

**Deloitte.**



**2019 Deloitte Board Symposium**  
**Inspire. Influence. Impact.**

March 7–8, 2019  
The Ritz-Carlton Hotel | Naples, FL

*Center for*  
**Board Effectiveness**



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**Save the date:**

**2019 Deloitte Audit Committee Symposium**

November 19–20, 2019 | Mandarin Oriental | Washington, DC

**2020 Board Member Experience at CES®**

January 8–9, 2020 | Las Vegas, NV

**2020 Deloitte Board Symposium**

March 12–13, 2020 | The Ritz-Carlton Hotel | Naples, FL

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# Welcome

Deloitte Board Symposium attendees,

Welcome to the 2019 Deloitte Board Symposium. On behalf of my Deloitte colleagues, thank you for being here and for your engagement during the two-day program. The Symposium's interactive sessions are designed for you to gain new boardroom insights and build relationships with colleagues and peers, while sharing your views and experiences on the topics we will address during our time together.

This year's Symposium theme, *Inspire. Influence. Impact.*, offers three powerful contributions that board members can bring to the organizations and stakeholders they serve. These contributions will be addressed by senior board members and governance leaders as they discuss the board's role in brand and reputation, innovation, board composition and diversity, and investor expectations. Voices in the boardroom will feature distinguished board chairs who will discuss a variety of topics, including business disruption and technological advancement; trends in environmental, social, and governance challenges; and how to navigate and influence change inside the boardroom. The Symposium sessions will also investigate what it means to be a tech-savvy board member, the art of leading in the 4th industrial revolution, and how board members can help disrupt the status quo to ignite change.

Board members are faced with an increasingly complex business and governance landscape. I encourage you to share your experiences and engage in robust discussion on the critical areas of focus in the boardroom. Your active participation in the 2019 Deloitte Board Symposium will help inspire, influence, and impact the dynamic forces within the boardroom.

Thank you for joining us,



*Deborah L. DeHaas*

**Deborah L. DeHaas**

Vice Chairman  
National Managing Partner,  
Center for Board Effectiveness  
Deloitte



# Agenda

# Agenda

Thursday, March 7		Location
12:00 pm – 1:00 pm	<b>Registration and lunch</b> <b>Welcome and opening remarks</b> <b>Deb DeHaas</b> , Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte	Vanderbilt courtyard
1:00 pm – 3:00 pm	<b>Inspiring voices in the boardroom: Integrated thinking</b> <b>Sara Mathew</b> , Non-Executive Chair, Freddie Mac; Former Chair and Chief Executive Officer, Dun & Bradstreet; Director, State Street Corporation, Campbell Soup Company, and Shire <b>Karen Mazer (moderator)</b> , Principal, Client Accelerators Leader, Deloitte Consulting LLP	Vanderbilt I
	<b>A 24/7 business reality: Why social media is important for boards</b> <ul style="list-style-type: none"> <li>• <b>Damon Jones</b>, Vice President, Global Communications, Procter &amp; Gamble</li> <li>• <b>Diana O'Brien</b>, Chief Marketing Officer, Deloitte</li> </ul>	Vanderbilt I
	<b>Influential voices in the boardroom: Disruption</b> <b>Pat Russo</b> , Chairman, Hewlett Packard Enterprise; Director, KKR, Merck, and General Motors <b>Henry Phillips (moderator)</b> , Vice Chairman, National Managing Partner, Client Matters, Deloitte & Touche LLP	Vanderbilt I
3:00 pm – 3:30 pm	<b>Networking break</b> <b>The tech-savvy board</b> <ul style="list-style-type: none"> <li>• <b>Michael Brown</b>, Former Vice President, Global Information Technology, ExxonMobil Global Services Company</li> <li>• <b>Richard Hill</b>, Chairman, Marvell Technology Group and Xperi; Director, Arrow Electronics, Cabot, and Symantec</li> <li>• <b>Sherry Smith</b>, Director, Deere &amp; Company, Piper Jaffray, Realty Holdings, and Tuesday Morning Corporation</li> </ul> <b>Larry Quinlan (moderator)</b> , Global Chief Information Officer, Deloitte Touche Tohmatsu Limited	Vanderbilt courtyard
3:30 pm – 6:00 pm	<b>Impactful voices in the boardroom: Innovation</b> <b>Sir George Buckley</b> , Chairman, Smiths Group plc and Stanley Black & Decker; Former Chairman and Chief Executive Officer, 3M; Director, Hitachi and PepsiCo; Advisory Board Member, Schillings <b>Seema Pajula (moderator)</b> , National Managing Partner, US Industries and Insights Leader, and National Industry Leader for Consumer and Industrial Products, Deloitte LLP	Vanderbilt I
	<b>Detonate: Blowing up best practices in the boardroom</b> <b>Geoff Tuff</b> , Principal and Senior Leader, Innovation and Applied Design, Deloitte Consulting LLP	Vanderbilt I
	<b>Closing remarks</b> <b>Deb DeHaas</b> , Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte	Vanderbilt I
6:30 pm – 7:30 pm	<b>Networking reception</b>	Plaza foyer
7:30 pm – 9:00 pm	<b>Networking dinner</b>	Plaza ballroom

Friday, March 8		Location
7:00 am – 8:00 am	<b>Breakfast</b> <b>Opening remarks</b> <b>Deb DeHaas</b> , Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte <hr/> <b>Toggle: The art of leading in the 4th industrial revolution</b> <b>Cathy Engelbert</b> , Chief Executive Officer, Deloitte <hr/> <b>Through the investor's lens</b> <ul style="list-style-type: none"> <li>• <b>William McCracken</b>, Vice Chairman, National Association of Corporate Directors; Director, MDU Resources Group</li> <li>• <b>William McNabb</b>, Former Chairman and Chief Executive Officer, Vanguard; Director, UnitedHealth Group</li> </ul>	Vanderbilt I
8:00 am – 10:00 am	<b>The missing pieces: Making an impact on board diversity and inclusion</b> <ul style="list-style-type: none"> <li>• <b>David Chun</b>, Founder and Chief Executive Officer, Equilar</li> <li>• <b>Erin Lantz</b>, Vice President and General Manager of Mortgages, Zillow Group; Director, TrueCar</li> <li>• <b>Coleman Peterson</b>, President and Chief Executive Officer, Hollis Enterprises; Director, Cracker Barrel Old Country Store, and J.B. Hunt Transport; Former Executive Vice President of People, Walmart</li> </ul> <b>Deb DeHaas (moderator)</b> , Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte	Vanderbilt I
10:00 am – 10:15 am	<b>Networking break</b> <b>Chairman and CEO's voice in the boardroom</b> <b>Lynn Good</b> , Chairman, President, and Chief Executive Officer, Duke Energy; Chairman, Edison Electric Institute; Director, Boeing and Institute of Nuclear Power Operations <b>Joe Ucuzoglu (moderator)</b> , Chairman and Chief Executive Officer, Deloitte & Touche LLP	Vanderbilt courtyard
10:15 am – 12:00 pm	<b>Secrets to being an influential leader</b> <b>Admiral James Stavridis</b> , Retired Four-Star Admiral in the US Navy; Operating Executive, Carlyle Group; Chief International Security Analyst, NBC News; Chair, Board of Counselors, McLarty Global Institute <b>Cathy Engelbert (moderator)</b> , Chief Executive Officer, Deloitte <hr/> <b>Closing remarks</b> <b>Deb DeHaas</b> , Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte	Vanderbilt I
12:00 pm – 1:00 pm	<b>Networking lunch</b>	Vanderbilt courtyard





# Speaker biographies



### **Michael Brown**

Former Vice President, Global Information Technology, ExxonMobil Global Services Company

Michael (Mike) Brown is the retired vice president for global information technology at ExxonMobil Global Services Company, with responsibility for ExxonMobil's computing and telecommunications services. He joined ExxonMobil in 1980 as a process engineer. Mike subsequently held several managerial positions at the Joliet, Illinois, and Beaumont, Texas, refineries. In 1996, he joined the Houston Gas Liquids group as general manager of North America Gas Liquids. Mike also led the business process reengineering and SAP rollout for the US-based upstream, downstream, and global chemical assets of Mobil Corporation. Following the merger of Exxon and Mobil in 1999, he led a comparable effort for the combined company. In 2006, Mike was named vice president for refining, assuming responsibility for ExxonMobil's worldwide refinery circuit.



### **Sir George Buckley**

Chairman, Smiths Group plc and Stanley Black & Decker; Former Chairman and Chief Executive Officer, 3M; Director, Hitachi and PepsiCo; Advisory Board Member, Schillings

Sir George Buckley is chairman of Smiths Group plc and Stanley Black & Decker. He is also a board member of Hitachi and PepsiCo, and is on the advisory board for Schillings. George was chairman, president, and chief executive officer of 3M from 2005 to 2012. Prior to that, he was chairman and chief executive officer of Brunswick, having previously served as president of Mercury Marine Group, Brunswick's largest division. Before joining Brunswick in 1997, he was president of the US Electric Motors Division and the Automotive and Precision Motors Division at Emerson Electric in St. Louis. He also served as chief technology officer of Emerson's worldwide group of motor, electronic drives, and appliance-related businesses. George is an engineer by training and holds a PhD in electrical engineering along with four honorary doctorates and approximately 20 patents.



## David Chun

Founder and Chief Executive Officer, Equilar

David Chun has led Equilar since its inception as it has become one of the most trusted names in corporate governance and has been recognized as one of the “100 Most Influential Players in Corporate Governance” by the National Association of Corporate Directors. David was the recipient of the Disruptor Award by 2020 Women on Boards, and has been named one of the “Outstanding 50 Asian Americans in Business.” Prior to founding Equilar, he was a vice president in the Investment Banking Division of Donaldson, Lufkin & Jenrette, a global investment bank that has since merged with Credit Suisse and was a management consultant with Bain & Company and Kenan Systems.



## Deb DeHaas

Vice Chairman, National Managing Partner, Center for Board Effectiveness, Deloitte

Deb DeHaas is responsible for Deloitte’s boardroom programs that support corporate boards and directors in fulfilling their governance-related responsibilities. She is also the lead client service partner or advisory partner for a number of Deloitte’s largest clients. Deb was named to *Accounting Today’s* “Top 100 Most Influential” list in 2013 and 2014, and to the 2015, 2016, 2017, and 2018 NACD Directorship 100, which recognizes influential leaders in corporate governance. She is a frequently sought-after speaker and thought leader on topics of corporate governance. Deb recently completed a six-year term as the chief inclusion officer for Deloitte US, where she drove Deloitte’s strategy to recruit, develop, and promote a diverse workforce and foster an inclusive environment where leaders thrive. She also has served on the Deloitte LLP board of directors, represented the US firms on the Deloitte Canada board of directors, was a member of the Deloitte US executive committee, and was Deloitte’s managing partner for the Central region.



### Cathy Engelbert

Chief Executive Officer, Deloitte

Cathy Engelbert is chief executive officer of Deloitte. She leads one of the largest professional services organizations in the United States, with more than 90,000 audit and assurance, tax, consulting, and risk and financial advisory professionals serving over 85 percent of the *Fortune* 500. She is chair of the Center for Audit Quality governing board, chair of Catalyst, and a vice chair of the Partnership for New York City. For the past three years, Cathy has been listed as one of *Fortune's* "Most Powerful Women" and one of *Working Mother* magazine's "50 Most Powerful Moms."



### Lynn Good

Chairman, President, and Chief Executive Officer, Duke Energy; Chairman, Edison Electric Institute; Director, Boeing and Institute of Nuclear Power Operations

Lynn Good is chairman, president, and chief executive officer of Duke Energy, one of America's largest energy holding companies. She is also a board member of Boeing, where she serves on the audit and finance committees. In addition, Lynn is chairman of the Edison Electric Institute and a board member of the Institute of Nuclear Power Operations. Before becoming Duke Energy's chief executive officer in 2013, she was chief financial officer and earlier led the company's commercial energy businesses during its initial development of renewable energy projects. She began her utilities career in 2003 with Cincinnati-based Cinergy, which later merged with Duke Energy. Before that, she was a partner at two international accounting firms, including a long career with Arthur Andersen. *Fortune* has listed Lynn as 11th among the "Most Powerful Women in Business" and *Forbes* has named her one of "The World's 100 Most Powerful Women."



### **Richard Hill**

Chairman, Marvell Technology Group and Xperi; Director, Arrow Electronics, Cabot, and Symantec

Richard (Rick) Hill has served as chairman of the board of Marvell Technology Group since 2016. He is also board chairman at Xperi, a company he led as interim chief executive officer in 2013. In addition, Richard is a board member of Arrow Electronics, Cabot, and Symantec. He was previously chairman and chief executive officer of Novellus Systems, a leader in the design and manufacture of semiconductor equipment used to fabricate integrated circuits. Prior to joining Novellus in 1993, Richard spent 12 years in senior leadership roles at Tektronix, a leading designer and manufacturer of test and measurement devices. Before his tenure at Tektronix, he held a range of engineering and management positions with General Electric, Motorola, and Hughes Aircraft Company. He has previously served on the boards of Novellus, LSI, Yahoo!, Autodesk, and Planar Systems.



### **Damon Jones**

Vice President, Global Communications, Procter & Gamble

Damon Jones is the vice president of global communications for Procter & Gamble (P&G). In this role, he helps ensure that the world's largest consumer goods company is also known as one of the most trusted brands in the world. He leads a team responsible for global corporate and financial communications, digital and social media, stakeholder engagement, issue advocacy, and crisis management. Damon is also responsible for a variety of efforts leveraging P&G's influence to address conscious and unconscious bias in the advertising industry and beyond. During his more than 20 years with P&G, he has had responsibility for diverse geographic and product portfolios—with assignments in Boston, Geneva, London, and Singapore—leading local, regional, and global businesses. In addition to his work with P&G, Damon served as the communications director for the 2008 Democratic National Convention, as part of the successful campaign to elect Barack Obama president of the United States.



### **Erin Lantz**

Vice President and General Manager of Mortgages, Zillow Group; Director, TrueCar

Erin Lantz is vice president and general manager of mortgages at Zillow Group, where she has worked since 2010. She also has served on the board of TrueCar since 2016, where she is a member of the audit committee and the nominating and corporate governance committee. Prior to Zillow, Erin was senior vice president at Bank of America, where she led the direct-to-consumer purchase home loan business. Before entering the mortgage industry, she worked at Boston Consulting Group as an associate. Erin served on the board of Washington Federal from 2016 to 2018.



### **Sara Mathew**

Non-Executive Chair, Freddie Mac; Former Chair and Chief Executive Officer, Dun & Bradstreet; Director, State Street Corporation, Campbell Soup Company, and Shire

Sara Mathew is non-executive chair of the board for Freddie Mac. She also is a board member of State Street Corporation, the Campbell Soup Company, and Shire. Sara retired as chair and chief executive officer of Dun & Bradstreet (D&B) in 2013. During her tenure, she transformed D&B from a data company to an innovative digital enterprise, introducing data as a service and big-data analytics to drive value in the marketplace. Sara was named one of the *Financial Times*' 50 women at the top in 2013, as a top value creator in the S&P 500 by *Chief Executive* magazine in 2014, and to NACD's Directorship 100 list in 2015. Prior to joining D&B, she spent 18 years at Procter & Gamble.



### **Karen Mazer**

Principal, Client Accelerators Leader, Deloitte Consulting LLP

Karen Mazer is a principal with Deloitte Consulting LLP and leads the US Client Accelerators team, including the c-suite executive and board programs, and Greenhouse Experiences, which are aimed at helping clients accelerate their careers and drive breakthrough thinking around complex business issues. Karen also co-founded Deloitte's US CIO Program. She specializes in serving consumer and industrial products clients, with a focus on CIO advisory services and large-scale transformation efforts enabled by technology. Karen has held various other Deloitte leadership roles, including Operate lead for consulting and managing principal of the US industry program, US Oracle service line leader, and global service line leader for the enterprise applications practice, where she was responsible for the development, deployment, and support of Deloitte methods and tools. She has served on the US executive committee, US operating group, US board of directors, and Canadian board of directors. Prior to Deloitte, Karen was a business analyst for a global technology consulting firm, implementing large-scale custom systems.



### **William McCracken**

Vice Chairman, National Association of Corporate Directors; Director, MDU Resources Group

William (Bill) McCracken is vice chairman of the National Association of Corporate Directors and will assume the chairman role in 2020. He is a board member of MDU Resources Group, where he serves on the nominating, governance, and compensation committees. Bill was chairman of the Millstein Center for Global Markets and Corporate Ownership at Columbia Law School from 2012 to 2018. He co-chaired the 2015 NACD Blue Ribbon Commission that produced the study "The Board and Long-Term Value Creation." From 2010 to 2012, Bill was chief executive officer for CA Technologies, a *Fortune* 500 information management security software leader. He was a member of CA's board from 2005 to 2012. Bill was with IBM for more than 30 years, where he served as general manager of the EMEA PC business unit, president of the EMEA/Asia Pacific PC business unit, and general manager of the Global PC division, where he was responsible for sales, marketing, and distribution.



### **William McNabb**

Former Chairman and Chief Executive Officer, Vanguard; Director, UnitedHealth Group

William (Bill) McNabb is the former chairman and chief executive officer of Vanguard. He is also a board member of UnitedHealth Group. Bill joined Vanguard in 1986. In 2008, he became chief executive officer, and in 2010, he became chairman of the board of directors and the board of trustees. He stepped down as chief executive officer in 2017 and as chairman in 2018. Earlier in his career, Bill led each of Vanguard's client-facing divisions. He is active in the investment management industry and serves as vice chairman of the Investment Company Institute's board of governors; he was chairman from 2013 to 2016.



### **Diana O'Brien**

Chief Marketing Officer, Deloitte

Diana O'Brien is the chief marketing officer for Deloitte's US and global organizations, with responsibility for driving growth across all businesses. As a member of the US and global executive teams, she aligns strategy and creativity to solve Deloitte's customers' most complex issues. For more than 30 years, Diana has focused on strategy and operations consulting for life sciences and health care clients. Prior leadership roles at Deloitte include US and global client leader, driving more effective global client service delivery and management, and the first managing principal for Deloitte University, opening and leading Deloitte's 700,000 square foot, \$300 million leadership center. She is one of *Forbes'* "World's 50 Most Influential CMOs."





### **Seema Pajula**

Managing Partner, US Industries and Insights Leader, and National Industry Leader for Consumer and Industrial Products, Deloitte LLP

Seema Pajula is a managing partner and the US industries and insights leader for Deloitte LLP. Additionally, she is the national industry leader for consumer and industrial products and has gained significant experience as a member of the global industry leadership team. Seema is responsible for developing and implementing a global strategy across all of Deloitte's industries. Prior to her industry role, she was the office audit leader for the commercial audit practice in Chicago. Seema has 22 years of experience working with publicly and privately held clients in the retail, manufacturing, technology, and services industries, and has served several of Deloitte's largest and most complex global clients. She has led teams in providing due diligence, tax, information technology, internal control, and other specialized services. Seema is recognized as a subject matter specialist in numerous areas, including initial public offerings, carve-outs, and lease accounting.



### **Coleman Peterson**

President and Chief Executive Officer, Hollis Enterprises; Director, Cracker Barrel Old Country Store, and J.B. Hunt Transport; Former Executive Vice President of People, Walmart

Coleman (Cole) Peterson is president and chief executive officer of Hollis Enterprises, a human resources consulting firm founded in 2004 following his retirement from Walmart. He specializes in executive coaching, succession planning, and keynote speaking engagements. Cole serves on the boards of Cracker Barrel Old Country Store and J.B. Hunt Transport. He is chairman of the compensation and development committees and serves on the nominating and corporate governance committees on both boards. Cole previously served as executive vice president of people for Walmart, where he was the chief human resources officer of the world's largest private workforce, which today includes 2.1 million associates worldwide. He headed human resources during Walmart's most aggressive global expansion and helped diversify its workforce. Today, Walmart is the country's No. 1 employer of African Americans and Hispanics. Cole previously served on the ServiceMaster and Build-A-Bear Workshop boards.



### Henry Phillips

Vice Chairman, National Managing Partner, Client Matters, Deloitte & Touche LLP

Henry Phillips currently serves several of Deloitte's largest global clients and is responsible for coordinating global Deloitte teams providing audit, tax, merger and acquisition, and consulting services to these organizations. Henry was the former national managing partner for the Center for Board Effectiveness, focused on the myriad of issues facing boards today. As the former regional managing partner of Deloitte's East region, Henry was responsible for marketplace, growth, client service assessment, and quality initiatives. He represented Deloitte in his local marketplace as the New York City managing partner and previously served as Deloitte's Northeast region managing partner and as an active member of Deloitte's US CEO advisory council.



### Larry Quinlan

Global Chief Information Officer, Deloitte Touche Tohmatsu Limited

Larry Quinlan is a principal at Deloitte and serves as global chief information officer (CIO). He serves on Deloitte's US executive and global operating committees and also chairs the global CIO council. Larry has responsibility for all facets of technology, including strategy, applications, infrastructure, support, and execution. He spends significant time working with major clients discussing technology strategy, trends, and leadership. Additionally, he serves as dean of the Next Generation CIO Academy, Deloitte's CIO leadership development program for client executives. He has been with Deloitte since 1988 and has served in a variety of leadership roles, including national managing principal for process excellence, leading the enterprise-wide effort to increase margins and effectiveness using the Lean Six Sigma methodology.



### **Pat Russo**

Chairman, Hewlett Packard Enterprise; Director, KKR, Merck, and General Motors

Pat Russo is chairman of Hewlett Packard Enterprise (HPE), a global leader in providing information management solutions to businesses around the world. She also serves on the boards of KKR, Merck, and General Motors, where she chairs the governance committee. She is a senior adviser to World 50, an organization dedicated to the development of senior executives across industries. Pat was previously the chairman and chief executive officer of Lucent Technologies. She guided the company's return to profitability and growth after the telecommunications industry downturn and led the company through its cross-border strategic merger with Alcatel. Pat served as chief executive officer of the combined company (Alcatel-Lucent) through 2008. She recently stepped down from the board of Arconic after 10 years of service, where she most recently served as interim chair and chaired the governance committee.



### **Sherry Smith**

Director, Deere & Company, Piper Jaffray, Realogy Holdings, and Tuesday Morning Corporation

Sherry Smith is a board member of Deere & Company, a world leader in providing advanced agriculture and construction products and services; Piper Jaffray, an investment bank and asset management firm; Realogy Holdings, the leading provider of residential real estate services; and Tuesday Morning Corporation, an off-price home goods retailer. She is also the former chief financial officer and executive vice president of SuperValu. Sherry is experienced in finance, compensation, technology, retail, supply chain, real estate, organizational transformation, and strategy. She was recognized for her board service on the NACD Directorship 100 list in 2018 and is an NACD board leadership fellow.



### Admiral James Stavridis

Retired Four-Star Admiral in the US Navy; Operating Executive, Carlyle Group; Chief International Security Analyst, NBC News; Chair, Board of Counselors, McLarty Global Institute

James Stavridis is an operating executive at the Carlyle Group and the chief international security analyst for NBC News. He is also chair of the board of counselors at McLarty Global Institute. A retired four-star admiral in the US Navy, James led the NATO Alliance's global operations from 2009 to 2013 as supreme allied commander, with responsibility for Afghanistan, Libya, the Balkans, and Syria, as well as for piracy and cybersecurity matters. He was also commander of US Southern Command, with responsibility for all military operations in Latin America from 2006 to 2009. He holds more than 50 medals, including 28 from foreign nations. James also served as dean of The Fletcher School of Law and Diplomacy at Tufts University from 2013 to 2018. He has published eight books on leadership, the oceans, maritime affairs, and Latin America, as well as hundreds of articles in leading journals. He is a monthly columnist for *TIME* magazine.



### Geoff Tuff

Principal and Senior Leader, Innovation and Applied Design, Deloitte Consulting LLP

Geoff Tuff is a principal at Deloitte and a senior leader of the organization's innovation and applied design practices. Prior to this role, he led the innovation firm Doblin and was a senior partner at Monitor Group, including serving on its global board of directors. Geoff has 25 years of experience consulting with some of the world's top companies regarding growth, innovation, and adapting business models to deal with change. He has been instrumental in developing many of Monitor's—and now Deloitte's—core methodologies related to driving profitable topline growth for clients. Geoff's writing has appeared in journals such as *Marketing Management* and *Harvard Business Review*, and he has been a regular contributor to HuffPost. He is also co-author of the book *Detonate: Why—and How—Corporations Must Blow Up Best Practices (and Bring a Beginner's Mind) to Survive*.



## Joe Ucuzoglu

Chairman and Chief Executive Officer, Deloitte & Touche LLP

Joe Ucuzoglu is chairman and chief executive officer of Deloitte & Touche LLP. He leads the US audit and assurance practice and is responsible for executing its quality, innovation, growth, and talent strategies. Joe is a frequent speaker on issues affecting the audit profession and regulatory landscape and serves on Deloitte's global board of directors. Additionally, Joe serves on the board of directors of the US Chamber of Commerce, the board of trustees of the SEC Historical Society, and the executive committee of the University of Southern California's SEC Financial Reporting Institute. Previously, Joe was Deloitte's national managing partner for government, regulatory, and professional matters. He was responsible for Deloitte's interactions with regulators and elected officials and oversaw the government affairs, public policy, independence, and ethics functions. Joe also served as senior adviser to the chief accountant at the SEC, advising on complex accounting, auditing, and public-policy matters and interacting frequently with other governmental agencies and Congress.



# Attendee biographies

## Attendees



### Jan Babiak

Jan Babiak chairs the audit committees of Walgreens Boots Alliance and Bank of Montreal, and serves on the board of Euromoney Institutional Investors. She has served on boards in five countries. Jan spent 28 years with Ernst & Young, the last 20 in London, holding global leadership roles related to cyber/technology security and risk services, climate change and sustainability services, and regulatory and public policy. She also serves on the Council of the Institute of Chartered Accountants in England and Wales. *NACD Directorship* has named her one of the most influential people in the boardroom community.



### William Bacic

William (Bill) Bacic is a board member of DWS USA, formerly Deutsche Asset Management, where he is the audit committee chair and a member of the risk committee. In June 2017, Bill retired from Deloitte after a 39-year career. Bill served as the New England managing partner from 2004 to 2017. Prior to that, he served as the industry leader for financial services in New England and lead partner for many of Deloitte's largest clients.



### Robert Bertolini

Robert (Bob) Bertolini is an audit committee member of Bristol-Myers Squibb and Idorsia. He also serves on the audit committee as a financial expert at Charles River Laboratories. He was previously president and chief financial officer at Bausch & Lomb, where he was responsible for the company's finance, information technology, and global quality and operations groups. Previously, Bob was executive vice president and chief financial officer at Schering-Plough, where he had functional responsibility for all key financial areas, including tax, accounting, financial asset management, external financial relations, investor relations, investments for employee benefit plans, and risk management. Prior to that, Bob was a partner and pharmaceutical industry practice leader at PricewaterhouseCoopers.





### **Bonnie Biumi**

Bonnie Biumi is a board member of Retail Properties of America, where she is a member of the audit committee and chairman of the compensation committee. She also is an audit committee member of Eldorado Resorts. Bonnie served as president and chief financial officer of Kerzner International, a leading developer and operator of destination resorts, casinos, and hotels, from 2007 to 2012. She was the executive vice president and chief financial officer of NCL Corporation from 2005 to 2007 and senior vice president and treasurer at Royal Caribbean Cruises from 1999 to 2005. Bonnie also has served as a director of Isle of Capri Casinos and Home Properties.



### **Alan Bowers**

Alan Bowers is the lead director, nominating and corporate governance committee chair, and audit committee member of Walker & Dunlop. He is also the audit committee chair of La Quinta Inns & Suites and audit committee chair and a member of the risk and compliance committee of Ocwen Financial. Additionally, Alan is the audit committee chair and a member of the compensation and nominating and governance committees of CorePoint Lodging. Prior to these roles, he was the president, chief executive officer, and board member of Cape Success. Alan was also president and chief executive officer of MarketSource and of MBL Life Assurance Corporation. Other boards on which he has served include American Achievement Corporation, Fastfrate Holdings, Quadel Consulting, Refrigerated Holdings, and RoadLink.



### **Mark Buthman**

Mark Buthman is a board member of IDEX and West Pharmaceutical Services. He is also vice chairman of the board of Pavillon International and a member of the University of Iowa Tippie College of Business Advisory Board. Mark retired from Kimberly-Clark in 2016 after 33 years of service. He served as senior vice president and chief financial officer for the organization from 2003 to 2015. As chief financial officer, he was a critical part of a senior leadership team that created more than \$20 billion in shareholder value over his tenure on the team. Mark is passionate about the role of culture in driving business results, developing people, and enhancing business effectiveness through shared services and digital technology.

## Attendees



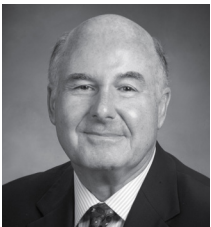
### William Cary

William Cary is a director of Ally Financial, BRP, and Rush Enterprises. Prior to these roles, he held several executive leadership positions at General Electric in consumer and wholesale finance, risk, and capital markets. These included serving as president and chief operating officer of GE Capital and as president and chief executive officer of GE Money in London. Prior to GE, William worked for the Clorox Company, where he started his career.



### Daniel Castle

Daniel Castle is the founder and managing partner of Castle Brand Group, a New York-based firm focused exclusively on helping companies grow their revenue and market share. He is a board member of Pyxus, where he is a member of the social responsibility and corporate affairs committee. Daniel has served in several consumer-facing brand management positions. From 2016 to 2018, Daniel was with Sequential Brand Group as a senior vice president and managing director of corporate development with a focus on growing the Martha Stewart Brand. He was managing director of strategic development with Saban Brands from 2014 to 2016 and served as vice president of international business development at Iconix Brand Group from 2011 to 2014.



### Irwin Cohen

Irwin Cohen is a director, audit committee chairman, and member of the governance and executive committees of Stein Mart, and a director and audit committee chairman of Equinox Fitness, SoulCycle, and SuperValu. Prior to this, Irwin was a partner with Deloitte for 31 years, specializing in the retail and consumer industries. Since his retirement from Deloitte in 2003, Irwin has served on multiple public, private, and not-for-profit company boards.



### **Patrick Condon**

Patrick (Pat) Condon is a board member and chairman of the audit committee of Entergy, an integrated energy company engaged primarily in electric power production and retail distribution operations. He is a former board member of Cloud Peak Energy and Roundy's. Pat is a retired audit partner of Deloitte, where he provided various consulting and attest services to clients and held numerous regional, industry, and national leadership roles until his retirement in 2011. Prior to that, he was an audit partner at Arthur Andersen, where he focused on regulated industries including airlines and utilities.



### **Ellen Costello**

Ellen Costello is a board member of Citibank, N.A. and of Citigroup, where she is on the audit and risk committees. She is also a member of Diebold Nixdorf's audit and finance committees. Ellen served in a variety of c-suite roles, including as chief executive officer, for BMO Financial Group. She retired from the company in 2013 after 30 years. She was an independent board member of TSX-listed DH Corporation until its sale in June 2017, chairing the risk committee and DH USA's board of directors, and serving on the audit committee and human resources and compensation committee. Ellen has a track record of leading businesses in developing and executing strategy and talent, customer experience, and performance matters. She has led complex, high-growth businesses and has M&A, integration, governance, risk management, and regulatory experience.



### **Danny Cunningham**

Danny Cunningham is a director and chair of the audit committee of Actuant, a diversified manufacturing company, and is a director and member of the audit committee for WEC Energy Group, an electric and gas utility. Previously, he was an audit partner with Deloitte, where he worked with large manufacturing companies. His roles at Deloitte included lead audit partner, risk consultant for the China firm based in Shanghai, and chief risk officer for the audit practice.

## Attendees



### JoEllen Lyons Dillon

JoEllen Lyons Dillon has served on the board of Mylan since 2014. She is a member of the company's audit and executive committees and chairs its compensation and governance and nominating committees. JoEllen served as chief legal officer and corporate secretary of The ExOne Company, a global provider of three-dimensional printing machines, from 2013 to 2017, and as executive vice president from 2014 to 2017. Previously, she was a legal consultant on ExOne's initial public offering. Prior to that, JoEllen was a partner with law firm Reed Smith LLP from 2002 until 2011. She previously had been at the law firm Buchanan Ingersoll & Rooney PC from 1988 to 2002.



### Michael Dinkins

Michael Dinkins is president and chief executive officer of Dinkins LLC, a company that assists small businesses in gaining access to the capital they need to grow. He is a board and audit committee member of Community Health Systems and the National Council on Compensation Insurance, and a board member of Taylor Electric Company. He has also served on the boards of Greatbatch and LandAmerica. Michael has diverse, global industry experience in printing, brokerage insurance, appliances, lighting, real estate lending, service operations, and medical devices and components. From 1999 to 2002, he was chairman and chief executive officer of Access Worldwide Communications, an \$80 million pharmaceutical marketing services company. Other roles he held include chief financial officer; division president; and head of finance, information technology, and internal audit.



### Ana Dutra

Ana Dutra is a board member of SME Group, Greeley Hansen, Lifespace Communities, and Elkay Manufacturing. She also serves as a senior adviser for technology firms. Ana has served as a member or chair of the audit, compensation, governance, nomination, and risk committees on various boards. She previously served as the chief executive officer of the Executives' Club. She also was the chief executive officer and proxy officer of Korn Ferry; in this role, she created a \$500 million global business through organic growth, seven global acquisitions, innovative go-to-market approaches, and the incorporation of technology and digitalization of products and services. Ana's career started with IBM, where she managed clients and lines of businesses in various countries. She also led lines of businesses and global P&Ls with Computer Sciences Corporation, Oliver Wyman, and Accenture.



### **Brian Ferraioli**

Brian Ferraioli is the audit committee chairman of Vistra Energy, an integrated power company based in Dallas; Team, Inc., a leading global provider of specialized industrial maintenance, heat treating, and non-destructive testing services located in Houston; and Charah Solutions, a leading provider of environmental and maintenance services to the power generation industry based in Louisville. He is a seasoned financial executive with 40 years of international financial experience, primarily with publicly traded engineering and construction companies. Most recently, Brian was the executive vice president and chief financial officer for KBR. Prior to that, he held a similar position with the Shaw Group.



### **Janice Fields**

Janice (Jan) Fields is a board member of Taubman Centers, where she serves on the compensation committee; Wellbilt, where she is a member of the compensation and corporate governance committees; and Chico's FAS, where she chairs the corporate governance and nominating committee and is a member of the executive committee. From 1978 to 2012, Jan worked for McDonald's USA, where she held numerous executive roles, having started her career as a crew member and culminating with serving as president from 2010 to 2012. Other roles she held with the company include executive vice president and chief operating officer, president of the company's Pittsburgh region, senior vice president of restaurant support, and senior vice president and chief support officer for the Central Division. Jan has served on the boards of Buffalo Wild Wings and Monsanto.



### **Cindy Fornelli**

Cindy Fornelli has served as executive director of the Center for Audit Quality (CAQ) since its establishment in 2007. She serves on the advisory board of the Ira M. Millstein Center for Global Markets and Corporate Ownership, the advisory board of the John L. Weinberg Center for Corporate Governance at the University of Delaware, the audit and risk oversight committee advisory council of the National Association of Corporate Directors (NACD), the disclosure and transparency committee of the International Corporate Governance Network, and the markets advisory council of the Council of Institutional Investors. She served on the NACD's 2010 Blue Ribbon Commission on the Audit Committee and 2009 Blue Ribbon Commission on Risk Governance. Before joining the CAQ, Cindy was the regulatory and conflicts management executive at Bank of America and deputy director of the SEC's Division of Investment Management.

## Attendees



### William Freda

William (Bill) Freda is a director and member of the audit committee and examination and risk committee of State Street Corporation, and a director and member of the audit committee and risk and investment committee for The Guardian Life Insurance Company of America. He is also a director of Hamilton Insurance Group, where he serves on the audit committee and the finance and governance committee. He was previously a senior partner and vice chairman of Deloitte, where he served Deloitte's most significant clients, maintaining key relationships and acting as a strategic liaison to the marketplace and to professional and community organizations.



### John Gawaluck

John Gawaluck is a board member of Envision Healthcare, serving on the audit and compliance and quality committees. He worked with Ernst & Young for 41 years, including 29 years as an assurance partner. John held various firm leadership positions until his retirement in 2014, including serving as an elected member of the national partner board, an office managing partner, and an industry leader in health care. He is an adjunct accounting professor at Middle Tennessee State University and a frequent guest lecturer and educator on various accounting and financial topics.



### Ilene Gordon

Ilene Gordon is presiding director of International Paper and a director of Lockheed Martin. She previously served as the first female director of five different public companies: Arthur J. Gallagher & Company, United Stationers, Outboard Marine Corporation, Sundstrand, and Zenith Electronics. From 2009 to 2017, she was chairman, president, and chief executive officer of Ingredion, a leading global producer of nature-based ingredient solutions for food, beverage, brewing, and industrial customers around the world. She served as executive chairman from January to July 2018. Ilene joined Ingredion in 2009 from Rio Tinto Alcan, where as president and chief executive officer of Alcan Packaging, she led a \$6.5 billion global packaging business based in Paris.



### Martha Goss

Martha Goss serves on the boards of American Water, where she chairs the audit committee; Berger Group Holdings, where she chairs the audit committee; Neuberger Berman Mutual Funds, where she chairs the governance and nominating committee; and Allianz Life of New York. She is also a faculty member at Deloitte University. Martha previously held a variety of senior executive roles in banking, investment, insurance, and finance, including at Booz, Allen & Hamilton, where she was chief financial officer; Prudential Insurance Company, where she was corporate treasurer, president of Prudential Power Funding, and president of Prudential Asset Management; and Chase Manhattan Bank. Other boards she has served on include Claire's Stores, Dexter Corporation, Foster Wheeler, and Ocwen Financial.



### Donna Grier

Donna Grier is vice president and treasurer of E.I. DuPont de Nemours and Company, a *Fortune* 100 diversified agricultural and manufacturing company. She also is a board member of Pyxus, where she serves on the audit committee. Donna has served in a variety of other leadership roles at DuPont, including vice president; general auditor and chief ethics and compliance officer; finance director and chief financial officer of DuPont's Safety & Protection division; finance director and chief financial officer of DuPont Europe; regional controller for South America; and financial leader for various business units.



### Mary Steele Guilfoile

Mary Steele Guilfoile is the chairman of MG Advisors, a privately owned financial services M&A advisory and consulting services firm. She is a board member of C.H. Robinson Worldwide; Hudson Ltd; Interpublic Group, where she chairs the audit committee; and Valley National Bancorp. She is also a member of the board of trustees of Boston College. Mary spent 12 years with JPMorgan Chase and its predecessor companies, Chase Manhattan Corporation and Chemical Banking Corporation, as executive vice president and corporate treasurer, chief administrative officer for its investment bank, and in various other leadership positions. She also was with The Beacon Group for five years as chief financial officer and chief operating officer. Early in her career, Mary was with Coopers & Lybrand and Booz Allen & Hamilton. She was also audit committee chair of Viasys Healthcare.

## Attendees



### Jay Henderson

Jay Henderson is a board member of Illinois Tool Works, where he serves on the audit and finance committees; Northern Trust, where he serves on the audit and capital governance committees; and J.M. Smucker Company, where he chairs the audit committee. He was vice chairman for client service at PricewaterhouseCoopers from 2007 until his retirement in 2016. During his 39-year career with the firm, Jay was appointed to several strategic leadership roles, including Greater Chicago market managing partner, managing partner of the Cleveland office, member of the US management team, and leader of the US consumer and industrial products assurance practice.



### William Hickey

William Hickey is a board member of Public Service Enterprise Group, a leading energy, electric, and gas utility. He recently retired as chairman of the board and chief executive officer of Sealed Air, a global manufacturing and marketing company with a leading position in food and beverage safety, food security, and protective packaging. Prior to becoming chief executive officer, he was Sealed Air's chief operating officer and chief financial officer. He began his business career at W.R. Grace & Co. William has served on the boards of Sensient Technologies, a leading provider of flavors, colors, and fragrances; American Tire Distributors, one of the largest distributors of aftermarket automobile tires; and a number of private companies and nonprofit organizations.



### Larry Hilsheimer

Larry Hilsheimer has served as the executive vice president and chief financial officer of Greif since 2014. In addition, he is a director of Installed Building Products, Root Inc., and Battelle for Kids, and serves on the finance committee of Ohio State University and as a member of the dean's advisory council at the Fisher College of Business. Previously, Larry was executive vice president and chief financial officer for Scotts Miracle-Gro, executive vice president and chief financial officer for Nationwide Mutual Insurance, and a vice chairman and regional managing partner for Deloitte.





### Elizabeth Hirsch

Elizabeth Hirsch is a board member of Community Health Systems. She also serves on the New York advisory board of Devereux Advanced Behavioral Health. Elizabeth served as vice president and controller of Praxair, a supplier of industrial gases and coatings and related health care services and technologies, from 2010 until her retirement in 2016. In that role, she was responsible for Praxair's global financial statement consolidation and SEC reporting. Prior to becoming controller, Elizabeth was Praxair's director and then vice president of investor relations from 2002 until 2010. She joined Praxair in 1995 as director of corporate finance and later served as assistant treasurer. Before that, she had 15 years of experience in corporate banking, primarily at Manufacturers Hanover Trust Company.



### Cynthia Hostetler

Cynthia Hostetler has served on numerous public company and mutual fund boards, including current board positions with Vulcan Materials Company, Invesco Funds, Genesee & Wyoming Railroad, and TriLinc Global. Prior to her board service, Cynthia had more than 20 years of c-suite roles in financial services and asset management. Most recently, she was a political appointee as head of the Overseas Private Investment Corporation's (OPIC) investment funds group, which at the time was the world's largest emerging-markets private-equity fund of funds. Prior to OPIC, Cynthia was president of First Manhattan Bancorporation. She currently serves on the executive committee of the Independent Directors Governing Council and is a governor on the Investment Company Institute's board of governors.



### Sherrill Hudson

Sherrill Hudson is a board member of Lennar, United Insurance Holdings, and CBIZ. He was chairman of TECO Energy's board until the 2016 closing of its merger with Emera. Sherrill was executive chairman of TECO Energy from 2010 to 2012, after having served as chairman and chief executive officer since 2004. Under his leadership, TECO ranked 25th out of 338 S&P companies that were included in *Chief Executive* magazine's 2010 wealth creators listing. In 2015, he retired from the Publix Super Markets board after 12 years of service. Sherrill was named to the National Association of Corporate Directors' 2015 Directorship 100 and is chairman of its Florida chapter.



### Richard Imperiale

Richard Imperiale is the president and founder of Uniplan Companies, a Milwaukee-based investment advisory holding company that, together with its affiliates, manages and advises more than \$2.5 billion in client accounts. Uniplan was founded by Richard in 1984 and specializes in managing equity income, REIT, and micro-cap specialty portfolios. He is a board member of Retail Properties of America and Reven Housing Trust. Richard started his career as a credit analyst for First Wisconsin National Bank (now U.S. Bank). In 1983, he joined B.C. Ziegler & Company, where he was instrumental in the development of portfolio strategies for one of the first hedged municipal bond mutual funds in the country. Richard has authored several books on investing, including *Real Estate Investment Trusts: New Strategies for Portfolio Management*.



### Thomas Ketteler

Thomas Ketteler has been a director of American Eagle Outfitters since 2011 and is a member of the board's audit, compensation, and nominating and corporate governance committees. Prior to his retirement in 2005 from SSC, a private company, he served in a variety of roles, including director, executive vice president of finance, treasurer, and chief operating officer. Prior to SSC, Thomas was a partner with Alexander Grant and Company. He currently provides consulting services to SSC and was a consultant to the board from 2003 to 2010. Thomas previously served on American Eagle Outfitters' board from 1994 to 2003 and as audit committee chair of Encompass Group from 2007 to 2011.



### Karin Klein

Karin Klein is a founding partner of Bloomberg Beta, Bloomberg's venture firm that invests in early-stage technology companies focused on making work better. She also is a board member of Paramount Group, Harvey Mudd College, and L'Oréal's Women in Digital. Previously, Karin led new initiatives at Bloomberg and oversaw SoftBank's venture team that reviewed new investments. In addition, she was the co-founder and president of an educational training business for children.



### **Robert Kovarik**

Robert Kovarik is a member of the CareFirst board of trustees and chairs its investment and finance committee. He spent 28 years at Arthur Andersen and 6 years at Ernst & Young as an audit partner serving numerous public and private clients. Robert also was a professional practice partner in Ernst & Young's national office. Following his retirement from Ernst & Young, he has been a board member for multiple public and private companies, including Alliance Bankshares, where he served as audit committee chair. Robert has taught courses in accounting and strategic business advising at the University of Maryland and the University of Virginia.



### **Joanna Lau**

Joanna Lau is the founder and chief executive officer of Lau Technologies, a technology development company focused on private-equity financing. The company was the first to introduce facial-recognition technology into the driver's license and secure-document markets. The division went public as Viisage Technology, now a division of BAE in the United Kingdom. In addition, Joanna is a director of DSW, a leading multi-channel retailer of branded footwear and accessories, where she chairs the technology committee and is a member of the audit committee. Joanna's public board experience has included ESI, TD Bank, FSI International, and InfoSoft.



### **Pamela Forbes Lieberman**

Pamela Forbes Lieberman has been a board member of Standard Motor Products since 2007. She previously served on the boards of A.M. Castle & Co. and VWR Corporation. From March to August 2006, Pamela served as the interim chief operating officer of Entertainment Resource. Prior to that, she was president, chief executive officer, and a member of the board of directors of TruServ Corporation (now known as True Value Company), and before that was TruServ's chief operating officer and chief financial officer. Before joining TruServ, Pamela held chief financial officer positions at Fel-Pro, The Martin-Brower Company, and Shoptalk, and served as an automotive industry consultant. She began her career at PricewaterhouseCoopers.



### Robert Lipstein

Robert (Bob) Lipstein is a board member of Ocwen Financial, CrossCountry Consulting, and Einstein Healthcare. Board committees he serves on include audit, compensation, finance, and IT. Bob is a qualified financial expert and retired KPMG partner who held global leadership roles in SOX, IT, and advisory services. He has served a wide variety of financial service organizations, including banks; life, health, and P&C insurance; credit cards; and mutual funds. Bob is experienced with matters related to corporate governance, risk management, audit, and regulatory oversight, including enforcement actions and troubled/turnaround situations. He is an emeritus member of the Weinberg Center for Corporate Governance at the University of Delaware.



### Victoria McInnis

Victoria McInnis is a board member and audit committee chair of VectoIQ Acquisition, a NASDAQ-listed company in the mobility and autonomous vehicle space. She is the former vice president of internal audit and tax for General Motors, having retired in late 2017. In that role, Victoria reported to the audit committee and chief financial officer and led a team of 500 employees around the globe. She has served on several nonprofit boards, including the Detroit Institute of Arts and Catalyst.



### Timothy McLevish

Timothy McLevish has been a board member of RR Donnelley since 2016 and chairs the company's audit committee. He is also a board member of Kennametal. From 2015 to 2016, Timothy was senior adviser to the chief executive officer of Walgreens Boots Alliance, a retail drug store chain. Prior to this, he was the company's executive vice president and chief financial officer. From 2007 to 2014, Timothy held various positions with Kraft Groups, Inc. and Kraft Foods, Inc., including executive vice president and chief financial officer. From 2002 to 2007, Timothy was senior vice president and chief financial officer of Ingersoll Rand. He also was vice president and chief financial officer of Mead Corporation from 1999 to 2002. Timothy previously served on the board of Conagra Foods and URS Corporation.



### Andrew McMaster

Andrew (Andy) McMaster is a board member and chair of the audit committee at UBS Americas Holding, Avon Products, and Black & Veatch. Andy is the retired deputy chief executive officer and vice chairman of Deloitte & Touche LLP. He has served on the boards of directors of Deloitte Touche Tohmatsu Limited, Deloitte LLP, and Deloitte & Touche LLP. During his 39 years of experience serving some of Deloitte's most significant global clients, he also led the financial services industry practice for the Northeast region.



### Cary McMillan

Cary McMillan is the co-founder and chief executive officer of True Partners Consulting. He is a board member of American Eagle Outfitters, where he chairs the compensation committee and is a member of the audit committee. Cary is also a board member of Hyatt Hotels and is chairman of the audit committee. Previously, Cary was chief executive officer of Sara Lee Branded Apparel and executive vice president of Sara Lee Corporation. He joined Sara Lee in 1999 as executive vice president and chief financial officer. Prior to that, Cary held a number of positions at Arthur Andersen, including managing partner of its Chicago office.



### Arun Nayar

Arun Nayar is a board member of Bemis Company, a manufacturer of packaging products, and TFI International, a leader in the transportation and logistics industry. He also is a senior adviser to McKinsey & Company and private-equity firm BC Partners. Arun retired in 2015 as executive vice president and chief financial officer of Tyco International, where he was responsible for managing the company's financial risks and overseeing its global finance functions, including tax, treasury, M&A, audit, and investor relations. He joined Tyco as senior vice president and treasurer in 2008, and also was chief financial officer of Tyco's ADT Worldwide. Before joining Tyco, Arun spent six years at PepsiCo, most recently as chief financial officer of global operations, and before that, as vice president and assistant treasurer for corporate finance.



### Douglas Neve

Douglas Neve is board chairman of Analysts International and serves on the boards of ALLETE, Stanley Consulting, and Tyndale House Publishers. He was previously the executive vice president and chief financial officer of Ceridian, with responsibility for all areas of finance for this multinational human resources company serving more than 110,000 customers and their 25 million employees worldwide. Prior to joining Ceridian, Douglas was a partner at Deloitte, where he led the Minneapolis enterprise risk services practice and served several public companies, assisting many in applying the rules mandated by the Sarbanes-Oxley Act. Before joining Deloitte, he was an audit partner at Arthur Andersen in Chicago and Minneapolis, where he served as regional audit leader. Douglas is a former director and audit committee chairman of Golf Galaxy.



### Anthony Nissley

Anthony (Tony) Nissley is managing principal of TD Global Consulting, which focuses on mergers and acquisitions, transaction planning, bankruptcy, and advisory services. He is also chairman of the audit committee for Cole Office & Industrial REIT. Prior to these roles, Tony was a tax partner with PricewaterhouseCoopers, where he was a sector leader for the firm's national utility tax practice. In this capacity, he represented various multinational companies responsible for significant business advisory consultations regarding mergers and acquisitions, transaction structuring, divestiture planning, and related debt restructuring. Before that, Tony was a partner at Arthur Andersen and served as an attorney for the Office of Chief Counsel at the Internal Revenue Service. He has authored numerous articles on M&A matters for tax publications.

### Janice Page

Janice Page is a director, compensation committee chairman, and member of the audit and nominating and corporate governance committees of American Eagle Outfitters. She spent 27 years in apparel retailing, holding numerous merchandising, marketing, and operating positions with Sears, Roebuck & Company, including group vice president from 1992 to 1997. She served as compensation committee chair of RG Barry from 2000 to 2014, nominating and governance committee chair of Hampshire Group from 2009 to 2011, compensation committee chair and executive committee member of Kellwood Company from 2000 to 2008, and trustee of Glimcher Realty Trust from 2001 to 2004.



## Joaquin Ribeiro

Joaquin (Jack) Ribeiro is a board member of Credit Suisse Group AG, where he serves on the audit committee. Jack is also a member of the board of trustees of Pace University. He has more than 37 years of experience serving financial services clients, and was chairman of Deloitte's global financial services industry practice until his retirement in 2016. Jack played a prominent role in the management of Deloitte's key practices around the world, and was a senior adviser to the World Economic Forum Finance Governor's Committee.



## Nathan Richardson

Nathan Richardson is the founder of Tradelt, an infrastructure technology. He is on the board of Pyxus, where he serves on the governance and nominating committee and is a board member at Caribe Media. As a digital and financial technology entrepreneur, Nathan has launched and led several businesses including, Gilt City and Gilt Man at Gilt Groupe, Yahoo! Finance, DotBank.com, Dow Jones Online and ContentNext Media. He began his career overseas with Citibank and the Peace Corps working in Senegal, Poland, Saudi Arabia, South Africa and Liberia.



## David Rintoul

David Rintoul has been president, chief executive officer, and a member of the board of directors of GrafTech since 2018. David was senior vice president of US Steel and president of US Steel Tubular Products. He served in various roles at US Steel beginning in 2007, including oversight of the company's Slovak and Serbian operations. His career in the steel industry spans 38 years, with positions at both integrated and mini-mill producers in the United States, Europe, and Canada, including extensive mini-mill operational experience at North Star Bluescope Steel in Delta, Ohio, from 2001 to 2005; and from construction through full operations at ACME Steel Company in Riverdale, Illinois, from 1995 to 2001.

## Attendees



### Michael Rocca

Michael Rocca has been a board member of Hyatt Hotels since 2008. He is a member of the audit committee and is the designated financial expert. From 1994 to 2000, Michael was senior vice president and chief financial officer of Mallinckrodt Pharmaceuticals, a global specialty biopharmaceutical company. Prior to 1994, Michael served in a variety of finance positions at Honeywell, including as vice president, treasurer, and vice president of finance for Europe.



### Matthew Ross

Matthew (Matt) Ross is a board member of Mammoth Energy Services, where he serves on the audit committee. He was deputy general counsel of Deloitte from 1990 until his retirement in 2016. In this role, Matt was responsible for building a corporate capability in the Office of General Counsel, where he managed a group of approximately 40 attorneys. He also served for more than 12 years as a board member of a global captive insurance company, where he chaired the investment committee and was a member of the underwriting committee. Prior to joining Deloitte, Matt was a corporate attorney at Cravath, Swaine & Moore LLP, where he had an extensive securities law practice, handling offerings of securities and periodic reporting (10-Q, 10-K, 8-K, and proxy statements) and IPOs. He also did a significant amount of bank and financing work.



### Thomas Sargeant

Thomas Sargeant is the audit committee chair of Retail Properties of America and chairs the operations and technology committee of Morgan Stanley Private Bank, a wholly owned subsidiary of Morgan Stanley. He held a variety of leadership roles at AvalonBay Communities, an NYSE-listed multifamily real estate investment trust, and its predecessor companies, from 1986 to 2014, including chief financial officer. In this role, he was responsible for capital markets activity, financial reporting, forecasting, risk management, remote shared-service center operations, internal audit, and investor relations. He participated in corporate strategy and investment decisions and was a voting member of the company's investment committee. Prior to that, he held various roles at Arthur Andersen, where he focused on serving both private and publicly held clients in the construction and real estate industries.





## Ekta Singh-Bushell

Ekta Singh-Bushell is the lead independent director at Datatec and serves on the audit, nominating, and governance committees at DSW, TTEC, and Net1. She has diverse global management experience and expertise in financial, digital and technology, and risk operations. Ekta is a cybersecurity expert and is a certified information systems security professional and certified information systems auditor. She was previously the chief operating officer of the executive office at the Federal Reserve Bank of New York. Before that, she had a 17-year career as a senior managing partner with Ernst & Young, where she led transformations across multiple industries impacted by digital, technology, data, and cyber.

## Harvey Sonnenberg

Harvey Sonnenberg is a director of DSW, where he is a member of the audit and technology committees. He was previously a partner with Weiser, LLP from 1994 to 2009 and currently serves as an adviser to that firm. Harvey also served as a director at Retail Ventures. He is active in a number of professional organizations, including the American Institute of Certified Public Accountants and the New York State Society of Certified Public Accountants, and has long been involved in rendering professional services to the retail and apparel industry.

## Noel Spiegel

Noel Spiegel is audit committee chairman and a member of the compensation, nominating, and corporate governance committees of American Eagle Outfitters. He is also audit committee chairman of vTv Therapeutics and a member of the audit, credit, finance, and investment committees of Radian Group. Additionally, he is president of the Jewish Communal Fund of New York. Noel was previously an audit partner with Deloitte, where he spent more than 40 years working with the senior management and audit committees of public and privately held companies. He served as managing partner for the technology, media, and telecommunications practice for the Northeast region and deputy managing partner and partner-in-charge of audit operations for the New York office. Noel was previously a director of Vringo, serving on the audit and compensation committees.

## Attendees



### Susan Sutherland

Susan Sutherland is a board member of Ascot Group Limited, a leading global underwriter of specialty property and casualty insurance and reinsurance. She is also on the board of the Eaton Vance Mutual Fund complex and Hagerty Holding Corp., a leading provider of automobile and marine insurance for collectors. Susan has extensive experience in corporate finance, capital markets, investments, M&A, IPOs, restructurings, strategic planning, risk analysis, executive compensation, succession planning, and regulatory matters. She was a senior partner with Skadden, Arps, Slate, Meagher & Flom LLP until her retirement in 2013 after a 30-year career with the firm. Susan was recognized in numerous industry publications as one of the world's leading lawyers for complex business matters. She previously served on the board of Montpelier Re Holdings, a leading global property and casualty reinsurer.



### Charles Szews

Charles Szews is a board member of Commercial Metals Company, Rowan Companies, and Group 1 Automotive. He is the retired chief executive officer and director of Oshkosh Corporation. Oshkosh is the leading provider of tactical wheeled vehicles for the US Department of Defense, including the joint light tactical vehicle, which replaced the Humvee; the global leader in aerial work platforms through the JLG brand; the Americas leader in fire trucks with the Pierce brand; and the Americas leader in concrete mixers and refuse vehicles under the McNeilus brand.



### Nicholas Tommasino

Nicholas (Nick) Tommasino is a board member and chairman of the audit committee of Tsakos Energy Navigation, a NYSE-listed global maritime transportation company and leading transporter of petroleum products globally. He is the trustee and chairman of the audit committee of the Madison Square Boys and Girls Club, which serves more than 5,000 inner-city youth in New York City. Nick is the former chairman and chief executive officer of Deloitte & Touche LLP, the audit and advisory subsidiary of Deloitte.



### **Mark Treanor**

Mark Treanor is non-executive chairman of the board of Virtus Investment Partners and a member of the company's governance and compensation committees. He is also a leadership coach working with senior corporate and government executives. Mark was previously the senior executive vice president and general counsel of Wachovia. He has been a board member of numerous organizations, including the National Defense University, US Naval Academy, the advisory committee to the Export Import Bank of the United States, and the University of Maryland School of Law. Mark is a member of the Council on Foreign Relations.



### **Marty Wade**

Marty Wade joined Payless ShoeSource as interim chief executive officer and chairman of the board in August 2017. He is also chairman and chief financial officer for VITA Mobile Systems and a partner in residence at Catalyst Acquisition Group. Marty is a board member of Alliance One International, where he is a member of the audit committee and the governance and nominating committee. He also serves on the board of MediaNews Group, which does business as Digital First Media, the second-largest media company in the US, serving more than 60 million monthly readers. Marty has previously held managing director positions with firms such as Lehman Brothers, PricewaterhouseCoopers, Prudential Securities, and Salomon Brothers.



### **Maryann Waryjas**

Maryann Waryjas is senior vice president, chief legal officer, and secretary of Herc Holdings and Herc Rentals Inc. (HRI), a leading North American equipment rental supplier. She is chair of HRI's enterprise risk management committee. Prior to Herc, Maryann served as senior vice president, chief legal officer, and corporate secretary of Great Lakes Dredge and Dock. Previously, she was a partner at Katten Muchin Rosenman, LLP, where she co-chaired the corporate governance and mergers and acquisitions practices and served two terms on Katten's board of directors. Before this, Maryann was a partner at the law firms of Jenner & Block LLP and Kirkland & Ellis LLP. She also chaired the Chicago Stock Exchange (CHX) and CHX Holdings nominating and governance committees and served on the CHX and CHX Holdings executive and audit committees and the CHX regulatory oversight committee.

## Attendees



### Wendy Watson

Wendy Watson is chair of the audit committee and a member of the risk, compliance, and human resources and compensation committees of Citizens Financial Group, a \$160 billion commercial bank holding company. She is also a director of MD Private Trust, where she chairs the audit and conduct review committee; and a director of the Independent Order of the Foresters Life Insurance Company. Wendy retired from State Street Corporation in 2009 as executive vice president, global services. She defined State Street's shared services and location strategies and established large operations in India, China, and Poland. She also designed State Street's global middle-office outsourcing business and grew it to \$2 trillion in assets serviced—the largest such provider in the world.



### Doris Williams

Doris Williams is a board member of Highmark and vice chair of the Highmark Foundation. She also serves on the board of directors of the Federal Reserve Bank of Cleveland and has been appointed to the Pennsylvania Court of Judicial Discipline. A certified member of the National Association of Chamber of Commerce Executives, Doris co-chaired the 2014 G-20 summit in Pittsburgh. A member of the International Women's Forum, Doris holds the entrepreneur of the year award by Washington and Jefferson College, and the Pittsburgh Opera Maecenas Community Leadership Award.



### Hubert Williams

Dr. Hubert Williams is the president of Mount St. Joseph University. He also serves on the board of Community Health Systems, a *Fortune* 200 company, and numerous nonprofit boards, including the Boy Scouts of America. He is a certified public accountant and a certified management accountant who has worked in public accounting and in the legal profession as a corporate and tax attorney. Throughout his career, Hubert has made significant contributions to the academy, receiving recognition for his outstanding teaching at Georgetown University, Florida A&M University, and Texas Southern University. His research has been widely published in scholarly and practitioner journals.

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# Center for Board Effectiveness

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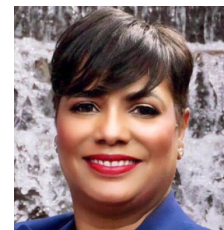
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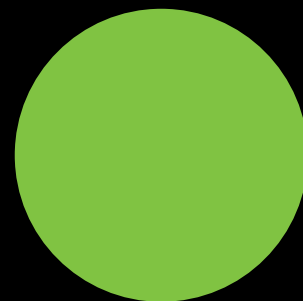








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Center *for*  
**Board Effectiveness**

# Center *for* Board Effectiveness

The Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high quality, innovative experiences throughout their tenure as board members. Whether an individual is aspiring to board participation or a veteran of many board experiences, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation and succession.

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