

Director Education Opportunities – Updated October 2022

Date(s) Offered	Location	Organization	Program Title and Website	Topics
October 26, 2022	San Francisco, CA	Equilar / Nasdaq	Compensation Committee Forum	<ul style="list-style-type: none"> • ESG comp strategy in an uncertain environment • Strategies for successful shareholder engagement • The evolving responsibilities of compensation committees • CEO succession: building stability with a robust leadership pipeline
November 1, 2022	Virtual	Corporate Board Member	Human Capital and the Board: Navigating Rising Stakeholder Expectations	<ul style="list-style-type: none"> • Inflation, stagflation, recession – What does it mean for executive pay and goal setting? • What is ESG’s real impact on executive pay? • Peer-to-peer roundtables: expanded committee oversight • Noses in, fingers out – The board’s role in building the talent plan • How to win stakeholder support of your executive pay and human capital efforts
November 2-4, 2022 November 1-3, 2023	Evanston, IL Evanston, IL	Kellogg School of Management – Executive Education	Women’s Director Development Program	<ul style="list-style-type: none"> • Characteristics of the most effective board members • Develop and deliver value proposition • Prepare for board interview • Earn board nomination • Be an effective director
November 3, 2022	Virtual	National Association of Corporate Directors (NACD)	NACD Finance Continuous Learning Cohort	<ul style="list-style-type: none"> • Create director fluency around board-level finance • Look closely at board-level financial oversight through the lens of real-world situations, challenges and solutions • Work closely with other attendees during peer-to-peer discussions and cooperative learning exercises

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November 3-4, 2022	New York, NY	The Conference Board	Executive Compensation Conference (28th Annual)	<ul style="list-style-type: none"> • Changes in the C-suite and implications for executive compensation • The war for talent: new priorities and changes to total rewards • Balancing multiple stakeholders: challenges and opportunities for executive compensation • The investor viewpoint: what do they really want regarding executive compensation and talent? • ESG imperatives in compensation strategies
November 13-15, 2022 July 16-18, 2023	Boston, MA Boston, MA	Harvard Business School – Executive Education	Compensation Committee: New Challenges, New Solutions	<ul style="list-style-type: none"> • Adapt your compensation strategy to fit your business strategy • Make decisions with deeper knowledge of the relationships among compensation plans, employee motivation, and long-term value creation • Balance the competing imperatives to attract and retain key executives, adhere to new governmental rules, and navigate public sentiment • Ensure that the compensation structure promotes the desired corporate culture
November 16-18, 2022 July 19-21, 2023	Boston, MA Boston, MA	Harvard Business School – Executive Education	Audit Committees in a New Era of Governance	<ul style="list-style-type: none"> • Align financial reporting, compliance, and risk management functions with the company's growth and profit objectives • Ensure the integrity of financial information • Foster the right culture regarding compliance and risk • Develop a financial reporting strategy
November 28-December 2, 2022	Boston, MA	Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director	<ul style="list-style-type: none"> • Understand how boards work and best practices • Develop board-critical skills • Navigate the selection process • Raise your profile

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December 5-7, 2022 June 8-10, 2023	Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	Leading from the Chair	<ul style="list-style-type: none"> • Gain deeper understanding of board and chair roles • Run effective meetings • Coach and develop senior executives • Challenge executives through positive exchanges • Address pressures when facing a crisis
December 14-15, 2022	Scottsdale, AZ	National Association of Corporate Directors (NACD)	The Master Class – An Advanced Course Designed for Experienced Directors	<ul style="list-style-type: none"> • Board’s role in a dynamic, fast-paced and tumultuous environment • Latest tools, metrics and strategies to optimize boardroom efficiency • Techniques for effective discussion in the boardroom • Shareholder activism, evolving technology, the changing global environment and long term sustainability • Evaluation of emerging risks and prioritization for effective risk oversight
Module 1 January 16 -19, 2023 April 3-6, 2023 Module 2 March 13 -16, 2023 June 21-24, 2023 Module 3 June 12-14, 2023 November 27-29, 2023	Fontainebleau, France Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	International Directors Programme	<ul style="list-style-type: none"> • Board operations • Knowledge and competencies of directors • Director-specific skills • Challenging executives • Board effectiveness and dynamics • Board decision-making and oversight • Director effectiveness and development

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February 1-2, 2023	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Boards that Lead: Corporate Governance that Builds Value	<ul style="list-style-type: none"> • The new role of the board • CEO and director selection • Design effective boards • How to succeed in the boardroom • Board principles
February 27-March 3, 2023 May 23–25, 2023	Virtual New York, NY	Columbia Business School	Corporate Governance Program: Developing Exceptional Board Leaders	<ul style="list-style-type: none"> • Appreciate value creation via financial statements • Harness finance to realize the company's strategy • Minimize financial reporting risks as a member of the audit committee • Minimize the threat of litigation for you and your company • Incentivize the CEO to create long-term sustainable value as a member of the compensation committee • Anticipate and prepare for the next activist challenge • Increase the board's visibility into disruptive technologies and business models • Leverage diversity and inclusion to create long-term value • Board resume workshop
March 15-18, 2023	Boston, MA	Harvard Business School – Executive Education	Preparing to Be a Corporate Director	<ul style="list-style-type: none"> • Maximize your contribution as a board director • Expand your leadership capabilities • Analyze board opportunities • Develop a personal strategy for your board career

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March 17, 2023	Newark, DE	University of Delaware	Weinberg Center/European Corporate Governance Institute 2023 Corporate Governance Symposium	2022 topics included: <ul style="list-style-type: none"> • Is history repeating itself? the (un)predictable past of ESG ratings • ESG lending • Climate risk disclosure and institutional investors • Greenhouse gas disclosure and emissions benchmarking • Proxy advisory firms and corporate shareholder engagement
April 18-20, 2023	Los Angeles, CA	UCLA Anderson School of Management	Corporate Governance Program	<ul style="list-style-type: none"> • Regulatory changes impacting the boardroom • Strategic management and the board • The board and accounting issues • Digging deeper into your firm's financial statements • Managing mergers, acquisitions, joint ventures and alliances • Ensuring effective committees: audit and compensation • The board and activist shareholders • Cyber risk and security for boards
May 15-18, 2023	Barcelona, Spain	Harvard Business School – Executive Education	Value Creation Through Effective Boards	<ul style="list-style-type: none"> • Design boards for a complex world • Understand the responsibilities of board members • The board's role in driving company strategy • Support risk management and crisis management • Enable transparency and accountability • Make a CEO appointment and support succession planning • Understand how corporate governance varies in different regions • Explore the characteristics of entrepreneurial and intrapreneurial boards • Run effective board meetings and make informed decisions • Increase gender diversity by appointing more women to the board • Monitor, measure, and improve board performance

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<p>May 22-25, 2023</p> <p>November 6-9, 2023</p>	<p>Evanston, IL</p> <p>Evanston, IL</p>	<p>Kellogg School of Management – Executive Education</p>	<p>Corporate Governance: Effectiveness and Accountability in the Boardroom</p>	<ul style="list-style-type: none"> • Characteristics of good directors, boards, and strategies • Legal issues • Executive compensation • Cybersecurity for directors • Board and committee responsibilities • The board recruiting process • Audit issues • Activist investors and case study • The board's role in a crisis
<p>May 31 - June 2, 2023</p>	<p>Nashville, TN</p>	<p>Equilar</p>	<p>The 14th Annual Equilar Summit</p>	<ul style="list-style-type: none"> • 400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation • 2023 topics TBD

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July 3-7, 2023	Fontainebleau, France	INSEAD – Executive Education	Advanced Strategy for Directors	<ul style="list-style-type: none"> • Deepen your understanding of the strategic challenges brought about by today’s global environment (from both internal and external perspectives) • Review and explore how boards, in collaboration with executives (and consultants), can play a role in anticipating and overcoming such challenges • Engage with topical issues such as the growing impact of digital technology on strategy and organizations, and on the role of the board • Practice formulating, implementing and evaluating strategies in a board environment • Develop your strategic competencies as a director
July 12-15, 2023	Boston, MA	Harvard Business School – Executive Education	Making Corporate Boards More Effective	<ul style="list-style-type: none"> • Achieve trust through more positive relationships within the board and with the management team • Create more efficient governance processes • Make the most of each board member’s time, knowledge, and experience • Contribute more meaningfully to corporate oversight activities • Extend your network by living and working with accomplished executives from various backgrounds, industries, and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions

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2023 Dates TBA	Stanford, CA	Stanford Business School	Directors' Consortium	<ul style="list-style-type: none"> • Shareholder activism • Director liability risk • Recent developments in financial reporting • Executive compensation and incentives • Cybersecurity and the board • CEO succession • Legal rules of governance • Board oversight
2023 Dates TBA	Irvine, CA or Virtual	UC-Irvine Paul Merage School of Business	UCI Audit Committee Summit	<p>2022 topics included:</p> <ul style="list-style-type: none"> • Risk oversight in today's challenging environment • Setting the Audit Committee agenda for 2023 • The latest SEC and PCAOB developments and their impact on the work of audit committees • ESG and other current financial reporting imperatives and how audit committees can prepare themselves to best address them
2023 Date TBA	Philadelphia, PA	Drexel University LeBow College of Business	Directors Academy	<p>2022 topics included:</p> <ul style="list-style-type: none"> • A fresh look at the audit committee's agenda and workload as directors objectively analyze the myriad risks facing business today • How the executive compensation committee develops compensation plans and external factors influencing compensation strategies • How the committee stays focused on addressing the needs of the company while being in the "line of fire" of various stakeholder agendas • Opportunity to talk with current board members and search executives about the successes and challenges of what it takes to prepare for board service

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Online events throughout the year; Invitation only	Virtual	G100	G100 BoardExcellence	<ul style="list-style-type: none"> • Provide directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Virtual Director Professionalism	<ul style="list-style-type: none"> • Roles and responsibilities of the board members • The board's operating model • Fiduciary duties of corporate boards • Introduction to finance and accounting • The nominating and governance committee • Compensation committee roles and responsibilities • The audit committee • Strategy from a board perspective • Risk oversight • Corporate transformations • Talent oversight • Habits of highly effective directors: tying it all together

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On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Directorship Essentials Series	<ul style="list-style-type: none"> • Identify examples of a director's appropriate role in an organization's compliance and ethics program • Distinguish between poor and leading practices for effective oversight of an organization's compliance and ethics program • Identify the typical elements of an effective corporate compliance and ethics program • Recall laws and regulations that serve as frameworks for compliance and ethics programs, regardless of industry
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Cyber-Risk Oversight Certificate	<ul style="list-style-type: none"> • Cyber-security threat landscape • Responsibilities of the board and management in cyber-risk oversight • Cyber-crisis simulation