2021 FALL VIRTUAL CONFERENCE

September 22–24
Welcome to the 2021 Virtual Fall Conference!

Thank You to Our Conference Sponsors

Conference Information and FAQ’S

Agenda

Conference Speakers

Attendees

CII Members

CII Staff

CII Leadership
Welcome to the 2021 Virtual Fall Conference!

Thank you all for your time and patience as we embark on our third virtual conference. We are very disappointed that the ongoing public health crisis we are facing with Covid-19 and the Delta variant forced us to postpone putting the band back together, but our highest priority is always the health and safety of our members, staff and attendees. We know this past year has been one of extraordinary hardship and heartache, and we are grateful for the overwhelming support of our members. We look forward to the biggest and best conference here in Washington, D.C., next spring!

The 2021 fall conference has a fantastic program covering some of the hottest topics and trends in corporate governance.

CII’s program leads off with lessons from the ExxonMobil proxy contest, followed by an update on what’s next from SEC Chair Gary Gensler and a look at the future for Nasdaq. The day includes member-hosted sessions on the future of capitalism, indigenous peoples and the green economy, sustainability and governance and the cost of human rights violations in the food sector.

On day two, we will hear from a panel of leading practitioners about where ESG metrics fit in executive compensation, gain more insight from a corporate director about the role of the corporation in society and hear views about expanding employee ownership. After lunch, attendees can choose between one of two breakout sessions on cybersecurity risk and governance of private companies, followed by panel sessions about tracking net zero progress and the board’s role in diversity and inclusion. The day ends with member-hosted sessions on topics ranging from investment management fees to shaping corporate sustainability in the real economy.

The last day of the conference kicks off with a member-hosted session on evaluating asset managers commitment to integrating ESG considerations. The plenary sessions that follow include a panel discussion on breakdowns in voting integrity hosted by CII’s international governance committee and a panel discussion diving into shareholder advocacy on worker health and safety. The conference ends with the Shareholder Advocacy Committee’s popular lightning round of shareholder initiatives. All plenary sessions on the last day are closed to press.
Welcome to the 2021 Virtual Fall Conference!

We would like to say a very special thank you to our conference sponsor members: the Center for Audit Quality, Innisfree M&A Incorporated, ISS, MSCI and the Nasdaq Center for Board Excellence.

Please be sure to mark your calendars for CII-NYU Corporate Governance Bootcamp November 17–19 and the 2022 spring conference, set for March 7–9 in Washington, D.C., where we plan to put the band back together again in style.

We share your disappointment that we are not back together in-person and know screen fatigue is real so thank you for taking the time to attend our virtual conference. Your leadership and support are vital to the success of CII and our organization’s members.

Stay safe and we will be together again soon.

Scott Zdrazil
Chair, CII Board of Directors

Amy Borrus
Executive Director, CII
THANK YOU TO OUR CONFERENCE SPONSORS

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CONFERENCE INFORMATION AND FAQ’S

What does conference registration include?
Conference registration covers the three-day conference and includes access to post-conference recordings, documents and other supporting materials.

What type of member am I?
The Council of Institutional Investors has the following two kinds of members, based on the type of organization. All of our 30 member organizations can participate in CII conferences and other events and receive CII publications.

<table>
<thead>
<tr>
<th>U.S. Asset Owners</th>
<th>CII’s voting members, referred to as U.S. Asset Owners, are asset owners or companies and include more than 140 public pension funds, corporations and labor funds, and foundations and endowments with more than $4 trillion in combined assets under management. Membership in CII includes access to a plethora of opportunities for fund staff and trustees to get unbiased information about best practices in corporate governance. Voting members may serve in leadership roles on the Board of Directors, advisory councils and vote on all CII policies.</th>
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<tbody>
<tr>
<td>Associate Members</td>
<td>CII’s Associate Members include more than 65 of the largest U.S. asset managers with more than $35 trillion in assets under management and 13 non-U.S. asset owners with more than $4 trillion in assets. Other non-voting members include top law firms and other service providers. Associate Members are eligible to serve on CII’s Corporate Governance and Markets Advisory Councils. Both advisory councils provide input to CII’s Board of Directors and staff on how to enhance the value of membership.</td>
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May I attend CII conferences if my dues haven’t been paid?
No. CII conferences are members-only events.

Are there additional fees to attend a CII conference?
Yes. CII’s U.S. Asset Owner members have the option to purchase an all-inclusive membership that includes conference fees but all other members pay conference attendance fees at the time of registration.

Are there sponsorship opportunities at CII conferences?
Yes, only non-content related sessions may be sponsored.

May I attend a CII conference as a prospect?
Yes. Prospective members are welcome to attend our conferences as a guest on a one-time basis to “audit” CII membership prior to joining.
May I register multiple colleagues to attend events on a rotating basis?
No. Conference attendance limits apply to all registered attendees regardless of the length of attendance.

How do I get selected to participate in CII’s Member-Hosted Meeting program?
CII allows current members in good standing to participate in hosting their own content sessions during specific down times at CII conferences. Members must respond to the “open call” for submissions approximately four months prior to the conference to submit proposals for consideration. To be considered for inclusion in our member-hosted meeting program and be included in our agenda, member organizations may submit a request to hold an event, subject to the following guidelines:

- CII accepts requests for formal member-hosted meetings prior to each conference with an open period for submitting proposals.
- Preference is given to voting members.
- CII does not guarantee any day/time will be exclusive.
- CII staff reviews requests with the emphasis on offering valuable content for conference attendees and makes an effort to give preference to member organization with a first-time request.
- Member-hosted meetings are not related to CII’s sponsorship program in any way.
- Event content cannot overlap with CII’s program nor can member-hosted meetings be scheduled at a time that overlaps with CII’s program.

What sessions during the conference are considered “closed”?
The conference agenda denotes which sessions are closed or which require advance registration due to the nature of the event. Any administrative meetings, constituency meetings and the U.S. Asset Owners Business Meeting are all limited access for their specific member type.

How does CII select conference speakers?
CII conference speakers for plenary and break-out sessions are invited by the Executive Director, Deputy Director, General Counsel, Editor, and Director of Research. CII’s board of directors plays an “advice and consent” role. CII’s two advisory boards also provide input, which generally takes the form of topics rather than specific speakers. There is no open call for interested speakers. Members are invited to make suggestions directly to CII staff at any time, bearing the following in mind:

- Requests far outnumber speaker slots.
- Neither membership history nor sponsorship history factors into decisions about invitations.
- By policy, CII does not pay speaker fees or provide speaking opportunities on a “pay-for-play” basis; the board has made clear that the staff should select topics and speakers based on interest to the membership, including desire for diverse programming.
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AuditInAction.org
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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>12:15 –</td>
<td><strong>U.S. Asset Owner Business Meeting</strong></td>
<td>Open to the following U.S. Asset Owner member types:</td>
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<tr>
<td>1:15 PM</td>
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<td>Public Pension Funds, Foundations/Endowments, Corporate Employee</td>
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<tr>
<td></td>
<td></td>
<td>Retirement Funds &amp; Labor Union Funds</td>
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<tr>
<td>1:00 –</td>
<td><strong>MEMBER-HOSTED MEETINGS</strong></td>
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<tr>
<td>2:00 PM</td>
<td>The Future of Capitalism: Why Fiduciaries Must Address Climate</td>
<td>Why Fiduciaries Must Address Climate</td>
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<td></td>
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<td>Risks and Racial Inequality</td>
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<td></td>
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<td>Hosted by Connecticut Retirement Plans and Trust Funds</td>
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<td></td>
<td>Indigenous Peoples and the ‘Green’ Economy: Transition Minerals,</td>
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<td>Human Rights and Investment Risks</td>
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<td>Hosted by Nathan Cummings Foundation</td>
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<tr>
<td>1:30 –</td>
<td><strong>New Member &amp; First-Time Attendee Icebreaker</strong></td>
<td>(Private, RSVP Required)</td>
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<tr>
<td>2:15 PM</td>
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<td>Sponsored by Center for Audit Quality</td>
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<tr>
<td>2:30 –</td>
<td><strong>Welcome Remarks</strong></td>
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<td>2:40 PM</td>
<td></td>
<td>Scott Zdrazil, CII Board Chair &amp; Senior Investment Officer, Los Angeles</td>
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<td>County Employees Retirement Association</td>
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<tr>
<td>2:40 –</td>
<td><strong>PLENARY 1: Lessons from the ExxonMobil Proxy Contest</strong></td>
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<td>3:25 PM</td>
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<td>Aeisha Mastagni, Portfolio Manager, California State Teachers’</td>
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<td></td>
<td></td>
<td>Retirement System</td>
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<td>Charlie Penner, Partner, Engine No. 1</td>
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<td><strong>Moderator: Scott Zdrazil</strong>, CII Board Chair &amp; Senior Investment</td>
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<td></td>
<td>Officer, Los Angeles County Employees Retirement Association</td>
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<tr>
<td>3:25 –</td>
<td><strong>Break</strong></td>
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<tr>
<td>3:40 –</td>
<td><strong>PLENARY 2: What’s Next at the SEC?</strong></td>
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<tr>
<td>4:10 PM</td>
<td></td>
<td>Gary Gensler, Chair, U.S. Securities and Exchange Commission</td>
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WEDNESDAY, SEPTEMBER 22, 2021 (continued)

4:10 – 4:30 PM  Break

4:30 – 5:00 PM  PLENARY 3: New Era for Nasdaq
Adena Friedman, President & CEO, Nasdaq
Moderator: Michelle Edkins, Managing Director, BlackRock

5:00 – 6:00 PM  MEMBER-HOSTED MEETINGS

Venture Capital Investing in the Future of Workforce Productivity
Hosted by Fairview Capital Partners

The Hidden Cost of Human Rights Violations in the Food Sector
Hosted by Oxfam America

No “S” Without “G”
Hosted by V-Square Quantitative Management

THURSDAY, SEPTEMBER 23, 2021

10:45 – 11:30 AM  PLENARY 4: Executive Compensation—Where do ESG Metrics Fit?
Dr. Tom Gosling, Executive Fellow, Centre for Corporate Governance, London Business School
Nishesh Kumar, Managing Director, JPMorgan Chase
Diana Lee, Director of Corporate Governance & Engagement, AllianceBernstein
Moderator: Michael McCauley, Senior Officer, Investment Programs & Governance, State Board of Administration of Florida

11:30 – 12:15 PM  PLENARY 5: The Role of the Corporation in Society
Ursula Burns, Chairwoman, Teneo; director, ExxonMobil, Uber Technologies
Moderator: Lynn Forester de Rothschild, Founder, Coalition for Inclusive Capitalism
### PLENARY 6: Expanding Employee Ownership

**Pete Stavros**, Partner & Co-Head of Americas Private Equity, KKR  
**Moderator: Meredith Miller**, Former Chief Corporate Governance Officer, UAW Retiree Medical Benefits Trust

### Lunch Break

### BREAKOUT SESSIONS

#### BREAKOUT 1: Cybersecurity Risk

**Chris Hetner**, Executive Vice President, Moody’s/Team8 Cyber Venture  
**Jeff Tricoli**, Managing Director, Charles Schwab  
**Moderator: Tracy Stewart**, Director of Research, CII  
**Introducer: Jack Reed**, U. S. Senator from Rhode Island

#### BREAKOUT 2: Governance of Private Companies

**Donna Anderson**, VP and Head of Corporate Governance, T. Rowe Price  
**Hillary Flynn**, Director of ESG, Private Investments, Wellington Management  
**Craig Marcus**, Partner, Ropes and Gray  
**Moderator: Nell Minow**, Vice Chair, ValueEdge Advisors

### PLENARY 7: Tracking Net Zero Progress

**Benjamin Colton**, Global Co-Head of Asset Stewardship, State Street Global Advisors  
**Drew Hambly**, Executive Director, Corporate Governance, Morgan Stanley Investment Management  
**Rev. Kirsten Snow Spalding**, Senior Program Director, Investor Network, Ceres  
**Moderator: Amy Borrus**, Executive Director, CII

### Break
### THURSDAY, SEPTEMBER 23, 2021 (continued)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>4:00 – 4:45 PM</td>
<td><strong>PLENARY 8: Board Oversight of Diversity &amp; Inclusion</strong></td>
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<tr>
<td></td>
<td>Amelia Fawcett, Lead Director, State Street Corporation</td>
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<td>Claudia Fan Munce, Director, Bank of the West/BNP Paribas, Best Buy,</td>
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<td>CoreLogic</td>
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<td>Martin Nesbitt, Director, American Airlines, CenterPoint Energy, Chewy</td>
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<td></td>
<td>Moderator: Catherine Winner, VP, Goldman Sachs Asset Management</td>
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<tr>
<td>4:45 – 5:00 PM</td>
<td><strong>Break</strong></td>
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<tr>
<td>5:00 – 6:00 PM</td>
<td><strong>MEMBER-HOSTED MEETINGS</strong></td>
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<td><strong>Shedding Light on Investment Management Fees: How Fee Transparency Can Improve Value for Public Pension Funds</strong> Hosted by the American Federation of Teachers</td>
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<td><strong>Shareholder Engagement: Shaping Corporate Sustainability in the Real Economy</strong> Hosted by the California Public Employees' Retirement System and Ceres</td>
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<td><strong>Up, Up &amp; Away, Airports</strong>                                          Hosted by the Service Employees International Union</td>
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### FRIDAY, SEPTEMBER 24, 2021

**All Sessions Closed to Press.**

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>10:00 – 11:00 AM</td>
<td><strong>MEMBER-HOSTED MEETING</strong></td>
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<td></td>
<td>Evaluating Asset Managers’ Commitment Level to Integrating ESG Considerations</td>
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<td>Hosted by Sustainalytics</td>
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FRIDAY, SEPTEMBER 24, 2021 (continued)

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>11:15 – 12:00 PM</td>
<td>PLENARY 9: International Governance Committee — Breakdowns in Voting Integrity</td>
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<td>Fábio Coelho, CEO, Associação de Investidores no Mercado de Capital (AMEC)</td>
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<td>Michael Herskovich, Global Head of Stewardship, BNP Paribas Asset Management</td>
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<td>Alicia Ogawa, Director, Project on Japanese Corporate Governance &amp; Stewardship, Columbia Business School</td>
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<td><strong>Moderator:</strong> David Lahire, Corporate Governance Research, Knowledge Manager, KPMG</td>
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<tr>
<td>12:00 – 12:30 PM</td>
<td>Lunch Break</td>
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<tr>
<td>12:30 – 1:15 PM</td>
<td>PLENARY 10: Shareholder Advocacy Committee — Shareholder Advocacy on Worker Health &amp; Safety</td>
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<td></td>
<td>Liliana Calderon, Manager of Health and Safety Programs, International Union of Bricklayers and Allied Craftworkers</td>
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<td>Alex Sagebien, VP of Environmental, Health and Safety, Hess</td>
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<td>Randi Weingarten, President, American Federation of Teachers</td>
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<td><strong>Moderator:</strong> Max Dulberger, Director of Corporate Governance &amp; Sustainable Investments, Office of the Illinois State Treasurer</td>
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<tr>
<td>1:15 – 2:30 PM</td>
<td>PLENARY 11: Shareholder Advocacy Committee’s Lightning Round</td>
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******End of Conference Program******

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<th>Time</th>
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<tr>
<td>2:45 – 3:45 PM</td>
<td>Proxy Voter Group</td>
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<td></td>
<td>(Closed Meeting, Invitation Required)</td>
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</tbody>
</table>
The High-Stakes Shareholder Engagement Firm

Innisfree delivers shareholder intelligence, strategic advice and solicitation execution services to the world’s leading corporations and investors when it matters most. Our four-stage process is informed by decades of experience and best-in-class analytics, ActiveIQ™.

 ALERT  ENGAGE
 ADVISE  DELIVER
CONFERECE SPEAKERS

Donna Anderson  
VP and Head of Corporate Governance, T. Rowe Price

Donna Anderson is the global head of corporate governance. Donna leads the firm’s proxy voting and engagement efforts and serves as a specialist for incorporating governance considerations into the firm’s investment research process. She is cochair of the ESG Committee, a member of the Valuation Committee, and a director of the T. Rowe Price Trust Company. She is a vice president of T. Rowe Price Group, Inc.

Amy Borrus  
Executive Director, CII

Amy Borrus became executive director of the Council of Institutional Investors (CII) in July 2020. She joined CII in 2006 as deputy director, and was interim executive director in 2015–2016. She serves on the boards of the CII Research and Education Fund and the Sinai Assisted Housing Foundation. She also serves on the Best Practice Principles Oversight Committee, which will monitor principles underpinning services of leading proxy advisory firms. Prior to CII, she was a correspondent for Businessweek magazine for more than 20 years. Her journalism career included multi-year assignments in London, Tokyo and Washington, D.C. She earned an MSc. in International Relations from the London School of Economics and a B.A. in History and English from the University of Pennsylvania.

Ursula Burns  
Chairwoman, Teneo

Ursula Burns has extensive experience in leading large, international companies that are facing technology sea changes within their industries. Burns was the chairwoman of the board of Xerox Corporation from 2010 to 2017 and CEO from 2009 to 2016, after having been appointed president in 2007. Burns joined Xerox as a summer intern in 1980 and has since held leadership posts spanning corporate services, manufacturing, and product development. During Burns’ tenure as CEO, Burns helped the company transform from a global leader in document technology to the world’s most diversified business services company, serving enterprises and governments of all sizes. Shortly after being named CEO in 2009, Burns spearheaded the Xerox’s $6.4 billion purchase of Affiliated Computer Services. In 2016, Burns led Xerox through a successful separation into two independent, publicly-traded companies, Xerox Corporation, which is comprised of the company’s Document Technology and Document Outsourcing businesses, and Conduent Incorporated, a business process services company. After her retirement from Xerox, Burns was appointed as chairwoman of the Dutch-domiciled multinational telecommunication services company, VEON, in 2017.
Burns also became CEO of VEON in 2018 and held the position of both chairwoman and CEO of VEON until June 2020. Burns is a director on the boards of Exxon Mobil, Uber Technologies, and Endeavor Group Holdings. She is also the executive chairwoman of Plum Acquisition and a founding partner of Integrum Holdings, a private-equity firm. In addition, Burns is on several private company boards, including Waystar, IHS Towers and Hear.com, while also providing leadership counsel to several other community, educational and non-profit organizations including: the Ford Foundation, the Massachusetts Institute of Technology (MIT) Corporation, Cornell Tech Board of Overseers, the New York City Ballet and the Mayo Clinic, among others. U.S. President Obama appointed Burns to lead the White House national program on Science, Technology, Engineering and Math (STEM) from 2009 to 2016, and Burns served as Chair of the President’s Export Council from 2015 to 2016 after service as Vice Chair from 2010 to 2015.

### Liliana Calderon

*Manager of Health and Safety Programs, International Union of Bricklayers and Allied Craftworkers*

Liliana Calderon is the manager of health and safety programs for the International Union of Bricklayers and Allied Craftworkers (UBAC) in Washington D.C. She is a member of the IUBAC executive council, the union’s advisory body made up of national and local leaders across the United States and Canada focused on issues affecting the union. Originally from Chicago, Illinois, Calderon was introduced to the building trades by the advocacy group, Chicago Women in Trades., After serving an apprenticeship with local 21, Calderon would become a forewoman for mason contractor, J&E Duff Inc. In her current position, she advocates for safety and health initiatives, joining other building trade unions to engage government and industry organizations. An O.S.H.A.-authorized outreach trainer, Calderon provides safety training sessions for local unions across the U.S. and Canada.

### Fábio Coelho

*CEO, Associação de Investidores no Mercado de Capital (AMEC)*

Fábio Coelho is the CEO of Amec, the Brazilian Capital Markets Investors’ Association. Before joining Amec, Coelho was president of the Brazilian Pension Regulator, where he also worked as Commissioner of Actuarial, Accounting and Economic Affairs and chief economist. He has served as chairman of several national forums, including the Committee for Regulation and Supervision of Brazilian Capital Markets, the national commission of actuaries and the Brazilian Committee for Financial Education. Before joining Previc, he was an economist for the Central Bank of Brazil, where he also worked as a senior advisor to the board. Coelho is a lecturer in courses on corporate governance and investment management for institutional investors.
Benjamin Colton

Global Co-Head of Asset Stewardship, State Street Global Advisors

Benjamin Colton is the global co-head of the asset stewardship team at State Street Global Advisors. He and his colleagues are responsible for developing and implementing global proxy voting policies and guidelines across all investment strategies and managing proxy voting activities and issuer engagement on ESG issues. Prior to joining State Street, he served as a member of the Active Ownership Team at Norges Bank Investment Management based in Oslo, Norway and later in New York City.

Max Dulberger

Director of Corporate Governance & Sustainable Investments, Office of the Illinois State Treasurer

Max Dulberger serves as the director of corporate governance & sustainable investment at the Illinois State Treasurer’s Office. This entails leading corporate engagement, shareholder advocacy, investment stewardship and proxy voting activities on behalf of the treasurer, all of which advance the office’s mission to protect and grow its $32 billion investment portfolio and simultaneously help foster a business community more attentive to sustainable long-term growth.

Dulberger also manages several of the investment division’s programs and policy initiatives, including the MWVD Program, which seeks to increase the use of investment firms owned by minorities, women, military veterans, and people with disabilities. He has over 12 years’ experience working for public institutions in Illinois and Wisconsin, including five years at the Illinois State Treasurer’s Office.

Michelle Edkins

Managing Director, BlackRock

Michelle Edkins is a managing director in BlackRock’s Investment Stewardship team of over 60 specialists covering the Americas; Europe, the Middle East and Africa; and Asia-Pacific. The team engages companies and others in the investment stewardship ecosystem to promote the governance and business practices aligned with long-term value creation by the companies in which BlackRock invests on behalf of clients. Edkins is responsible globally for institutional relations, policy on investment stewardship issues, and communications related to BlackRock’s investment stewardship perspectives and activities. She also serves on the firm’s Global Operating and Government Relations Steering Committees. She is an alumna of BlackRock’s Women’s Leadership Forum, Enterprise Leadership Program and Human Capital Committee.

Edkins is chair of the International Institute for Sustainable Development, a former Chair of the International Corporate Governance Network and an Aspen Institute First Movers’ Fellow. She currently serves on a number of industry initiatives to enhance governance
and sustainable business practices including the U.S. chapter of the 30% Club, a market initiative to increase the number of women on boards and in senior management, and the Sustainability Accounting Standards Board (SASB) Investor Advisory Group.

Prior to joining BlackRock in 2009, Edkins was managing director at Governance for Owners, an independent partnership offering products that support responsible long-term share ownership. She started her corporate governance career in the U.K. in 1997 at Hermes Pensions Management.

Claudia Fan Munce

*Director, Bank of the West / BNP Paribas, Best Buy, CoreLogic*

Claudia Fan Munce started her career as a software engineer at IBM Research and retired as the managing director of the venture capital group and corporate VP of strategy and corporate development. In her 30-year career at IBM, she held many technical and business leadership positions, including leading the licensing and commercialization unit at IBM Research Division, and a multi-billion-dollar joint development project with key IBM partners.

She also served on the boards of the National Venture Capital Association, the Advisory Board of American for Advancement of Science, Latin American Venture Capital Association, Women in Leadership in Private Equity in China, Canadian Innovation Exchange, Savannah Fund in Africa, Arcapita Venture in Bahrain, and many others global investment organizations.

After her retirement from IBM in 2016, Fan Munce joined New Enterprise Associates (NEA), one of the largest and most active venture capital firms, as a venture advisor. She is also an independent board member of the Bank of the West/BNP Paribas Group (Risk, Nomination, CRA/Fair Lending), Best Buy and CoreLogic.

Amelia Fawcett

*Lead Director, State Street Corporation*

Amelia Fawcett is lead director of State Street Corporation in Boston, Massachusetts. She was a non-executive director and then chairman of Kinnevik AB in Stockholm and of the Guardian Media Group. She worked for Morgan Stanley for 20 years, joining in London in 1987 and becoming COO and vice chairman of the European, Middle East and Africa operations in 2002. Fawcett started her career at the U.S. law firm of Sullivan & Cromwell, first in New York and then in Paris.

Until recently, she was chairman of the Standards Board for Alternative Investments, a non-executive member of the Board of HM Treasury, chairman of The Prince of Wales’s Charitable Foundation, deputy chairman and a governor of the London Business School and a commissioner of the UK-US Fulbright Commission. She also has been a member of the Court of the Bank of England and deputy chairman of the National Portrait Gallery.
Hillary Flynn

*Director of ESG, Private Investments, Wellington Management*

Hillary Flynn is an environmental, social, and corporate governance (ESG) analyst who works closely with Wellington Management’s portfolio managers and investment teams to help identify and assess ESG risks within the companies they hold in their portfolios. She produces customized ESG portfolio reviews, votes more than 5,000 proxies across 65 countries each year, and regularly engages with company managements on ESG issues. Prior to rejoining the firm for her current role in 2014, Flynn worked as a business development analyst within Wellington Management’s financial reserves team and as a research associate at Forrester Research.

Lynn Forester de Rothschild

*Founder, Coalition for Inclusive Capitalism*

Lynn Forester de Rothschild is a founding and managing partner of Inclusive Capital Partners, an investment manager for the $1.5B Spring Fund, which seeks positively differentiated returns by deploying its governance skills and value investment discipline to improve the environmental and societal performance of the business in which it invests. Until July 2020, she was chief executive of E.L. Rothschild LLC, a family office with interests in private companies, public markets and real estate. She is also the founder of the Coalition for Inclusive Capitalism and the Council for Inclusive Capitalism with the Vatican, not-for-profit organizations that develop groundbreaking initiatives with global CEOs and distinguished leaders in government and civil society to transform capitalism and make economies and societies more inclusive, dynamic, sustainable and trusted.

Since 2000, Forester de Rothschild has been a member of the board and nominating & governance committee of The Estee Lauder Companies. She has also served on the boards of The Economist Group, Gulfstream, General Instruments, Bronfman-Rothschild and Weather Central.

Previously, she served as a member of the National Information Infrastructure Advisory Committee and the Secretary of Energy Advisory Board under President Clinton, and as a member of the United Nations Advisory Committee on Inclusive Financial Services.

Adena Friedman

*President and CEO, Nasdaq*

Adena Friedman is president and CEO and a board member of Nasdaq.

Prior to being named CEO, she served as Nasdaq’s president and COO throughout 2016 and was responsible for overseeing all of the company’s business segments.

She rejoined Nasdaq in 2014, after serving as CFO and managing director of The Carlyle Group and playing a critical role in taking the company public in May 2012.
Before Carlyle, Friedman was a key member of Nasdaq’s management team for over a decade, serving in a variety of roles, including head of the company’s data products business, head of corporate strategy and CFO. She oversaw Nasdaq’s acquisitions of INET, OMX, and the Philadelphia and Boston Exchanges. She originally joined Nasdaq in 1993 as an intern.

Since December 2018, Friedman has served as a class B director to the Federal Reserve Bank of New York. She also was elected to the board of FCLTGlobal, a non-profit organization that researches tools to encourage long-term investing.

Gary Gensler
Chair, U.S. Securities and Exchange Commission

Gary Gensler is the chair of the U.S. Securities and Exchange Commission.

Before joining the SEC, he was professor of the Practice of Global Economics and Management at the MIT Sloan School of Management, co-director of MIT’s Fintech@CSAIL, and senior advisor to the MIT Media Lab Digital Currency Initiative. From 2017–2019, he served as chair of the Maryland Financial Consumer Protection Commission.

Gensler was formerly chair of the U.S. Commodity Futures Trading Commission, leading the Obama Administration’s reform of the $400 trillion swaps market. He also was senior advisor to U.S. Senator Paul Sarbanes in writing the Sarbanes-Oxley Act (2002), and was undersecretary of the Treasury for Domestic Finance and assistant secretary of the Treasury from 1997–2001.

Prior to his public service, Gensler worked at Goldman Sachs, where he became a partner in the mergers & acquisition department, headed the firm’s media group, led fixed income & currency trading in Asia, and was co-head of finance, responsible for the firm’s worldwide controllers and treasury efforts.

Dr. Tom Gosling
Executive Fellow, Centre for Corporate Governance, London Business School

Tom Gosling is an executive fellow in the Department of Finance at the London Business School (LBS) where he contributes to the evidence-based practice of responsible business by connecting academic research, public policy and corporate action. He works with the Centre for Corporate Governance and the Leadership Institute at LBS.

Most recently he was a senior partner at PwC where he established and led the firm’s executive pay practice, advising FTSE-100 and equivalent private and European companies on corporate governance and executive pay including ABB, Barclays, BHP, BP, Flutter, GSK, Kerring, Old Mutual, RBS (NatWest), RSA, Standard Chartered, Tesco, and Unilever. Prior to joining PwC, he was a research fellow in the department of applied mathematics and theoretical physics at Cambridge University.
Gosling is also a member of the steering committee of The Purposeful Company, a think tank devoted to identifying ways in which the U.K. corporate governance environment can be developed to support companies that create profit through fulfilling a purpose that benefits society.

**Drew Hambly**  
*Executive Director, Corporate Governance, Morgan Stanley Investment Management*

Drew Hambly is responsible for Morgan Stanley’s corporate governance policy, proxy voting practices and global stewardship. In this capacity he provides support to portfolio managers across multiple investment groups within MSIM. He is chair of the MSIM Proxy Review Committee and a member of the MSIM Sustainability Council. In addition, Hambly is a member of the Investor Advisory Group at SASB. Previously he was vice president of State Street Global Advisors with the SSgA Corporate Governance and Global Proxy Voting.

**Michael Herskovich**  
*Global Head of Stewardship, BNP Paribas Asset Management*

Michael Herskovich is head of corporate governance within BNP Paribas’s Sustainability Centre since 2009. He is in charge of the implementation of the stewardship policy, which includes proxy voting, engagement with companies and analysis of corporate governance. He also contributes to the responsible investment policy, ESG company ratings, and SRI screening. His wider industry activities include being a member of the shareholder rights committee at the International Corporate Governance Network (ICGN), a member of the corporate governance committee and responsible investment committee at the French Association of Asset Managers (AFG), and member of the investment committee at Eumedion. Herskovich previously worked as a jurist between 2006 and 2008 and was in charge of proxy voting for the Fonds de Reserve des Retraites (French back-up pension fund) in Paris.

**Chris Hetner**  
*Executive Vice President, Moody's/Team8 Cyber Venture*

Chris Hetner serves as special advisor of cyber risk for the National Association of Corporate Directors, executive VP of Moody’s/Team8 Cyber Venture and a national board member of the Society of Hispanic Professional Engineers. Hetner served as the senior advisor on cybersecurity to the SEC Chair. Prior to joining the SEC, Hetner held several leadership roles including EY’s Wealth and Asset Management Cybersecurity practice leader, global chief information security officer at GE Capital and senior VP of information security at Citigroup.
Nishesh Kumar
Managing Director, JPMorgan Chase

Nishesh Kumar is managing director at JPMorgan Investment Management.

David Lahire
Corporate Governance Research, Knowledge Manager, KPMG

David Lahire is a manager with the KPMG Board Leadership Center (BLC), which champions outstanding corporate governance to drive long-term corporate value and enhance investor confidence. He plays a key role in the development of governance research and thought leadership and engages on international governance trends with the firm’s global BLCs, KPMG U.S. International Corridors and the Asian Corporate Governance Association. Prior to joining KPMG in 2016, he held various positions at the three largest proxy advisory firms — Investor Responsibility Research Center (IRRC), Institutional Shareholder Services (ISS) and Glass Lewis & Co. — including managing IRRC’s international research group and ISS’s global corporate governance ratings product CGQ (now QualityScore).

Diana Lee
Director of Governance and Engagement, AllianceBernstein

Diana Lee is director of corporate governance and an ESG analyst for AllianceBernstein’s (AB) responsible investing team. She oversees AB’s corporate governance efforts as a senior member of the team. She also manages the firm’s proxy voting and governance policy and engages with companies. Lee represents AB on CII’s Corporate Governance Advisory Council and is also a core member of the Sustainable Employee Wellness Group Task Force, promoting ESG as an essential part of AB’s organizational culture.

Craig Marcus
Partner, Ropes & Gray

Craig Marcus co-chairs the firm’s capital markets group. He has led a number of high profile initial public offerings, including Domino’s Pizza and Dunkin’ Brands, and has developed a particular expertise in navigating the IPO process for private equity portfolio companies. He has worked with companies in the health care, consumer retail, industrials and technology industries. Marcus has also been involved in several high-profile whole business securitization transactions, including the first of its kind over a decade ago.
Aeisha Mastagni  
*Portfolio Manager, California State Teachers’ Retirement System*

Aeisha Mastagni is a portfolio manager within the Sustainable Investment & Stewardship Strategies Unit of the California State Teachers’ Retirement System (CalSTRS), the nation’s largest teacher retirement fund. Her main areas of focus are the portfolio engagement program, executive compensation, selecting and monitoring managers in the activist manager portfolio, and working with regulatory authorities on market-wide issues. In 2012, Mastagni also serves on the boards of Golden 1 Credit Union and CII. Before joining CalSTRS, Mastagni worked in the corporate governance unit of the California Public Employees Retirement System (CalPERS) for six years overseeing the proxy voting program and the corporate governance manager portfolio. Prior to CalPERS, she worked in the operations department of Salomon Smith Barney before moving to Morgan Stanley as a financial advisor and assistant operations manager.

Michael McCauley  
*Senior Officer, Investment Programs & Governance, State Board of Administration of Florida*

Michael McCauley’s primary responsibilities include active strategies within corporate governance as well as investment program management for the Florida PRIME™ investment pool and other non-pension investment mandates totaling over $10 billion. He also is a member of the SBA’s Senior Leadership Working Group, responsible for investment and operational oversight across all SBA portfolios. He serves as corporate secretary for both the Florida Water Pollution Financing Corporation and the Inland Protection Financing Corporation. Prior to these duties, McCauley oversaw investment communications, managed the administration of defined contribution component of the Florida Retirement System (FRS), and was responsible for investment research across all asset classes within the chief investment officer’s unit. He is also a former CII board chair and serves on the ICGN’s Governance Committee.

Meredith Miller  
*Former Chief Corporate Governance Officer, UAW Retiree Medical Benefits Trust*

Meredith Miller has devoted her career to investment and stewardship strategies that enhance long-term performance of capital markets and the sustainability of the communities in which portfolio companies operate and in which the workforce resides. Miller previously served as the Chief Corporate Governance Officer for the UAW Retiree Medical Benefits Trust (“Trust”), joining the Trust at its inception in 2010. The Trust is the largest non-governmental provider of retiree benefits in the country with $62 billion in assets under management. During this time, she led the corporate governance program and as part of the investment team, worked on sustainable investing strategies.

Prior to the Trust, Miller was appointed Assistant Treasurer for Policy at the Office of the
Connecticut State Treasurer, a position she held for twelve years. Miller had responsibilities for corporate governance, the 529 college savings program, the financial education initiative and the Treasurer exofficio seats on the Bond and Banking Commissions. Miller was principal to the Treasurer in the development of the UN Principles for Responsible Investment and the creation of the CERES' Investor Network on Climate Risk. She developed the first set of proxy voting policies for the State and successfully petitioned the SEC on compensation consultant independence disclosure (SEC Petition), which was written into the requirements for the annual proxy Compensation and Disclosure Analysis and again in the Dodd-Frank Act. Miller’s work on compensation while serving the Treasurer was profiled in the Wall Street Journal in 2007.

Before joining the Treasurer’s Office in Connecticut, Miller served for four years in the Clinton Administration’s Department of Labor as Deputy Assistant Secretary for Policy at the Pension and Welfare Benefits Administration and one year as Acting Assistant Secretary during which time she oversaw 15 field offices and 700 employees. As Deputy for Policy, she managed teams responsible for the drafting of regulations related to HIPAA, 401(k) fees and interpretative bulletins on proxy voting and economically targeted investing.

From 1988 to 1993, Miller served as Assistant Director for Employee Benefits at the AFL-CIO in Washington D.C. This position focused on public policy and legislative matters related to health and pension benefits. Prior to the AFL-CIO, Miller served as Assistant Director for Research, Employee Benefits for the Service Employees International Union.

Current board activities include serving as a Member, The Investment Integration Project Advisory Council, Director, Global Reporting Initiative Board and Chair, Washtenaw Community College Foundation Women’s Council. Previously Miller served as Director, Thirty Percent Coalition Board, Program Co-Chair, Detroit Chapter of the Society for Corporate Governance Professionals, Director, Council of Institutional Investors, and Trustee, Hampshire College. While at the AFL-CIO, Miller was also appointed by the Secretary of Labor to serve as a Member of the Department of Labor’s ERISA Advisory Council.

Miller received her MSc in Industrial and Personnel Relations from the London School of Economics and her undergraduate BA from Hampshire College, Amherst, Massachusetts. She lives with her husband in Ann Arbor, Michigan and has three children.

**Nell Minow**

*Vice Chair, ValueEdge Advisors*

Nell Minow is vice chair of ValueEdge Advisors. She was Co-founder and Director of GMI Ratings from 2010 to 2014, and was Editor and Co-founder of its predecessor firm, The Corporate Library, from 2000 to 2010. Prior to co-founding The Corporate Library, Minow was a Principal of Lens, a $100 million investment firm that took positions in underperforming companies and used shareholder activism to increase their value. Her other professional experience includes serving as a Principal of Lens Investment Management, as President of Institutional Shareholder Services, Inc., and as an attorney at the U.S. Environmental Protection Agency, the Office of Management and Budget, and the Department of Justice.
Martin Nesbitt

*Director, American Airlines, CenterPoint Energy, Chewy*

Martin Nesbitt previously served as president and CEO of TPS Parking Management, an owner and operator of off-airport parking facilities. He also co-founded The Parking Spot and was responsible for running all strategic and operating aspects of the company. Prior to launching The Parking Spot, Nesbitt was an officer of the Pritzker Realty Group. Prior to joining PRG, Nesbitt was an equity VP and investment manager at LaSalle Partners. He currently serves on the boards of ForwardLine Financial, Treliant, Vanta Education and is a trustee of the University of Phoenix. He also serves on the boards of CenterPoint Energy, JLL, Chewy, and American Airlines Group.

Alicia Ogawa

*Director, Project on Japanese Corporate Governance and Stewardship, Columbia Business School*

Alicia Ogawa is the director of the Project on Japanese Corporate Governance and Stewardship at Columbia Business School's Center on Japanese Economy and Business, and an assistant adjunct professor at Columbia's School of International and Public Affairs. Since 2008, she has been a consultant to one of the largest U.S.-based activist hedge funds. Until 2006, she was managing director at Lehman Brothers, where she was responsible for managing the firm’s global equity research product. Prior to joining Lehman Brothers, she spent 15 years in Tokyo, where she was a bank analyst and director of research for Nikko Salomon Smith Barneys. Ogawa is a non-executive director at Tokyo-based Misaki Capital funds and the London-based Nippon Active Value Fund, and she serves as a member of the International Corporate Governance Network.

Charlie Penner

*Partner, Engine No. 1*

Charlie Penner focuses on enhancing value within companies through active shareholder engagement. Prior to joining Engine No. 1, he was a partner at JANA Partners where he led the firm’s impact investing effort.

Senator Jack Reed

*U.S. Senator from Rhode Island*

Sen. Reed was the U.S. Representative for Rhode Island’s 2nd congressional district from 1991 to 1997. He was then elected to represent the state in the U.S. Senate. Reed serves on the Senate Appropriations, Armed Services, Banking and Select Intelligence Committees.
Alex Sagebien

*VP of Environmental, Health and Safety, Hess*

Alex Sagebien is VP of environment, health and safety (EHS) at Hess Corporation, a global independent energy company engaged in the exploration and production of crude oil and natural gas. Sagebien is responsible for leading a global team of functional specialists, providing leadership on emerging issues for senior management, developing partnerships with key stakeholders and strengthening the sustainability culture. He joined Hess in 1995 as supervisor of environmental projects (E&P) in the refining and marketing division. Since then, he has served in a variety of corporate and operational EHS roles onshore and offshore, and for global drilling and completions. Sagebien joined the E&P division as manager of EHS for the Americas (Gulf of Mexico, Permian and North Dakota), became senior manager of EHS&SR for Africa (Equatorial Guinea, Egypt, Algeria and Libya), then director of EHS&SR for Hess’ Unconventionals business in the Bakken. He is a member of the Hess Incident Support team for emergency response, leads the function’s business planning and budgeting, and is a member of the company’s Production Leadership Team.

Rev. Kirsten Snow Spalding

*Senior Program Director, Investor Network, Ceres*

Kirsten Snow Spalding leads the Ceres Investor Network and all investor initiatives. She also represents Ceres on the West Coast as director of Ceres’ California office. Prior to joining Ceres, she served as chief deputy treasurer under California Treasurer Phil Angelides and director of the treasurer’s environmental financing authorities. Prior to her government service, Snow Salding worked in the labor movement as chief of staff for the California Labor Federation, AFL-CIO. With the California Sierra Club and the Ella Baker Center, she co-founded the California Apollo Alliance. For six years, she chaired the Center for Labor Research and Education at University of California, Berkeley and taught at Boalt Hall School of Law. As a lawyer with the firm of Beeson, Tayer and Bodine, she represented unions and their pension plans. In her early career she worked as a community and cultural organizer in Durban, South Africa.

Pete Stavros

*Partner & Co-Head of Americas Private Equity, KKR*

Pete Stavros joined KKR in 2005 and is co-head of Americas private equity, a member of the Investment committee within KKR’s Americas Private Equity platform, a member of the health care strategic growth investment committee and is co-chair of the inclusion and diversity council. Prior to becoming co-head of Americas private equity, Stavros led the Industrials investment team where he pioneered an innovative employee engagement and ownership model, an approach that has been successfully implemented at a number of companies. He has also been involved with investments in HCA Healthcare, Nielsen, Crosby, Hyperion, Minnesota Rubber, GeoStabilization International, Novaria Group, Flow Control Group and Charter Next Generation, and currently sits on the boards of Gardner Denver / Ingersoll Rand, CHI Overhead Doors, Crosby, Hyperion, Minnesota Rubber, GeoStabilization.
International, Novaria Group, Flow Control Group and Charter Next Generation. Prior to joining KKR, Stavros was with GTCR Golder Rauner, where he was involved in the execution of numerous investments in the health care sector.

**Tracy Stewart, CFA, CIPM**  
*Director of Research, Council of Institutional Investors*

Tracy Stewart is the director of research for the Council of Institutional Investors. From 2014 to 2021, she worked at Florida SBA, the fourth largest public pension fund in the United States, where her responsibilities included developing corporate governance policy and research, as well as conducting company engagements and proxy voting for the SBA's $200 billion in assets under management. She had previously performed similar duties for Florida SBA from 2005 to 2010. From 2011 to 2013 Stewart served as a visiting assistant professor in finance at Florida State University. Prior to that, Stewart served as executive director of the Shareowner Education Network, a 501(c)(3) non-profit corporation devoted to promoting greater exercise of investor rights and responsibilities. From 1997 to 2000, she was a chemical engineer in the petroleum cracking catalysts division of Engelhard Corporation (since merged with BASF).

**Jeff Tricoli**  
*Managing Director, Charles Schwab*

Jeff Tricoli is SVP of technology risk management. He oversees the recently formed technology risk management program aimed at enhancing the firm's ability to anticipate, withstand, recover and evolve from the threats attempting to harm Schwab's clients and employees. Tricoli spent 20 years of his career with the Federal Bureau of Investigation (FBI) leading a number of cyber investigative teams. Most recently, he was the section chief in the FBI Cyber Division responsible for the national strategy and investigative oversight of the FBI’s highest priority national security cyber threats emanating from Eurasia and targeting critical U.S. infrastructure, including coordinating joint FBI response to the Russian Intelligence Service's exploit of networks and endpoints.

**Randi Weingarten**  
*President, American Federation of Teachers*

Randi Weingarten is president of the 1.7-million-member American Federation of Teachers (AFT), AFL-CIO, which represents teachers; paraprofessionals and school-related personnel; higher education faculty and staff; nurses and other healthcare professionals; local, state and federal government employees; and early childhood educators. Prior to her election as AFT president in 2008, Weingarten served for 12 years as president of the United Federation of Teachers, AFT Local 2, representing approximately 200,000 educators in the New York City public school system, as well as home child care providers and other workers in health, law and education. Weingarten has led the AFT’s efforts to strengthen public education for all children and to address the crisis in the teaching profession caused by deep disinvestment and the deprofessionalization of teaching.
Catherine Winner

**VP, Goldman Sachs Asset Management**

Catherine Winner leads the Global Stewardship Team for Goldman Sachs Asset Management (GSAM). In this role, she manages the firm’s global proxy voting policy, which informs GSAM’s nearly 11,000 annual votes. She also oversees GSAM’s approximately 350 annual company and industry engagement meetings. Additionally, Winner works closely with clients and communicates GSAM’s investment philosophy, process, product positioning and current market trends to clients and key stakeholders. She also serves on the Investor Advisory Group for the Sustainability Accounting Standards Board and chairs CII’s Corporate Governance Advisory Council. Prior to joining GSAM, Winner was a VP in corporate governance at Morgan Stanley Investment Management and a member of the firm’s proxy review committee, ESG working group and women in business alliance. She started her career at Lord Abbett, where she built and grew the corporate governance team.

Scott Zdrazil

**Senior Investment Officer, Los Angeles County Employees Retirement Association**

Scott Zdrazil is a senior investment officer at the Los Angeles County Employees Retirement Association (LACERA), where he manages LACERA’s corporate governance program and leads LACERA’s efforts to integrate environmental, social, and governance (ESG) factors into the investment process. LACERA manages over $56 billion in assets on behalf of more than 160,000 active and retired beneficiaries. Zdrazil also serves as chair of the Council of Institutional Investors. He was previously first VP — corporate governance at Amalgamated Bank of New York and director of strategy and corporate engagement at the Office of the New York City Comptroller, where he guided corporate governance initiatives in support of the New York City Retirement Systems.
CII-NYU Corporate Governance Bootcamp
November 17–19, 2021

Attendance limits apply.

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ATTENDEES

Attendees (As of September 7, 2021)

Abernethy, Joyce
General Counsel to the
Common Retirement Fund
New York State Common
Retirement Fund

Acharya, Chirag
Analyst, Sustainable Investment
Stewardship
Wespath Benefits and
Investments

Adams, Benjamin
Managing Director
IR Japan

Alexander, Frederick
CEO
The Shareholder Commons

Allen-Ratzlaff, Cambria
Corporate Governance Director
UAW Retiree Medical Benefits
Trust

Andersen, Maryellen
Corporate Governance Officer
Broadridge Financial Solutions, Inc.

Anderson, Donna
Head of Governance
T. Rowe Price

Anderson, Stacy
Director, Governance and Board
Affairs
Microsoft

Armstrong, Ruth
ESG Services Senior Analyst
Baillie Gifford & Co

Arnold, Kylund
Marketing Manager, Business
Operations
Council of Institutional Investors

Asai, Mina
Assistant Manager
IR Japan

Ataiifar, Alexander
Analyst
Blackrock

Augliera, Anthony
Deputy General Counsel
Wells Fargo

Baker, Ron
Executive Director
Colorado PERA

Balow, Tony
Vice President, Investor
Relations
Intel

Barbieri, Jeffrey
ESG Analyst
Wellington Management
Company

Barnett, Jake
Director, Sustainable Investment
Stewardship
Wespath Benefits and
Investments

Barrett, Annalisa
Senior Advisor, Board
Leadership Center
KPMG

Beach, David
VP, Institutional Sales
Loomis Sayles & Company, L.P.

Bear, Nathan
Partner
Robbins Geller Rudman &
Dowd

Bernstein, Aaron
Editor
GPW

Bertsch, Ken
Former CII Executive Director

Bingham, Derek
Vice President
Goldman Sachs

Blitstein, Lindsay
ESG Analyst
Wellington Management
Company, LLP

Blumenshine, Nate
Investment Officer
Minnesota State Board of
Investment

Boateng, Joseph
CIO
Casey Family Programs

Bogen, Emily
Junior Corporate Governance
Officer
New York State Common
Retirement Fund

Bohem, John
Sales Director
Nasdaq

Bolling, Joe
External Affairs Counsel
Equifax

Borkon, Peter
Partner and Co-Director of
Institutional Investor Relations
Bleichmar Fonti & Auld LLP

Borres, Amy
Executive Director
Council of Institutional Investors

Bos, Karla
Associate Partner
Aon

Bosley, Lawrence
Trustee
NYCERS

Bradford, Ellen
SVP, Corporate Secretary
Baxter

Brandt, Thomas
Board Member
Maryland State Retirement and
Pensions System

Brauer, Rhonda
President and Founder
RLB Governance

Brenner, Aaron
Senior Analyst
UFCW Pension for Employees

Bridges, Leona
Trustee
San Francisco City & County
Employees’ Retirement System

Brodmerkel, Marie
Chief of Operations
Council of Institutional Investors

Brown, Stephen
Senior Adviser
KPMG Board Leadership Center
Bruning, Lauren  
*Associate General Counsel – Litigation, Labor and Employment, Regulatory and Government Affairs*  
Energizer Holdings

Bryan, John  
*Executive Vice President*  
MacKenzie Partners, Inc.

Bujno, Maureen  
*Managing Director*  
Deloitte

Burch, Daniel  
*Chief Executive Officer*  
MacKenzie Partners, Inc.

Burns, Ursula  
*Chairwoman*  
Teneo

Burwitz, Jacqueline  
*Vice President – Investor Relations*  
Energizer Holdings

Calderon, Liliana  
*Manager of Health and Safety Programs*  
International Union of Bricklayers and Allied Craftworkers

Camille Sabio, Mirtha  
*General Counsel*  
NYCERS

Caplice, Sean  
*ESG Analyst*  
Wellington Management Company

Carlock, Sydney  
*Managing Director, Governance*  
Teneo

Cathcart Chaplin, Ann  
*Corporate Secretary & Deputy General Counsel*  
General Motors

Cavanagh, Bill  
*Of Counsel*  
Robbins Geller Rudman & Dowd

Celesius, Alex  
*Sr. Analyst*  
Voya Investment Mgmt

Chang, Gale  
*Associate General Counsel & SVP*  
Bank of America

Check, Darren  
*Partner*  
Kessler Topaz Meltzer & Check, LLP

Chegar, Verity  
*Sustainable Investment and Stewardship Strategies*  
CalSTRS

Chen, Ocean  
*Investment Analyst*  
Ontario Teachers’ Pension Plan

Childress, Jan  
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Consolidated Edison, Inc.

Clark, Nicole  
*Deputy General Counsel and Corporate Secretary*  
Occidental Petroleum Corporation

Clark, Richard  
*Vice President*  
ISS

Claxton, Jose  
*Managing Director*  
Engine. No. 1

Clemente, Kimia  
*Senior Manager*  
Deloitte

Coelho, Fábio  
*CEO*  
Amec

Colaylat, Maher  
*Asset Stewardship*  
State Street Global Advisors

Cole, Meredith  
*Founding Managing Director*  
Innisfree M&A

Coleman, Kevin  
*Senior Associate General Counsel*  
Huntington National Bank

Collins, Christopher  
*Government Relations Officer*  
School Employees Retirement System

Collins, Mary  
*Trustee*  
DC Retirement Board

Colton, Benjamin  
*Global Co-Head of Asset Stewardship*  
State Street Global Advisors

Connell, Laurie  
*Managing Director*  
MacKenzie Partners, Inc.

Contractor, Charmeen  
*Senior Advisor*  
Oxfam America

Croft, Thomas  
*Executive Director*  
Steel Valley Authority

Cross, Scott  
*Manager - Board Operations and Corporate Governance*  
General Motors

Crozier, Arthur  
*Chairman*  
Innisfree M&A Incorporated

Davis, Glenn  
*Deputy Director*  
Council of Institutional Investors

Deane, Stephen  
*Senior Director, Legislative and Regulatory Outreach*  
CFA Institute

DeMarco, Jillian  
*Vice President of Research*  
MacKenzie Partners, Inc.

DeMasi, Emily  
*Director-Engagement EOS*  
EOS at Federated Hermes

DeNicola, Paul  
*Principal*  
PricewaterhouseCoopers LLP

D'Eugenio, Amy  
*Director, Head of Client Service and Business Development, Hermes EOS*  
Hermes Equity Ownership Services

Dodenhoff, Jennifer  
*Corporate Affairs Manager*  
IBEW
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Dokho, Jeff
Research Director
UAW Retiree Medical Benefits Trust

Donaldson, Sara
VP Investment Stewardship
Voya Investment Mgmt

Dorscher, Reanna
Principal
Hugessen Consulting

Dote, Tony
Managing Director
Lazard

Drake, Kristin
Head of Investment Stewardship
Dimensional Fund Advisors

Drew, Maria Elena
Director of Research, Responsible Investing
T Rowe Price

Dunshee, Liz
Managing Editor
TheCorporateCounsel.net

Duppstadt, Seth
Senior Vice President
Proxy Insight

Dwyer, Erin
Deputy Director, External Affairs
PCAOB

Edkins, Michelle
Managing Director
BlackRock

Engler, Lenann
Manager
PSERS

Epifani, Lisa
Manager, ESG & Sustainability
Chevron

Escott, Caroline
Senior Investment Manager
RPMI Railpen

Ethier, Marilynn
Analyst, Responsible Investment
PSP Investment

Evans, Randy
Associate Manager, ESG
BCIMC

Fader, Melissa
Director of Business Development & Membership Services
Council of Institutional Investors

Fallender, Suzanne
Director, Corporate Responsibility
Intel Corporation

Fan Munce, Claudia
Director
Bank of the West / BNP Paribas, Best Buy, CoreLogic

Farhadieh, Johara
Executive Director/CIO
Illinois State Board of Investment

Farley, John
Vice President, Responsible Investment
Calvert Research & Management

Fawcett, Amelia
Lead director
State Street

Ferenci, Jake
Senior Associate
ISS

Fetter, Holly
Asset Stewardship
State Street Global Advisors

Fields, Norma
Bookkeeper
Council of Institutional Investors

Fitch, Enver
Vice President, E&S Research Institutional Shareholder Services

Flynn, Hillary
Director of ESG, Private Investment
Wellington Management

Foran, Margaret
Chief Governance Officer, SVP and Corporate Secretary
Prudential Financial

Forester de Rothschild, Lynn
Founder
Coalition for Inclusive Capitalism

Forshee, Stephanie
Senior Reporter
Financial Times/Agenda

Foster, Sarah
ESG Research Associate
AllianceBernstein

Frame, Karen
Board Trustee
Fire & Police Pension Association

Francis, Mary
Corporate Secretary & Chief Governance Officer
Chevron

Freile, Kristen
Investment Stewardship Analyst
BlackRock

Frerichs, Michael
Illinois State Treasurer

Freyre, Rebecca
Trustee
Colorado PERA

Friedman, Adena
President & CEO
Nasdaq

Gamble, Tarrell
Board Trustee
Alameda County Employees’ Retirement Association (ACERA)

Garland, Michael
Assistant Comptroller
Office of the NYC Comptroller

Garske, Chuck
Senior Managing Director
Okapi Partners LLC

Garvey, Connor
Executive Assistant
Council of Institutional Investors

Gazda, Patricia
Corporate Governance Officer
Ohio Public Employees Retirement System

Geer, Stacey
EVP, Deputy GC and Chief Governance Officer
Primerica

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Bank of America

Johnson, Dale
Investment Officer
LACERA : Los Angeles County Employees Retirement Association
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<td>Director - Corp. Gov &amp; Sustainability</td>
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<td>Section Manager, Investor Relations and Sustainability</td>
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<td>Sr. Managing Counsel</td>
<td>The Allstate Corporation</td>
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<td>Council of Institutional Investors</td>
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<td>Wage Justice &amp; Executive Pay Program Manager</td>
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<td>Assistant Corporate Secretary</td>
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<td>Le Berre, Gwen</td>
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<td>Lee, Jeff</td>
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<td>EY</td>
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<td>Lee, Mun Fei</td>
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<td>Segal Marco Advisors</td>
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<td>Lee, Thomas</td>
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<td>Leonard, Carrie</td>
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<td>Levy-Odom, Tanya</td>
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<td>Lewis, Bryan</td>
<td>VP, Chief Investment Officer</td>
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<td>Lewis, Sheila</td>
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<td>Li, Nana</td>
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<table>
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<tr>
<th>Name</th>
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<tr>
<td>Pierce, Roxana</td>
<td>Attorney</td>
<td>Robbins Geller Rudman &amp; Dowd</td>
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<td>Poon, Christine</td>
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<td>Prudential Financial</td>
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<td>Preisinger, Mark</td>
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<td>Coca-Cola Company</td>
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<td>Pulling, Wendy</td>
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<td>Purvis, Denise</td>
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<td>Ramonas, Andrew</td>
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<td>Rees, Brandon</td>
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<td>Reeves, Tiffany</td>
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<td>Rice, Matt</td>
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<td>Baxter</td>
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<td>Richter, Tangela</td>
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<td>Ritcey, Alicia</td>
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<td>ICR Inc.</td>
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<td>Robinson, Andrea</td>
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<td>Rock, Steven</td>
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<td>Rodriguez, Antonio</td>
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<td>Rodriguez, Luz</td>
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<td>Rodriguez, Mike</td>
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<td>Ross, Fionna</td>
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<td>Ross, Leola</td>
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<td>Rothenberg, Delilah</td>
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<td>Saegusa, Yukari</td>
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Reporter  
Agenda/FT

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Employees’ Retirement System of Hawaii

Wilson, Jay  
VP Investor Relations  
Hess Corporation

Winner, Catherine  
VP Global Head of Stewardship  
Goldman Sachs Asset Management

Wise, Dana  
Director  
UNITE HERE

Wolf, Gabrielle  
Director  
Innisfree M&A

Wooden, Shawn  
Connecticut State Treasurer  
Connecticut Retirement Plans and Trust Funds

Wooton, Carey  
Director  
IUE-CWA Pension Fund

Worthington, Nathan  
Managing Director  
ISS

Yiu, Max  
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Consolidated Edison, Inc.

Youmans, Timothy  
Lead-North America  
Federated Hermes

Young, Christopher  
Managing Director  
Jefferies Investment Bank

Young, Dave  
Trustee  
Colorado PERA

Young, David  
VP, Investor & Rating Agency Relations; ESG  
Aflac Incorporated

Younis, Michael  
Vice President, ESG Analyst  
State Street Global Advisors

Zdrazil, Scott  
Senior Investment Officer  
LACERA

Zivuska, Rob  
Partner  
PJT Partners

Zuiker, Nick  
Attorney  
Reinhart Boerner Van Deuren s.c.

Zurawski, Paul  
Sr. Vice President  
Equifax
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Citations: 1 MSCI ESG Research’s climate solutions are used by 16 of the top 20 world’s largest Asset Managers as determined by Willis Towers Watson report “The world’s largest 500 asset managers, Joint study with Pensions & Investments.” AUM and rankings calculated as of December 2019. Report published October 2020; 2 Source: MSCI ESG Research as of February 2021; 3 Data as of 30th September 2020, based on eVestment for Institutional funds, Morningstar for Retail funds and Refinitiv Universe for ETFs; 4 UBS Report published 2/16/2020 “Is the ESG Data and Services TAM Expanding? Who is Capitalizing on the Trend?” -Survey data from 35 Mutual funds, 18 hedge funds, 9 pension funds, 63 Wealth Management (High Net Worth), and 48 Long-only institutional investors; 5 To calculate the number of clients, we use the shipping address of the ultimate customer utilizing the product, which counts affiliates, user locations or business units within a single organization as separate clients; 6 Data based on Refinitiv Universe as of December 2020, only primary listings, and not cross-listings.

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CII MEMBERS

U.S. ASSET OWNERS

CII’s asset owner voting members include over 140 public pension, union, foundation and endowment and corporate retirement funds with more than $4 trillion in combined assets under management.

U.S. Public Pension Fund Asset Owner Members

- Alameda County Employees’ Retirement Association
- California Public Employees’ Retirement System
- California State Teachers’ Retirement System
- City of Austin Employees’ Retirement System
- City of Philadelphia Board of Pensions and Retirement
- Colorado Public Employees’ Retirement Association
- Connecticut Retirement Plans and Trust Funds
- Delaware Public Employees’ Retirement System
- District of Columbia Retirement Board
- Employees’ Retirement Fund of the City of Dallas
- Federal Reserve Bank Office of Employee Benefits
- Fire & Police Pension Association of Colorado
- Hawaii Employees’ Retirement System
- Florida State Board of Administration
- Iowa Public Employees’ Retirement System
- Los Angeles County Employees Retirement Association
- Maine Public Employees Retirement System
- Marin County Employees’ Retirement Association
- Maryland State Retirement and Pension System
- Massachusetts Pension Reserves Investment Management Board
- Milwaukee Employees’ Retirement System
- Minnesota State Board of Investment
- Montgomery County Employees’ Retirement System
- Montgomery County Public Schools Retirement System Trust
- New Hampshire Retirement System
- New Jersey Division of Investment
- New Mexico Educational Retirement Board
- New York City Board of Education Retirement System
- New York City Employees’ Retirement System
- New York State Common Retirement Fund
- New York State Teachers’ Retirement System
- Office of the Illinois State Treasurer
- Office of the NYC Comptroller
- Office of the State Treasury of Pennsylvania
- Ohio Police & Fire Pension Fund
- Ohio Public Employees Retirement System
- Oregon Public Employee Retirement System
- Pennsylvania Public School Employees’ Retirement System
- Pennsylvania State Employees’ Retirement System
- Public Employee Retirement System of Idaho
- Rhode Island Office of the General Treasurer
- Sacramento County Employees’ Retirement System
- San Francisco Employees’ Retirement System
- School Employees Retirement System of Ohio
- Seattle City Employees’ Retirement System
- Sonoma County Employees Retirement Association
- State of Wisconsin Investment Board
- State Teachers Retirement System of Ohio
- State Universities Retirement System of Illinois
- Teacher Retirement System of Texas
Teachers’ Retirement System of the State of Illinois
University of California Regents

Vermont Pension Investment Committee
Virginia Retirement System
Washington State Investment Board

West Virginia Investment Management Board
Wyoming Retirement Systems

Labor Union Asset Owner Members

AFL-CIO
AFSCME Employees’ Pension Plan
American Federation of Teachers Pension Plan
Building Trades United Pension Trust Fund - Milwaukee and Vicinity
Central Laborers’ Pension Fund
Central Pension Fund of the International Union of Operating Engineers
Communications Workers of America
IAM National Pension Fund

International Brotherhood of Electrical Workers’ Pension Benefit Fund
International Union of Bricklayers & Allied Craftworkers
Iron Workers International Union
IUE-CWA Pension Fund
Laborers National Pension Fund
LIUNA Staff and Affiliates Pension Fund
National Education Association Employee Retirement Plan
National Electrical Benefit Fund

Plumbers & Pipefitters National Pension Fund
SEIU Affiliates’ Supplemental Retirement Savings Plan
Service Employees International Union Pension Fund
Teamster Affiliates Pension Plan
UAW Retiree Medical Benefits Trust
UAW Staff Retirement Income Plan
UNITE HERE!
United Food and Commercial Workers International Union Staff Trust Fund

Foundation, Endowment & Other Asset Owner Members

Casey Family Programs
Eastern Illinois University Foundation

Nathan Cummings Foundation
Portico Benefit Services

Providence St. Joseph Health
Wespath Benefits and Investments

U.S. Corporate Fund Asset Owner Members (Employee Retirement Plan Asset Owners)

Aflac
AIG
Allstate Corporation
American Homes 4 Rent
Amgen
Apache Corporation
Assurant Pension Plan
Bank of America
Baxter International Inc.

Bristol Myers Squibb Company
Cardinal Health
Caterpillar Inc.
Change Healthcare
Chevron Corporation
Coca-Cola Retirement Plan
Consolidated Edison
Ebay
Encompass Health

Equifax
Exelon Corporation
Fifth Third Bank
Foot Locker.
Freeport-McMoRan
Gap
General Mills
General Motors Company
Gilead Sciences.
Goodyear Tire & Rubber Company
Hartford Financial Services Group
Hess Corporation
Howmet Aerospace
HP
Huntington Bancshares Incorporated
Intel Corporation
Johnson & Johnson
McDonald’s Profit Sharing & Savings Plan
McKesson Corporation
Merck
Microsoft
National Fuel Gas Company Retirement Plan
Norfolk Southern Corporation
Occidental Petroleum
PepsiCo US Pension Plan
Pfizer Retirement Annuity Plan
Primerica
Procter & Gamble Company
Prudential Employee Savings Plan
Regeneron Pharmaceuticals
Regions Financial Corporation
SiriusPoint
Southern Company
Target
Travelers Companies
Uber Technologies
UnitedHealth Group
United States Steel Corporation
Verizon Communications Inc.
Viatris.
Visa
Wells Fargo

ASSOCIATE MEMBERS

CII’s Associate members include 13 non-U.S. asset owners with more than $4 trillion in assets, more than 65 of the largest U.S. and non-U.S. asset managers with combined assets in excess of $35 trillion and 85 top law firms and other service providers.

Money Manager Associate Members

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<td>Morgan Stanley Investment Management</td>
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<td>Trian Fund Management</td>
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<td>Quantitative Management Associates</td>
<td>T. Rowe Price</td>
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<td>RBC Global Asset Management</td>
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**Non-US Asset Owner Associate Members**

| APG Asset Management | Government Pension Investment Fund of Japan (GPIF) | Ontario Teachers’ Pension Plan Board |
| ATP | Healthcare of Ontario Pension Plan | PGGM Investments |
| British Columbia Investment Management Corporation | Maritime Super | PSP Investments |
| Canadian Pension Plan Investment Board | Norges Bank | Railways Pension Trustee Company |
| | | USS Investment Management Limited |

**Service Provider Associate Members**

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| Accenture | D.F. King & Co., Inc. | Grant Thornton |
| Aon | Deloitte & Touche | Groom Law Group |
| As You Sow | Deminor Recovery Services (USA) Inc. | Heartland Capital Strategies |
| Assogestioni Associazione del Risparmio Gestito | DFIN | Hermes Equity Ownership Services |
| Australian Council of Superannuation Investors | Entwistle & Cappucci | High Meadows Institute |
| Battea Class Action Services | Equilar | Hugessen Consulting |
| Bernstein, Litowitz, Berger & Grossmann | Evercore Inc. | ICR Governance Advisory Solutions |
| Bleichmar Fonti & Auld | EY | IEX Group |
| Broadridge Financial Solutions | Farient Advisors | IMF Bentham Limited |
| Carlow Consulting | Financial Recovery Technologies | Innisfree M&A Incorporated |
| Center for Audit Quality | FTSE Russell | Interfaith Center on Corporate Responsibility |
| Ceres | Georgeson | IR Japan |
| CFA Institute | Gibson, Dunn & Crutcher LLP | ISAF Management Company |
| CGLytics | Gladstone Place Partners | ISS |
Jefferies LLC
Kaplan Fox & Kilsheimer
Kaplan, Strangis and Kaplan P.A.
Kessler Topaz Meltzer & Check
KPMG
Kroll Bond Rating Agency
Lazard
Lieff, Cabraser, Heimann & Bernstein
MacKenzie Partners
Majority Action
Meketa Investment Group
MoloLamken
Morrow Sodali
MyLogicIQ
MSCI Inc
Nasdaq Center for Corporate Governance
Nestle SA
Okapi Partners
Omidyar Network
Oxfam America
Pensions & Investment Research Consultants
PJT Camberview
Pomerantz LLP
Predistribution Initiative
PricewaterhouseCoopers
Proxy Insight
Reinhart Boerner Van Deuren
Robbins Geller Rudman & Dowd
Rock Center for Corporate Governance
Rosen Law Firm
Security Capital Brokerage
Segal Marco Advisors
S & P Global
Strategic Governance Advisors
Studio Legale Trevisan & Associati
Sullivan & Cromwell LLP
Sumitomo Mitsui Trust Bank Limited
Sustainable Governance Partners
Sustainalytics BV
Teneo Holdings
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Senior Research Analyst

Tracy Stewart  
Director of Research
CII LEADERSHIP

2021–2022 Board of Directors

The Council of Institutional Investors is governed by a volunteer board of directors who are deeply committed to good corporate governance and investor protection. The 15 directors represent public, union and corporate employee benefit funds across the country.

Board Officers

Chair: Scott Zdrazil, Senior Investment Officer, Los Angeles County Employees Retirement Association

Co-Chair: Margaret Foran, Chief Governance Officer, SVP and Corporate Secretary, Prudential Financial

Treasurer: Mansco Perry, Executive Director and CIO, Minnesota State Board of Investment

Co-Chair: Louis Malizia, Assistant Director of Capital Strategies, International Brotherhood of Teamsters

Secretary: Thomas McIntyre, International Representative, International Union of Bricklayers and Allied Craftworkers

Co-Chair: Aeisha Mastagni, Portfolio Manager, California State Teachers’ Retirement System

Non-Officer Board Members

Ron Baker, Executive Director, Colorado Public Employees’ Retirement Association

Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron

Patti Gazda, Corporate Governance Officer, Ohio Public Employees’ Retirement System

Katy Hoffman, Chief of Staff, Investment Management Division, Teacher Retirement System of Texas

Michael McCauley, Senior Officer, Florida State Board of Administration

Simiso Nzima, Investment Director, Global Equity, California Public Employees’ Retirement System

Elizabeth Parisian, Associate Director, American Federation of Teachers

Tejal Patel, Corporate Governance Director, SEIU Affiliates’ Supplemental Retirement Savings Plan/SOC Investment Group

Mitch Vogel, Trustee, State Universities Retirement System of Illinois
The U.S. Asset Owners Advisory Council advises the CII board and staff on issues, trends, proposed policy development, topics and speakers for CII events and membership benefits and services. The CII Board of Directors appoints up to 20 members annually from all voting member constituencies.

### U.S. Asset Owner Advisory Council

The members of the U.S. Asset Owners Advisory Council for 2021–2022 are:

#### Public Pension Funds

- **Tracy Harris**, Trustee, District of Columbia Retirement Board
- **Thomas Lee**, Executive Director & CIO, New York State Teachers’ Retirement System
- **Gianna McCarthy**, Director, Corporate Governance, New York State Common Retirement System
- **Tom Robinson**, Senior Corporate Governance Analyst, State of Wisconsin Investment Board
- **Jeffrey Warshauer**, Corporate Governance Officer, State of New Jersey Division of Investment

#### Labor Funds

- **Jennifer Dodenhoff**, Research and Corporate Affairs Manager, International Brotherhood of Electrical Workers
- **Jeffrey A. Dohko**, Director, United Auto Workers
- **Jim Kane**, Senior Pension Specialist, National Education Association
- **Jennifer O’Dell**, Assistant Director, Department of Corporate Affairs, Laborers’ International Union of North American (LIUNA)
- **Brandon Rees**, Deputy Director, Corporations and Capital Markets, AFL-CIO

#### Corporate Funds

- **Joseph Bolling**, External Affairs Counsel, Equifax
- **Laura O. Hewett**, Vice President, Corporate Governance, The Southern Company
- **Mark Preisinger**, Director Of Corporate Governance, The Coca-Cola Company

#### Endowments, Foundations and Other Funds

- **Laura Campos**, Director of Corporate and Political Accountability, Nathan Cummings Foundation
- **Chloe Moss**, Investment Operations Manager, Casey Family Programs
- **Wendy Pulling**, Director, ESG Integration, University of California Office of the Chief Investment Officer
- **Alec Stais**, CIO, Providence St. Joseph Health—Chair
Corporate Governance Advisory Council

The CII Corporate Governance Advisory Council provides input to the board and staff about CII activities that promote effective corporate governance and ways to enhance the value of membership. The CII board appoints the members annually. All members are representatives of non-U.S. asset owner Associate Members or asset manager Associate Members.

The members of the Corporate Governance Advisory Council for 2021 are:

| Chair: Catherine Winner, Goldman Sachs Group, Inc. | Management |
| Lisa Beauvilain, Impax Asset Management | Caitlin McSherry, Neuberger Berman |
| Ray Cameron, BlackRock | Adrienne Monley, Vanguard Group |
| Sandra Carlisle, HSBC Global Asset Management | Catherine Moyer, Northern Trust Asset Management |
| Davis Catlin, Sands Capital | Kieran Murray, Baillie Gifford International |
| Benjamin Colton, State Street Global Advisors | Britt Sahi, Charles Schwab Investment Management |
| Sara Donaldson, Voya Investment Management | Miekela Singh, Ontario Teachers’ Pension Plan Board |
| Kristin Drake, Dimensional Fund Advisors | Geoffrey Sorbello, Elliott Investment Management |
| Drew Hambly, Morgan Stanley Investment Management | Rosa van den Beemt, BMO Asset Management Ltd. |
| Adam Kanzer, BNP Paribas Asset Management | Jake Walko, Thornburg Investment Management |
| Gwen LeBerre, Parametric | Ted White, Legion Partners Asset Management |
| Diana Lee, AllianceBernstein | Tim Youmans, Federated Hermes |
| Dianne McKeever, Ides Capital |  |
Markets Advisory Council

The primary purpose of the CII Markets Advisory Council is to provide input on legal, financial reporting and investment market trends, suggest topics/speakers for upcoming CII meetings and teleconferences, and recommend current and future CII activities that promote and enhance the value of CII membership. The CII board appoints the members annually. All are representatives of Associate Member organizations.

The members of the Markets Advisory Council for 2021 are:

Chair: Karla Bos, Aon

Nathan Bear, Robbins Geller Rudman & Dowd

Barbara Berlin, PricewaterhouseCoopers

Peter Borkon, Bleichmar Fonti & Auld LLP

Maureen Bujno, Deloitte

Sydney Carlock, Teneo Holdings

Darren Check, Kessler Topaz Meltzer & Check

Stephen Deane, CFA Institute

Adam Foulke, ISAF Management Company

Fred Fox, Kaplan Fox & Kilheimer

Bruce Goldfarb, Okapi Partners

Tom Jenkins, FTSE Russell

Sheila Lewis, Segal Marco Advisors

Bob McCormick, PJT Camberview

Dennis McGowan, Center for Audit Quality

Fassil Michael, ISS

Daniel Oh, Morrow Sodali

Zach Oleksiuk, Evercore Inc.

John Ramsay, IEX Group

Sherri Rossoff, Rock Creek Group

Jonathan Salzberger, Innisfree M&A Incorporated

Eric Shostal, Glass Lewis

Jamie Smith, EY

Pamela Snyder, S & P Global
CII Committees

Policies Committee
The Policies Committee is comprised of the non-officer members of CII’s Board of Directors. The committee reviews, maintains and updates CII policies on corporate governance and other issues. CII corporate governance policies set standards or recommend practices that members believe companies and boards of directors should adopt to promote accountability, independence, integrity, rigor and transparency. The Policies Committee proposes policies to the full board for its approval. All CII policies must be approved by the U.S. Asset Owner Members. For more information, contact staff liaison Glenn Davis.

Chair: Ron Baker, Colorado Public Employees’ Retirement Association

Shareholder Advocacy Committee
The Shareholder Advocacy Committee is open to all CII members. Its purpose is to encourage members to discuss and recommend current and future member initiatives and CII activities that promote effective corporate governance and increase the participation of CII members in advocating good corporate governance. For more information, contact staff liaison Rosemary Lally.

Co-Chairs: Max Dulberger, Office of the Illinois State Treasurer
Renaye Manley, Service Employees International Union

International Governance Committee
The International Governance Committee is open to all CII members and informed by input from a smaller steering committee. The committee educates members on topical global governance issues and identifies and recommends potential areas for CII involvement in the non-U.S. corporate governance arena. It also works to expand coordination and communication between CII and various international governance organizations. For more information, contact staff liaison Lucy Nussbaum.

Chair: Michael Herskovich, BNP Paribas

Steering Committee members:

James Andrus, Investment Manager, CalPERS

Andrew Cave, Head of Governance and Sustainability, Baillie Gifford

Edouard Fremault, Partner, Deminor

David Lahire, Manager, Board Leadership Center, KPMG

Massimo Menchini, Director of Institutional Relations and Corporate Governance, Assogestioni
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September 11–13, 2023
The Westin Long Beach • Long Beach, C.A.

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