

Director Education Opportunities – Updated December 2020

Date(s) Offered	Location	Organization	Program Title and Website	Topics
Dec. 14-15, 2020	Virtual	National Association of Corporate Directors (NACD)	The Master Class – An Advanced Course Designed for Experienced Directors	<ul style="list-style-type: none"> • Board’s Role in Dynamic, Fast-paced, and Tumultuous Environment • Latest Tools, Metrics, and Strategies to Optimize Boardroom Efficiency • Techniques for Effective Discussion in the Boardroom • Shareholder Activism, Evolving Technology, and Changing Global Environment and Long Term Sustainability • Evaluating Emerging Risks and Prioritization for Effective Risk Oversight
Jan. 12-13, 2021	Virtual	KPMG and National Association of Corporation Directors (NACD)	KPMG Board Leadership Conference: Aligning Near-Term Goals with Long-Term Values	<ul style="list-style-type: none"> • Leadership in Times of Crisis • U.S. Economic Outlook • Post-election Geopolitical Landscape • Corporate Purpose • Making a Difference and a Profit
Mar. 1-12, 2021 Nov. 1-4, 2021	Virtual Evanston, IL	Kellogg School of Management – Executive Education	Corporate Governance: Effectiveness and Accountability in the Boardroom	<ul style="list-style-type: none"> • Different Models of Governance • Board and Committee Responsibilities • The Board’s Role in a Crisis • Executive Compensation Issues and Trends • Audit Committee Issues • Recruiting New Board Members • Current Legal Issues • Activist Investors • Cyber Security

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Jul. 14-17, 2021	Boston, MA	Harvard Business School – Executive Education	Making Corporate Boards More Effective	<ul style="list-style-type: none"> • Board Roles and Responsibilities • Effective Board Structures and Processes • Personal Qualities and Characteristics in the Boardroom • Providing Constructive Feedback to CEOs and Board Members • Overseeing Corporate Strategy • Regulatory and Legal Compliance • Crisis Management
Jul. 15-16, 2021 (Invitation Only)	Santa Monica, CA (Additional online events throughout the year)	G100	G100 Board Excellence	<ul style="list-style-type: none"> • Provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards
Jul. 18-20, 2021	Boston, MA	Harvard Business School – Executive Education	Compensation Committee: New Challenges, New Solutions	<ul style="list-style-type: none"> • Designing Executive Compensation with a Strategic View • Developing an Effective Compensation Plan • Creating and Implementing Compensation Committee Processes
Jul. 21-23, 2021	Boston, MA	Harvard Business School – Executive Education	Audit Committees in a New Era of Governance	<ul style="list-style-type: none"> • Strategy and Financial Reporting • Transparency and Investor Communication • Risk Management • Audit Committee Processes
Jul. 27-28, 2021	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Boards that Lead: Corporate Governance that Builds Value	<ul style="list-style-type: none"> • The New Role of the Board • CEO and Director Selection • Designing Effective Boards • How to Succeed in the Boardroom • Board Principles
Nov. 3-5, 2021	Evanston, IL	Kellogg School of Management – Executive Education	Women’s Director Development Program	<ul style="list-style-type: none"> • Characteristics of the Most Effective Board Members • Developing and Delivering Value Proposition • Preparing for Board Interview • Earning Board Nomination • Being an Effective Director

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Nov. 29 - Dec. 3, 2021	Boston, MA	Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director	<ul style="list-style-type: none"> • Understanding How Boards Work and Best Practices • Developing Board-Critical Skills • Navigating the Selection Process • Raising Your Profile
TBD	Virtual	Stanford Business School	Directors' Consortium	<ul style="list-style-type: none"> • Shareholder Activism • Director Liability Risk • Recent Developments in Financial Reporting • Executive Compensation and Incentive • Finance • Cybersecurity and the Board • CEO Succession • Legal Rules of Governance • Board Oversight and Spotting Warning Signs of Management Failure
TBD	San Francisco, CA	Equilar / Nasdaq	Board Leadership Forum	<ul style="list-style-type: none"> • Building higher performing boards through improved processes, strengthened director evaluations and recruitment efforts, and more effective shareholder engagement
TBD	New York, NY	Equilar / Nasdaq	Compensation Committee Forum	<ul style="list-style-type: none"> • Onboarding New Compensation Committee Members • Incentive Plan Design • How to Manage Unplanned Departures • Shareholder Engagement
TBD	San Diego, CA	Equilar / Nasdaq	Equilar Executive Compensation Summit	<ul style="list-style-type: none"> • 400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation • Explores complex and interrelated issues around Say on Pay, pay for performance, incentive planning, regulatory requirements, shareholder outreach, and other key executive pay challenges and opportunities

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2021 Virtual Events TBD	Virtual	Equilar / Nasdaq	Equilar Virtual Events to be Announced Soon	• TBD