constructing Competitive Advantage in Turbulent Global Environment</li> <li>Impact of Digital Technology on Strategy and Organizations</li> <li>Global and Digital Transformation in the Business Environment</li> <li>Contextual Impacts on Organizations and Strategies</li> </ul>
July 13, 2022	Virtual	Equilar / Meridian	<a href="#">The State of CEO Pay and What's Next</a>	<ul style="list-style-type: none"> <li>Considerations Related to the War For Talent at the Executive Level</li> <li>The Growing Use of Massive Stock Awards and Bonuses</li> <li>Ramifications of the SEC's Potential Pay Versus Performance Disclosure</li> <li>The Investor Perspective on CEO Pay</li> <li>Findings from the Equilar 2022 CEO Pay Trends Report</li> </ul>
July 13-16, 2022 (Registration Closed)  November 9-12, 2022  July 12-15, 2023	Boston, MA  Boston, MA  Boston, MA	Harvard Business School – Executive Education	<a href="#">Making Corporate Boards More Effective</a>	<ul style="list-style-type: none"> <li>Board Roles and Responsibilities</li> <li>Effective Board Structures and Processes</li> <li>Personal Qualities and Characteristics in the Boardroom</li> <li>Providing Constructive Feedback to CEOs and Board Members</li> <li>Overseeing Corporate Strategy</li> <li>Regulatory and Legal Compliance</li> <li>Crisis Management</li> </ul>
July 17-19, 2022 (Registration Closed)  November 13-15, 2022  July 16-18, 2023	Boston, MA  Boston, MA  Boston, MA	Harvard Business School – Executive Education	<a href="#">Compensation Committee: New Challenges, New Solutions</a>	<ul style="list-style-type: none"> <li>Designing Executive Compensation with a Strategic View</li> <li>Developing an Effective Compensation Plan</li> <li>Creating and Implementing Compensation Committee Processes</li> </ul>
July 20-22, 2022 (Registration Closed)	Boston, MA  Boston, MA	Harvard Business School – Executive Education	<a href="#">Audit Committees in a New Era of Governance</a>	<ul style="list-style-type: none"> <li>Strategy and Financial Reporting</li> <li>Transparency and Investor Communication</li> <li>Risk Management</li> </ul>

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November 16-18, 2022  July 19-21, 2023	Boston, MA			<ul style="list-style-type: none"> <li>• Audit Committee Processes</li> </ul>
August 25, 2022; November 3, 2022	Virtual	National Association of Corporate Directors (NACD)	<a href="#">NACD Finance Continuous Learning Cohort</a>	<ul style="list-style-type: none"> <li>• Creates Director Fluency around Board-level Finance</li> </ul>
September 27-29, 2022	Los Angeles, CA	UCLA Anderson School of Management	<a href="#">Corporate Governance Program</a>	<ul style="list-style-type: none"> <li>• Hot Topics &amp; Fundamentals of Governance</li> <li>• Regulatory Changes Impacting the Boardroom</li> <li>• Strategic Management and the Board</li> <li>• Corporate Responsibility to Pay Taxes?</li> <li>• The Board and Accounting Issues</li> <li>• Digging Deeper into Your Firm's Financial Statements</li> <li>• Managing Mergers, Acquisitions, Joint Ventures and Alliances</li> <li>• Ensuring Effective Committees: Audit and Compensation</li> <li>• The Board and Activist Shareholders</li> <li>• Cyber Risk and Security for Boards</li> </ul>
September 29-30, 2022	New York, NY	The Conference Board	<a href="#">Women Lead 2032 Festival</a>	<ul style="list-style-type: none"> <li>• The Impact of the Pandemic and Challenges of Pay Equity</li> <li>• Accelerating the Movement of Women into CEO and Board Positions</li> <li>• Re-defining Authentic Leadership and Recreating New Inclusive Workplaces</li> <li>• Innovating on Recruitment, Retention, and Re-Entering The Workforce</li> </ul>
October 8-11, 2022	Washington, DC or Virtual	National Association of Corporate Directors (NACD)	<a href="#">NACD Summit</a>	<ul style="list-style-type: none"> <li>• Critical Issues Facing Boardrooms Today</li> <li>• Advance Board Effectiveness</li> </ul>

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October 10-21, 2022 May 22-25, 2023	Virtual Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Corporate Governance: Effectiveness and Accountability in the Boardroom</a>	<ul style="list-style-type: none"> <li>• Defining Good Directors, Boards, and Strategies</li> <li>• Legal issues</li> <li>• Executive Compensation</li> <li>• Cybersecurity for Directors</li> <li>• Board and Committee Responsibilities</li> <li>• The Board Recruiting Process</li> <li>• Audit Issues</li> <li>• Activist Investors</li> <li>• The Board’s Role in a Crisis</li> <li>• Activist Investor Case Study</li> </ul>
October 17-21, 2022	Stanford, CA	Stanford Business School	<a href="#">Directors’ Consortium</a>	<ul style="list-style-type: none"> <li>• Shareholder Activism</li> <li>• Director Liability Risk</li> <li>• Recent Developments in Financial Reporting</li> <li>• Executive Compensation and Incentives</li> <li>• Finance</li> <li>• Cybersecurity and the Board</li> <li>• CEO Succession</li> <li>• Legal Rules of Governance</li> <li>• Board Oversight</li> </ul>
Oct. 25-28, 2022; Dec. 14-17, 2022; Mar. 27-29, 2023  Dec. 12-15, 2022; Mar. 6-9, 2023; Jun. 5-7, 2023  Jan. 16-19, 2023; Mar. 13-16, 2023; Jun. 12-14, 2023	Fontainebleau (3 modules)  Fontainebleau, (3 modules)  Fontainebleau, (3 modules)	INSEAD – Executive Education	<a href="#">International Directors Programme</a>	<ul style="list-style-type: none"> <li>• Board Operations</li> <li>• Knowledge and Competencies of Directors</li> <li>• Director-Specific Skills</li> <li>• Challenging Executives</li> <li>• Board Effectiveness and Dynamics</li> <li>• Board Decision-Making and Oversight</li> <li>• Director Effectiveness and Development</li> </ul>

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October 26, 2022	San Francisco, CA	Equilar / Nasdaq	<a href="#">Compensation Committee Forum</a>	Topics TBD
November 2-4, 2022	Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Women's Director Development Program</a>	<ul style="list-style-type: none"> <li>• Characteristics of the Most Effective Board Members</li> <li>• Developing and Delivering Value Proposition</li> <li>• Preparing for Board Interview</li> <li>• Earning Board Nomination</li> <li>• Being an Effective Director</li> </ul>
November 3-4, 2022	New York, NY	The Conference Board	<a href="#">Executive Compensation Conference (28th Annual)</a>	<ul style="list-style-type: none"> <li>• Changes In The C-Suite and Implications for Executive Compensation</li> <li>• The War For Talent: New Priorities and Changes to Total Rewards</li> <li>• Balancing Multiple Stakeholders: Challenges and Opportunities for Executive Compensation</li> <li>• The Investor Viewpoint: What Do They Really Want Regarding Executive Compensation and Talent?</li> <li>• ESG Imperatives in Compensation Strategies</li> <li>• Human Capital Management and Sustainability Beyond the Numbers</li> <li>• Building the Executive Pipeline With Diversity, Equity, and Inclusion in Mind: Aligning Talent And Total Rewards</li> <li>• Executive Compensation Disclosure and Communication: Taking Control of the Narrative Through External Communications</li> <li>• The Public Policy Impact on Executive Compensation</li> </ul>
November 28-December 2, 2022	Boston, MA	Harvard Business School – Executive Education	<a href="#">Women on Boards: Succeeding as a Corporate Director</a>	<ul style="list-style-type: none"> <li>• Understanding How Boards Work and Best Practices</li> <li>• Developing Board-Critical Skills</li> <li>• Navigating the Selection Process</li> <li>• Raising Your Profile</li> </ul>

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December 5-7, 2022  June 8-10, 2023	Fontainebleau, France  Fontainebleau, France	INSEAD – Executive Education	<a href="#">Leading from the Chair</a>	<ul style="list-style-type: none"> <li>Deeper understanding of board and chair roles</li> <li>Effective meetings</li> <li>Coaching and developing senior executives</li> <li>Challenging executives through positive exchanges</li> <li>Addressing pressures when facing a crisis</li> </ul>
December 14-15, 2022	Scottsdale, AZ	National Association of Corporate Directors (NACD)	<a href="#">The Master Class – An Advanced Course Designed for Experienced Directors</a>	<ul style="list-style-type: none"> <li>Board’s Role in Dynamic, Fast-paced and Tumultuous Environment</li> <li>Latest Tools, Metrics and Strategies to Optimize Boardroom Efficiency</li> <li>Techniques for Effective Discussion in the Boardroom</li> <li>Shareholder Activism, Evolving Technology, the Changing Global Environment and Long Term Sustainability</li> <li>Evaluating Emerging Risks and Prioritization for Effective Risk Oversight</li> </ul>
February 1-2, 2023	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Boards that Lead: Corporate Governance that Builds Value</a>	<ul style="list-style-type: none"> <li>The New Role of the Board</li> <li>CEO and Director Selection</li> <li>Designing Effective Boards</li> <li>How to Succeed in the Boardroom</li> <li>Board Principles</li> </ul>
2023 dates TBD	Virtual	KPMG and National Association of Corporate Directors (NACD)	<a href="#">KPMG Board Leadership Conference: Recalibrating for the New Reality</a>	<ul style="list-style-type: none"> <li>Leadership in Times of Crisis</li> <li>U.S. Economic Outlook</li> <li>Post-Election Geopolitical Landscape</li> <li>Corporate Purpose</li> <li>Making a Difference and a Profit</li> </ul>
2023 dates TBD	Location TBD	Equilar / Nasdaq	<a href="#">Board Leadership Forum</a>	Topics TBD

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2023 dates TBD	Location TBD	Corporate Directors Forum	<a href="#">Directors Forum Annual Conference</a>	Topics TBD
Online events throughout the year; Invitation only	Virtual	G100	<a href="#">G100 Board Excellence</a>	<ul style="list-style-type: none"> <li>• Provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Virtual Director Professionalism</a>	<ul style="list-style-type: none"> <li>• Roles and Responsibilities of the Board Members</li> <li>• The Board's Operating Model</li> <li>• Fiduciary Duties of Corporate Boards</li> <li>• Introduction to Finance and Accounting</li> <li>• The Nominating and Governance Committee</li> <li>• Compensation Committee Roles and Responsibilities</li> <li>• The Audit Committee</li> <li>• Strategy From a Board Perspective</li> <li>• Risk Oversight</li> <li>• Corporate Transformations</li> <li>• Talent Oversight</li> <li>• Board-Shareholder Engagement</li> <li>• Futurecasting Disruption</li> <li>• Cyber-Risk Oversight</li> <li>• Habits of Highly Effective Directors: Tying it All Together</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Cyber-Risk Oversight Certificate</a>	<ul style="list-style-type: none"> <li>• Cyber-Security Threat Landscape</li> <li>• Responsibilities of the board and management in cyber-risk oversight</li> <li>• Cyber-crisis simulation</li> </ul>
Event Concluded; <a href="#">On-demand recordings available</a>	Virtual	Equilar / Nasdaq	<a href="#">Equilar Executive Compensation Summit 2021</a>	<ul style="list-style-type: none"> <li>• 400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation</li> </ul>

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				<ul style="list-style-type: none"><li>• Explores complex and interrelated issues around Say on Pay, pay for performance, incentive planning, regulatory requirements, shareholder outreach, and other key executive pay challenges and opportunities</li></ul>