

WomenCorporateDirectors (WCD) 2015 Global Institute

May 6 & 7, 2015



cutting through complexity



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globally accelerating best practices in corporate governance

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Agenda

2015 Global Institute
JPMorgan Chase
383 Madison Avenue
(Entrance on Vanderbilt & 47th Street)
Phone: (212) 272-1165

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Wednesday, May 6, 2015

8:00 a.m.–8:30 a.m.

Registration, Greetings, and Networking

Continental breakfast to be provided

8:30 a.m.–8:40 a.m.

Opening of the Global Institute

- **Anu Aiyengar** (United States), Co-Head of Investment Banking, North America, JP Morgan Chase
- **Henrietta H. Fore** (United States), Director, Exxon Mobil Corporation, General Mills, and Theravance Biopharma; Global Co-Chair, Asia Society; WCD Global Co-Chair
- **Susan S. Stautberg** (United States), Chief Executive Officer, Co-Founder and Global Co-Chair, WCD; President, PartnerCom; Co-Author of *Women on Board*

8:40 a.m.–9:30 a.m.

A Conversation With

- **Margaret Orakwusi** (Nigeria), Founder and Chief Executive Officer of the Morbod Group; Principal Partner of Margaret Onyema & Co. and Uptown Solicitors; Chairman of NIMAREX; WCD Chapter Chair
- **Dr. Herta Von Stiegel** (East Africa), Founder and Executive Chair, Ariya Capital Group Limited; Director, Supervisory Board of LeasePlan Corporation; Independent Chair, CHAPS Clearing Company Ltd; Former Managing Director, AIG Financial Products; WCD Chapter Chair
- Interviewed by **Henrietta H. Fore** (United States), Director, Exxon Mobil Corporation, General Mills, and Theravance Biopharma; Global Co-Chair, Asia Society; WCD Global Co-Chair

9:30 a.m.–9:50 a.m.

Break

9:50 a.m.–10:50 a.m.

Panel 1: New Trade Routes – Emerging Markets to Supply Chains, and Threats Facing Companies Amid This Global Risk

- **Undraa Agvaanluvsan** (Mongolia) (Moderator), Executive Director, Strategy Academy; Director, Mongolian Oil Shale Company and SANA Technologies LLC; WCD Chapter Chair
- **Andrea Abt** (Germany), Non-Executive Director, Brammer, plc, Member of Audit, Remuneration and Nomination Committee
- **Maria Livanos Cattai** (Switzerland), Director and Trustee, International Crisis Group, Institute of International Education; Former Secretary General of the International Chamber of Commerce; WCD Member
- **Andrea Menezes** (Brazil), Chief Executive Officer, Standard Bank Brazil; WCD Chapter Chair
- **Michael Singh** (United States), Lane-Swig Senior Fellow and Managing Director at The Washington Institute, Former Senior Director for Middle East affairs at the National Security Council

Agenda

10:50 a.m.–11:10 a.m.	Break
11:10 a.m.–11:50 a.m.	A Conversation With <ul style="list-style-type: none"> • Maggie Wilderotter (United States), Frontier Communications Corporation: Currently Executive Chairman; formerly Chairman and Chief Executive Officer and President, Chief Executive Officer and Member of the Board; Member of the Board of Directors of Xerox Corporation, Procter & Gamble Company, and Juno Therapeutics, Inc.; WCD Member • Interviewed by Susan S. Stautberg (United States), Chief Executive Officer, Co-Founder and Global Co-Chair, WCD; President, PartnerCom; Co-Author of <i>Women on Board</i>
11:50 a.m.–12:15 p.m.	Break
12:15 p.m.–1:30 p.m.	Roundtable Luncheon Event
1:50 p.m.–2:50 p.m.	Panel 2: What Directors Need to Know About Cybercrime & IP <ul style="list-style-type: none"> • Pamela Passman (United States) (Moderator), President and Chief Executive Officer, Center for Responsible Enterprise and Trade (CREATE); Former Corporate Vice President and Deputy General Counsel, Global Corporate and Regulatory Affairs, Microsoft Corporation; Advisor, Board and Audit Committee of IO; Strategic Advisory Council, Ethisphere; WCD Member • Adriana Karaboutis (United States), Executive Vice President, Technology and Business Solutions, Biogen; Independent Director, Advance Auto Parts • Linda Mills (United States), Former Corporate Vice President of Operations with Northrop Grumman Corp; Director, Navient, Smithsonian National Air and Space Museum; WCD Member • Gabrielle Greene-Sulzberger (United States), General Partner of Rustic Canyon/Fontis Partners; Director of Whole Foods and Stage Stores; Former Chief Financial Officer of the Villanueva Companies and Gluecode Software; WCD Member • Su-Yen Wong (Singapore), Chairman, Nera Telecommunications; Chief Executive Officer, Human Capital Leadership Institute; Director, MediaCorp, NTUC First Campus; WCD Member
2:50 p.m.–3:15 p.m.	Break

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3:15 p.m.– 4:05 p.m.

Panel 3: Strategy - From Reimagining to Disruption

- **Carmen Rosa Graham** (Peru) (Moderator), Member of the Board of Backus, Ferreycorp, Interbank, Entel Peru and Camposol; WCD Chapter Chair
- **Gia Colosi** (United States), Global Head of HR Operations, Airbnb
- **Lynne Doughtie** (United States), Vice Chair, Advisory, KPMG LLP; KPMG U.S. Chairman and Chief Executive Officer-elect
- **Clara Gaymard** (France), Chief Executive Officer and President of GE France; President, Women's Forum for the Economy and Society, Director, Veolia
- **Bea Perez** (United States), Chief Sustainability Officer at The Coca-Cola Company; Director, Primerica, International Council on Women's Business Leadership and The Coca-Cola Scholars Foundation; WCD Member
- **Kalpana Raina** (India and United States), Managing Partner, 252 Solutions, LLC; Director, John Wiley and Sons, Information Services Group and Yellow Media Group; Advisory Board Member, Asia Regional Vice Chair, WCD

4:05 p.m.–4:15 p.m.

Closing of the Day

- **Isabelle Allen** (United Kingdom), Global Head of Clients & Markets, KPMG International; WCD Member

Visionary Awards Cocktails and Dinner Event

6:00 p.m. - 9:30 p.m.

**Located at the Marriott Marquis in Times Square
1535 Broadway, New York, NY 10036**

Thursday, May 7, 2015

8:30 a.m.–9:00 a.m.

Registration, greetings, and networking

Continental breakfast to be provided

9:00 a.m.–9:10 a.m.

Opening of the Day

- **Kapila Anand** (United States), Partner, KPMG, LLP; WCD Chapter Chair

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9:10 a.m.–10:10 a.m.

Panel 4: Family Business Governance

- **Christie Hefner** (United States) (Moderator), Chairman of Hatch Beauty; Director, Center for American Progress, Luminary Digital; Former Chairwoman and Chief Executive Officer of Playboy Enterprises and Executive Chairman of Canyon Ranch Enterprises; WCD Member and Former Visionary Awards Committee Chair
- **Fatima Al Jaber** (United Arab Emirates), Board Member and Head of Projects Committee, Al Jaber Group, Al Bashayer Investment Company PJSC; Chairperson, UAE Businesswomen's Council; WCD Chapter Chair
- **Cristina Finocchi Mahne** (Italy), Professor of Economics of Banking and Industrial Groups, University of Rome La Sapienza; Outside Director, Natuzzi SpA; Non-Executive and Independent Director, Trevi Group; Director, Banco di Desio e della Brianza S.p.A.; WCD Chapter Chair
- **Christi Offutt** (United States), Chair, Offutt Family Enterprises; Chief Executive Officer, RDO Equipment Co.; Director, Bell State Bank & Trust; WCD Member

10:10 a.m.–10:30 a.m.

Break

10:30 a.m.–11:30 a.m.

Panel 5: Anticipating Needs –What Directors Need to Know About the Next Marketplaces and Business Models

- **Estelle Metayer** (Canada) (Moderator), Director, Ubisoft Entertainment SA and Director, BRP (Bombardier Recreational Products) Inc.; WCD Chapter Chair, Co-Chair Visionary Awards Committee
- **Nancy Calderon** (United States), Global Lead Partner for IBM, KPMG LLP; Director, Global Delivery Center, Ltd., KPMG India; Former Chair, Women's Advisory Board, KPMG; WCD Advisory Board Member; Co-Author of *Women on Board*
- **Yoko Ishikura** (Japan), Professor Emeritus, Hitotsubashi University; Non-Executive Director of Nissin Foods Holdings, Lifenet Insurance Co. and Sojitz Corporation; WCD Member
- **Former U.S. Congresswoman Lynn Schenk** (United States), Director, Semptra Energy, Biogen; Board Commissioner CA High Speed Rail Authority; Member, Board of Trustees of the Scripps Research Institute; WCD Member
- **Alison Winter** (United States), Director, Nordstrom, Inc.; Lead Director of Blain's Farm and Fleet; Co-Founder and Global Co-Chair Emerita, WCD

11:30 a.m.–11:45 a.m.

Break

11:45 a.m.–12:45 p.m.

Luncheon

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12:45 p.m.–1:00 p.m.

Closing of the Institute, Release to Break-Out Sessions

- **Susan S. Stautberg** (United States), Chief Executive Officer, Co-Founder and Global Co-Chair, WCD; President, PartnerCom; Co-Author of *Women on Board*

Breakout Sessions Begin

1:00 p.m.–2:15 p.m.

Is Your Company Prepared for the Changes in Health Care?

- **Kathleen Crampton** (United States) (Moderator), Senior Consultant, Donovan & Yoder; Advisory Board, PrimexWireless; Marketing Council, Belle Capital USA; Former President and Chief Executive Officer, United Healthcare of Florida, Inc.; Director, DataMotion; WCD Member
- **Deborah Caplan** (United States), Executive Vice President, Human Resources and Corporate Services, NextEra Energy, Inc.
- **Anna Fallieras** (United States), Program Leader, Health Care Initiatives and Policy at General Electric
- **Margie T aylor** (United States), Chief Executive Officer, Sitewire and Sitewire Health; Director, HonorHealth and SCORE; Member, Google Independent Agency Advisory Board

1:00 p.m.–2:15 p.m.

What's Working – Diversity Around the World

- **Javier Barrientos** (United States) (Moderator), Senior Director, Global Diversity & Inclusion at Biogen
- **Lorna Davis** (Sweden and United States), Chief Manifesto Catalyst, Groupe Danone; Director, Electrolux; WCD Member
- **Kathy Hannan** (United States), National Managing Partner, Diversity and Corporate Responsibility, Global Lead Partner, KPMG LLP; National President and Chair, Girl Scouts of the USA; WCD Member
- **Dr. Thoranna Jonsdottir** (Iceland), Dean of the School of Business, Reykjavik; Director of Islandsbanki and Festi/Kaupas; WCD Chapter Chair
- **Byoung Ok Sohn** (Korea), President and Chief Executive Officer, Prudential Life Insurance of Korea; Chairman, Prudential Foundation of Korea, Make-A-Wish Foundation of Korea, Women in INnovation Korea

1:00 p.m.–2:15 p.m.

Putting the Peer Group in its Place and External Forces

- **Jannice Koors** (United States), Managing Director, Pearl Meyer & Partners; WCD Member
- **Susan Stemper** (United States), Managing Director, Pearl Meyer & Partners; WCD Member

2:30 p.m.–4:30 p.m.

Annual Chapter Chair Meeting



May 6, 2015

On behalf of KPMG LLP, welcome to New York and to the WCD Global Institute.

Agility and Innovation: How Directors Can Guide Companies in this Diverse, Globally Connected and Technology Enabled World is the Institute's theme. It showcases the hot topics being discussed in the media and in corporate boardrooms worldwide. Companies, large and small are grappling with challenges around disruptive technology, entering new markets, and setting strategies that will allow growth, while mitigating risks.

One of the benefits of attending the WCD Global Institute is the opportunity to gain insights and develop new contacts. I hope that as you participate in the global discussion, you will find inspiration to take to your boardroom.

This year, WCD added its first Family Business Governance Institute and to coincide with the event, KPMG is pleased to launch a new whitepaper, *Enduring Across Generations: How Boards Add Value to Family Owned Businesses*, as part of the WCD Thought Leadership Council. Great family businesses are built on strategy, vision, values and execution; but family businesses that endure across generations have an additional edge: governance.

Also new today is WCDLive.com - an innovative social media site. You'll see and hear more about it over the course of the Institute.

As Usha Rao-Monari, director and CEO of Global Water Development Partners, a Blackstone Portfolio Company, stated in the new book *Women on Board*, "Disruptive innovation will become the norm, and women are the disruptive technology in the next century."

We hope that you will enjoy, engage, and realize the power of disruptive innovation throughout the institute.

Sincerely,

A handwritten signature in black ink, appearing to read "Nancy", written in a cursive style.

Nancy Calderon

Global Lead Partner, KPMG LLP
Director, KPMG's Global Delivery Center, Ltd., India



WomenCorporateDirectors (WCD) is pleased to welcome the most powerful women from around the world—corporate, large privately-held company, and family company directors—for WCD’s Global Institute. This will be a historic gathering of business leaders in the region and crossroads of the world economy. WCD is a global organization of over 3,500 women directors on over 6,500 boards in 68 chapters around the world.

Directors must not only develop a company’s global strategy, but also be vigilant watchdogs who understand the hidden challenges of working globally. WCD’s Global Institute will provide access to a community of like-minded women directors and an environment where knowledge and experiences can be shared. The connections will enable members to build relationships and provide references for each other. Directors will learn how to be more effective and influential. The Global Institute will explore compelling trends on the minds of directors throughout the world. Excellence in board performance and board diversity are business and governance imperatives, and boards need the right men and women leaders—multi-generational, multi-national, multi-cultural, and multi-regional.

As we operate in an increasingly globalized world, it becomes imperative that companies approach business with cross-cultural understanding in order to face shifting global trends with the knowledge necessary to turn challenges into opportunities. The world is at an economic crossroad. We need to develop directors who not only have the courage to face the realities of the world and the companies on whose boards they serve, but also the audacity and skill to re-imagine and rebuild both. We need more courage, candor, inclusion and cohesion in the boardroom.

WCD is thrilled to welcome you to New York. Thank you for being here.

We would like to thank KPMG, WCD’s Global Sponsor, for being the Lead Partner of the Global Institute and for inspiring us daily by their commitment to both accelerating corporate governance globally and for getting more women selected as board directors.

Cheers,

Susan S. Stautberg and Henrietta H. Fore, Global Co-Chairs



KEYNOTE SPEAKERS BIOS

Keynote Speakers Bios



Margaret Orakwusi

(Nigeria)

Founder and Chief Executive Officer of the Morbod Group; Principal Partner of Margaret Onyema & Co.; and Uptown Solicitors; Chairman of NIMAREX; WCD Chapter Chair

Margaret Nkem Onyema-Orakwusi, an astute and versatile lawyer, is the Principal Partner of Margaret Onyema & Co; and Uptown Solicitors Law Firms which specialize in Maritime, Criminal and Corporate/ Commercial/Arbitration Laws with offices in prime locations in Lagos, Abuja and Onitsha. With three decades post-call experience she has run a very successful law practice with many high profile personalities and blue chip companies in her clientele base.

Armed with her wide knowledge and experience as a lawyer, Margaret harmonizes her responsibilities as Legal Practitioner with other institutional and executive roles in different institutions of economic and business promotion.

Margaret is the Founder and Chief Executive Officer of the MORBOD Group – a highly successful business group which engages in: deep sea shrimping/fish trawling, fish farming, ferry operations, fish imports, and consultancy to new entrants in the fishing industry. The MORBOD Group provides employment for over 300 Nigerians and some expatriates and business opportunities to over 100 fishmongers in Nigeria. With only one fishing trawler in 1993, Margaret has grown the company's fleet to five and an additional vessel is under construction by Port Bolivar Marine Inc; a shipyard in Texas, USA.

Margaret is an active member of the Nigerian trawler Owners Association (NITOA), an umbrella association of registered industrial fishing companies in Nigeria. Her success in MORBOD GROUP earned her a pride of place in NITOA as she rose from being the Vice-President in 2006 to become the first and only female President of the association from 2008-2011. She is currently a Council member of the association.



Dr. Herta Von Stiegel

(East Africa)

Founder and Executive Chair, Ariya Capital Group Limited; Director, Supervisory Board of LeasePlan Corporation; Independent Chair, CHAPS Clearing Company Ltd; Former Managing Director, AIG Financial Products; WCD Chapter Chair

Herta von Stiegel is the founder and Executive Chair of Ariya Capital Group Limited, an FCA regulated financial services firm and project developer focusing on clean energy, infrastructure and agricultural investments in Africa. She has over 25 years of international management, finance and board level experience. She has a consistent track record of building and leading profitable highly regulated financial services businesses and has specific expertise in banking, clean energy and cross-border risk management in Europe, North America, emerging and frontier markets. During her 17 years in banking, Herta held senior positions at Citibank, Rabobank, JP Morgan and AIG in London and New York. Until 2005, she was managing director at AIG Financial Products, where she had a leading position in the investment banking division with net revenues in excess of \$800 million.

She serves on several corporate and non-profit boards, including as the first independent chair of the CHAPS Clearing Company Ltd, Supervisory Board of LeasePlan Corporation, and the primary UK whole-sale clearer of sterling payments with volumes in excess of £70 trillion per annum. In addition to chairing the board, Herta also chairs the Business & Strategy and Governance & Disciplines Committees. The Bank of England has formal responsibility for the oversight of CHAPS Co.'s operation of the CHAPS system that has 21 major banks as full settlement members. From 2006 to 2012, she served on the board of Camco International, a publically listed global clean energy developer with significant operations in China, the US and Africa, where she chaired the audit committee for four years and served on the remuneration, audit and nominations committees.

Herta's professional qualifications include: London Business School, Executive Programme in Corporate Finance; New York University School of Law, Masters of Law (LL.M), Taxation; Thomas M. Cooley Law School, Michigan, J.D. (Doctorate), Cum Laude Honours, Law Review; Andrews University, Michigan, Bachelor of Arts, with Honours, in History and German; Doctorate of Humane Letters, honoris causa; Admitted to the State Bar of Michigan and of New York.



Maggie Wilderotter

(United States)

Frontier Communications Corporation: Currently Executive Chairman; formerly Chairman and Chief Executive Officer and President, Chief Executive Officer and Member of the Board; Member of the Board of Directors of Xerox Corporation, Procter & Gamble Company, and Juno Therapeutics, Inc.; WCD Member

Maggie Wilderotter was named Executive Chairman of Frontier Communications in April 2015. She was Chairman and CEO of Frontier since January 2006. She joined the company in November 2004 as President and CEO and a member of the Board of Directors. Before this, she was Senior Vice President of Worldwide Public Sector at Microsoft.

Previously, Maggie was President and CEO of Wink Communications Inc., leading efforts to develop low-cost, end-to-end e-commerce systems. Before that, her positions included Executive Vice President of National Operations for AT&T Wireless Services Inc., Chief Executive Officer of AT&T's Aviation Communications Division and a Senior Vice President of McCaw Cellular Communications Inc.

Maggie serves on the boards of Xerox Corporation, Procter & Gamble Company, Juno Therapeutics, Inc. and other organizations. In 2011, she was named to the Directorship 100. She is a member of the Board of Advisors of BoardroomIQ, WomenCorporateDirectors, and The Committee of 200. She frequently appears in the FORTUNE magazine ranking of the "50 Most Powerful Women in Business." In November 2010, Maggie was inducted into the Connecticut Women's Hall of Fame. In November 2011, The Financial Times named her one of "The Top 50 Women in World Business." That same month she received "The Business Media Award" from the Women's Media Center. In April 2012, B'nai B'rith International presented her with its "Distinguished Achievement Award."

Maggie is a member of the President's National Security Telecommunications Advisory Committee (NSTAC). From October 2012 to November 2014 she was designated Chair of NSTAC. The designation followed her service as Vice Chair from October 2010 to 2012.

Maggie is a member of the Board of Trustees of the Business Roundtable, an association of CEOs of leading U.S. companies, and The Committee for Economic Development. She is also Secretary of the Board of Directors of Catalyst.

Maggie holds a bachelor's degree in economics from the College of the Holy Cross. She was awarded an Honorary Doctor of Engineering degree, honoris causa, from the Stevens Institute of Technology.

PANELISTS BIOS



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WomenCorporateDirectors
globally accelerating best practices in corporate governance

Panelists Bios



Andrea Abt

(Germany)

Non-Executive Director, Brammer, plc; Member of Audit, Remuneration and Nomination Committee

Andrea Abt has almost 30 years of international management and leadership experience in a wide variety of challenging environments: building organizations, consolidating, turning them around in the areas of transportation (rail and aerospace), logistics, IT and more traditional manufacturing businesses in the Siemens and Daimler-Benz group of companies. Her background includes leading teams in sales, services, as Chief Financial Officer and most recently, Chief Procurement Officer and Head of Supply Chain Management of global organizations ranging up to € 9 billion purchasing volume and 2,000 employees.

From 2011 to 2014, during the lifetime of the Siemens Sector Infrastructure & Cities, Andrea was Chief Procurement Officer and Head of Supply Chain Management. The sector had € 17.6 billion sales in 2011 and comprised of the divisions rail systems, mobility & logistics, low and medium voltage and building technologies. Together with her global leadership team, she contributed to the success of the sector from day one.

She was promoted to the sector function after having successfully led the procurement organization of Siemens IT Solutions and Services from 2008 until the company's divestiture to ATOS in mid-2011. Under her helm, SIS became one of the best procurement organizations in the IT industry. In both of her procurement roles, she was a direct functional report to the respective Managing Board Member of Siemens.

Before moving into Supply Chain Management, Andrea was, among others, CFO of Siemens' IT business with financial and other services organizations. In addition, in another CFO role, she set up Siemens Dematic Italy as a separate entity in Milan.

As a very structured and result-oriented leader, she has led a number of successful and turnaround programs, for example Siemens Transportation Systems from 2005 to 2007. Today, Andrea is focused on an international portfolio of non-executive board positions. She currently is a non-executive director on the boards of SIG plc, a constituent of the FTSE 250 distributing specialist building materials, and of Brammer plc, the pan-European market leading distributor of maintenance, repair and overhaul products. In both companies, Andrea is a member of the audit, remuneration and nomination committees.

Andrea graduated from the University of Bonn in 1985 where she earned a degree comparable to an M.A. in Language and Literature. She completed her M.B.A. at Rotman School of Management, University of Toronto in 2000. Andrea lives in Munich and Scheidegg, Germany.



Undraa Agvaanluvsan

(Mongolia)

Executive Director, Strategy Academy; Director, Mongolian Oil Shale Company and SANA Technologies LLC; WCD Chapter Chair

Dr. Undraa Agvaanluvsan is currently a director of boards for the Mongolian Oil Shale Company and SANA Technologies LLC and three nonprofits, the Mitchell Foundation, the Mongol Ecology Center, and the Strategy Academy, where she is currently an executive director. She also served on the Rio Tinto Mongolia Advisory board.

Formerly, she was an ambassador-at-large on nuclear energy issues at the Ministry of Foreign Affairs of Mongolia. She also served as an advisor to the Minister of Energy and the Mineral Resources of Mongolia. Having completed her university studies in theoretical physics in Mongolia and Italy, and PhD in physics at North Carolina State University, USA, Dr. Undraa was a visiting professor at Stanford University. In 2011, Dr. Undraa has been selected by Asia Society as an Asia 21 Fellow. She is President of MASA - Mongolian US Alumni Association and President of Mongolia-Italy Business Council.



Fatima Al Jaber

(United Arab Emirates)

Board Member and Head of Projects Committee, Al Jaber Group, Al Bashayer Investment Company PJSC; Chairperson, UAE Businesswomen's Council; WCD Chapter Chair

Fatima Al Jaber is a board member of the Al Jaber Group; an Abu Dhabi based multi-disciplinary conglomerate spanning diverse industries from civil construction to manufacturing, trading and logistics. With a workforce greater than 50,000 employees, an asset base exceeding AED 20 billion and vast facilities in the United Arab Emirates, & across the region.

An Emirati national, Fatima graduated with a Bachelor of Engineering, following which she was employed by the Abu Dhabi Government in pivotal technical and managerial roles.

Fatima has been twice acknowledged by Forbes Arabia as an Arab career woman of note. For the past three years, Fatima has been named as a significant business-woman by Arabian Business and most recently, CEO Magazine reaffirmed her position, ranking her 5th Most Powerful Arab Woman of 2013.

In 2010, Fatima became the first Emirati woman to be elected to the Board of Directors of the Abu Dhabi Chamber of Commerce and Industry. A staunch champion of women's advancement, Fatima is a founding member of Abu Dhabi Businesswomen's Council. She was also successfully elected as the Chairperson of the United Arab Emirates Businesswomen's Council for the term 2012 to 2014.

Fatima is actively involved in the Regional business and philanthropic community, holding board positions with Al Bashayer Investment Company PJSC, The Future Centre for Special Needs and other private entities.

Fatima has previously been the chairperson of Abu Dhabi Business Women Council and has been on the board of Abu Dhabi Economic Development Council and Abu Dhabi Chamber of Commerce and Abu Dhabi Chamber of Commerce and industry.



Javier Barrientos

(United States)

**Senior Director, Global Diversity & Inclusion
at Biogen**

Javier Barrientos brings Diversity + Inclusion to life by fostering engagement and inclusive practices throughout the organization. Each year, he sets the bar higher for achievements with numerous employees supporting this effort, valuing their individual and collective responsibilities and linking what's unique in the workforce to relevant differences in the business environment.

During his tenure, Biogen invested in becoming more globally inclusive, bias-free and culturally competent through cultural social hours, employee resource networks, an internal inclusive behaviors recognition program, tax benefit equality for same sex couples, transgender healthcare offerings, women on boards and women entrepreneurial leadership programs, among others. Measured by increased diversity, strong employee engagement scores and a "speak up" culture, this commitment attracts, develops and retains top talent representing all backgrounds. Now, Biogen is recognized through news coverage, speaking opportunities and awards both globally and industry-wide for pioneering best practices.

Previously, Javier managed diversity and inclusion for Blue Cross Blue Shield of Massachusetts. He also held a variety of Human Resources positions with Bank of America, the TJX Companies and Business for Social Responsibility. Originally from Costa Rica, Javier earned an MBA from Boston University, a graduate certificate in Diversity Management from Cornell University and a Bachelor degree in law from Universidad de Costa Rica. He also is a coaching graduate of the Augere Foundation and Coaches Training Institute in Barcelona, Spain.

Javier engages his myriad of great ideas and passion as an advisor to the Harvard Medical School Biomedical Science Careers Program, and as a Board member of the Partnership Inc. Recently, he was awarded the 2014 Leaders in Innovation Award from the Boston Business Journal and has been selected to the Harvard Medical School Biomedical Career Sciences Program 2015 Honor Roll.



Deborah Caplan

(United States)

Executive Vice President, Human Resources and Corporate Services, NextEra Energy, Inc.

Deborah Caplan is executive vice president of human resources and corporate services for NextEra Energy, Inc., one of the nation's leading electricity-related services companies. Deborah is responsible for NextEra Energy's workforce initiatives including recruiting, learning and development, health and well-being, diversity and inclusion, and recognition and rewards, as well as shared services including real estate, facilities, security and aviation. She was promoted into this position in April 2013.

Prior to this position, Deborah served as the vice president & chief operating officer for Florida Power & Light Company, a subsidiary of NextEra Energy, Inc. She was responsible for the transmission & substation, distribution and customer service business units, which serve approximately 4.7 million customer accounts. Deborah has also served as vice president of integrated supply chain for NextEra Energy where she was responsible for sourcing and logistics for more than \$5 billion in goods and services annually.

Prior to joining NextEra Energy, Deborah worked at General Electric Company as the senior vice president of global operations for Vendor Financial Services, a leasing and inventory finance company with \$20 billion in assets and more than 500,000 accounts worldwide. At that time, she also held the position of customer service and collections process leader for Commercial Finance, with more than \$232 billion in assets and clients in 35 countries. During her tenure with GE, Deborah also held leadership positions in operations, manufacturing, Six Sigma and project management with GE Capital and Aircraft Engines.

Deborah holds a bachelor's degree in aerospace engineering from the University of Michigan and a master's in manufacturing engineering from Boston University. She serves on the board for both the Urban League-Palm Beach County and the Miami Dolphins Cycling Challenge, where all money is donated to the Sylvester Comprehensive Cancer Center at the University of Miami to tackle cancer. Ms. Caplan currently resides in Tequesta, Fla., with her husband, Kevin V. Roach.

NextEra Energy, Inc. (NYSE: NEE) is a leading clean energy company with consolidated revenues of approximately \$14.3 billion, more than 42,000 megawatts of generating capacity, and nearly 15,000 employees in 26 states and Canada as of year-end 2012. Headquartered in Juno Beach, Fla., NextEra Energy's principal subsidiaries are Florida Power & Light Company, which serves approximately 4.6 million customer accounts in Florida and is one of the largest rate-regulated electric utilities in the United States, and NextEra Energy Resources, LLC, which together with its affiliated entities is the largest generator in North America of renewable energy from the wind and sun. Through its subsidiaries, NextEra Energy generates clean, emissions-free electricity from eight commercial nuclear power units in Florida, New Hampshire, Iowa and Wisconsin.



Maria Livanos Cattai

(Switzerland)

**Director and Trustee, International Crisis Group,
Institute of International Education; Former Secretary
General of the International Chamber of Commerce;
WCD Member**

Maria Livanos Cattai was Secretary General of the International Chamber of Commerce from 1996 to 2005. She worked with the World Economic Forum in Geneva from 1977 to 1996, where she became Managing Director, responsible for the celebrated Annual Meeting in Davos, building the public awareness it enjoys today.

Maria holds Executive Board, Board and Advisory Board memberships on the International Crisis Group, ICT4Peace and the Institute of International Education, among others.

Maria, of Greek origin and Swiss nationality, was educated in the United States. She graduated with honors from Harvard University and holds an honorary Doctor of Laws degree from York University, Toronto.



Gia Colosi

(United States)

Global Head of HR Operations, Airbnb

Gia Colosi has spent over 18 years in the HR field specializing in operations and benefits. Gia currently acts as the Head of Global Talent (HR) Operations at Airbnb, a community where guests can find unique accommodations in people's homes - from houses and apartments, to tree houses and igloos. Gia has also been active as an Airbnb Host since March 2010. Prior to Airbnb, Gia has gained experience at several other companies including eMeter Corporation, Oracle Corporation, and Intel Corporation, where she began her career and worked for 12 years.

Gia resides in San Francisco where she enjoys and is actively involved in philanthropic initiatives. Gia has fulfilled a three-year term as treasurer of the Symphonix League, one of the San Francisco Symphony's professional associations in addition to serving a two-year term as president of Spinsters of San Francisco, which sponsors and raises funds for one San Francisco charity each year. Gia is also the proud owner of a 10 pound long-haired Chihuahua mix named Mango and in her spare time, you will find Gia at jazz or hip hop dance class.



Kathleen Crampton

(United States)

Senior Consultant, Donovan & Yoder; Advisory Board, PrimexWireless; Marketing Council, Belle Capital USA; Former President and Chief Executive Officer, United Healthcare of Florida, Inc.; Director, DataMotion; WCD Member

Kathleen Ridder Crampton is a senior executive manager with experience across a diverse set of Health Care environments including health insurance, hospital management, health care consulting, and early stage companies funded by venture capital.

Kathleen is currently on the Board of DataMotion, an IT company that provides secure data transmission to entities in the governmental, legal, financial, and health care sectors. Additionally, she is on the Advisory Board to PrimexWireless, a time synchronizing company, and on the Finance Committee of the Bath and Tennis Club.

Currently, Kathleen is a Senior Consultant with Donovan & Yoder, a health care consulting firm. From 2009 to April of 2014, Kathleen was the President and CEO for United Healthcare of Florida, Inc. Community Plan. A wholly owned subsidiary of United HealthCare Group, the Florida Plan is one of the largest providers of managed care services to the Medicaid population in Florida. Before joining United, Kathleen spent nine years with the Centene Corporation, where she was President and CEO Managed Health Services of Wisconsin, and was President and CEO of Buckeye Community Health Plan of Ohio.

Prior to 2000, Kathleen worked for a broad range of companies in the health care industry: PriceWaterhouseCoopers, HealthTech Plan; Boston Children's Medical Center; Brigham and Women's Hospital, the Martha Eliot Health Center and the Massachusetts League of Neighborhood Health Centers.

Kathleen has been recognized over the years for her contributions to health care. This past year she was the recipient of the Commonwealth Foundation 2014 Outstanding Woman Leader in Florida award; and in 2012, United Healthcare Group awarded her the company's prestigious Collaboration Cup.

A graduate of Boston University with a BA in American History, Kathleen holds an MPH in Public Health from Harvard University, and a MBA in Finance from George Washington University. She is a Certified Financial Planner/CFP.



Lorna Davis

(Sweden and United States)

Chief Manifesto Catalyst, Groupe Danone; Director, Electrolux; WCD Member

Lorna is the newly appointed Chief Manifesto Catalyst for Groupe Danone, headquartered in France, and a board member of AB Electrolux, headquartered in Sweden.

With over 30 years' experience in the food industry, living and working in seven countries, Lorna's depth of knowledge and ability to manage people across cultures has allowed her to provide innovative and highly effective business solutions.

Prior to her current role, Lorna was the President, Biscuits, North America of Mondel z International (commonly known as Nabisco, previously part of Kraft) and previous to that, she was President of Kraft Foods in China, based in Shanghai for six years.

Lorna has served as President for four other international food companies - Danone Biscuits Company in China, Jacobs Bakery in the United Kingdom, Irish Biscuits, and Griffins in New Zealand. Lorna worked for Danone for more than 10 years in strong international markets, including China, France, New Zealand and UK.

Prior to joining Danone, Lorna established a successful career in marketing and manufacturing at Smiths Snackfood Company in Australia (now part of Frito Lay). She has also had marketing roles at Procter & Gamble and Unilever in South Africa and Colonial State Bank in Australia.

Lorna lives in Manhattan.



Lynne Doughtie

(United States)

Vice Chair, Advisory, KPMG LLP; KPMG U.S. Chairman and Chief Executive Officer-elect

Lynne Doughtie is U.S. Chairman and Chief Executive Officer-elect of KPMG. She will assume her new position at KPMG—one of the world's leading professional services firms and the fastest growing Big Four firm in the U.S.—on July 1.

Currently, Lynne serves as Vice Chair of KPMG's Advisory business, a position she has held since 2011. During the course of her leadership, Lynne has steered the firm's U.S. Advisory practice on a path of tremendous growth that has established it as the U.S. firm's fastest growing business, including market-leading positions in business and risk consulting and transaction advisory services. She has also overseen the expansion of KPMG's capabilities in innovative services and solutions, including information security, strategy, digital/mobile and transformation.

Lynne began her career in 1985 in KPMG's Audit practice, and has served in a number of national, regional and global leadership roles, including as lead partner for a number of KPMG's major clients. She is a member of the U.S. firm's Management Committee and KPMG International's global Advisory leadership team.

Lynne has been recognized with numerous honors and awards throughout her career, including being named one of Consulting Magazine's "Top 25 Consultants" and "Top Women Leaders in Consulting." She has been featured in Profiles in *Diversity Journal's*, *Women Worth Watching*, and recognized in *Accounting Today's*, *Women in Accounting*.

A native of Richmond, Virginia, where she and her family continue to live, Lynne is a graduate of Virginia Tech, where she earned a Bachelor of Science degree in accounting in 1985. She remains an active alumnus, and is past president of the Advisory Board of the school's Pamplin College of Business and a member of the Accounting and Information Systems Advisory Board. In 2007, she was awarded the Distinguished Alumnus Award, for outstanding career accomplishments and contributions to the college.

Lynne has earned CPA certification in Virginia and New York and is a member of the American Institute of Certified Public Accountants.



Anna Fallieras

(United States)

Program Leader, Health Care Initiatives and Policy at General Electric

Anna Fallieras is Program Leader for Health Care Initiatives and Policy at General Electric. She is responsible for leading GE's role in catalyzing change in the health care system through national initiatives and the development of new, market-based strategies.

In her current role, Anna founded Catalyst for Payment Reform, a non-profit organization focused on catalyzing and coordinating opportunities to improve value through reforming the nation's payment systems. She also represents the company on employer issues related to health reform and market-based health policy and financing, with special interest in performance measurement and payment innovation.

Prior to joining GE, Anna was the Vice President for Market Development at United Health Group. Additionally, Anna has held leadership and staff positions at the Center for Health Care Strategies, Maryland's Medicaid program, the Centers for Medicare and Medicaid Services, The Lewin Group, and the U.S. Senate Health, Education, Labor and Pensions Committee.

She has a Master of Public Health from Johns Hopkins University and a Master of Public Administration and Bachelor of Arts from the Ohio State University.



Cristina Finocchi Mahne

(Italy)

Professor of Economics of Banking and Industrial Groups, University of Rome La Sapienza; Outside Director, Natuzzi SpA; Non-Executive and Independent Director, Trevi Group; Director, Banco di Desio e della Brianza S.p.A.; WCD Chapter Chair

Cristina Finocchi Mahne is an economist, expert in corporate governance, and is currently Professor of Advanced Business Administration at the Faculty of Economics, University of Rome La Sapienza, and Professor of Corporate Governance at the international MBA at Luiss Business School.

Cristina serves on the board of Trevi Group - a multinational listed company, worldwide leader in high technology foundation engineering- and member of remuneration, related parties, control and risk committees. She also serves on the board of the Banco Desio Group - among the 15th main listed banking institutions in Italy, and member of the control and risk, and related parties committees and is a member of the board of Natuzzi Group, global player in luxury lifestyle furniture, listed on NYSE.

Formerly, she served on the Management Committee of two main financial blue-chip companies, both with market capitalization over € 5 billion, as Director of Investor Relations and Group Strategic Communication.

She was also a Board Member of a leading Italian corporate governance and strategic communication advisory firm, since its IPO until 2013.

She was Author and Anchorwoman of Watchdog, the first television magazine on governance issues, on air from 2004 to 2012 on Italian CNBC financial channel, Sky 507. Among its guests, the most prominent representatives from the business, financial, academic and institutional community.

After a Degree in Economics at University of Rome La Sapienza, she earned a Master in Business Administration from LUISS Business School in Rome, with specialization in Corporate Finance and International Marketing. She has also achieved further specializations in finance, financial communication and management skills in London and Los Angeles.

In 2003 she was awarded the "Distinguished Executive Award" by LUISS University, and in 2007, she received the "Best in Class" Award from Faculty of Economics of La Sapienza University, both for professional achievements.

She began her career in corporate finance at Euromobiliare, merchant bank owned at that time by HSBC, and then she gained a significant experience in finance at Tamburi&Associati, Italian leader in M&A and privatizations, JP Morgan and Hill & Knowlton.



Clara Gaymard

(France)

**Chief Executive Officer and President of GE France;
President, Women's Forum for the Economy and
Society, Director, Veolia**

Having been appointed CEO and President of GE France in 2006, Clara Gaymard has confirmed her noteworthy work, successfully implementing the accuracy of her strategic vision about government relations and public sector procurements.

Since taking on the role at GE France, Clara has succeeded in triggering a more consistent strategy for the different businesses, dramatically boosting sales, and has favored a comprehensive visibility for the company among decision makers, influencers, and towards public opinion. Most recently, she was involved throughout the process which led to the GE-Alstom deal.

In January 2013, Clara was elected president of the American Chamber of Commerce in France (AmCham France), being the first female president of this centenary organization.

Clara is also involved in social debate and action. She is committed to diversity and corporate social responsibility. She was appointed President of the Women's Forum for the Economy and Society in December 2014. In addition, she is the President of the endowment fund RAISE – coupled with the same-named investment company founded in 2012 – which supports French companies at the development stage.

Prior to joining GE, Clara achieved an outstanding career within the French administration. After she completed her ENA degree, Clara joined the State Audit Office as an auditor, then as a counsellor. From 1991 to 2003, she held several positions in the French administration, mainly at the Ministry of Economy and Finance where she focused on SME investment and economic development.

In 2003 Clara was appointed Ambassador, President of Invest In France Agency (AFII). Heading the Agency, Clara brought a more accurate and actual focus on the issues of innovation and private-public collaboration to favour the economic prosperity.

Having reached the personal goals she expected as a public server, Clara seized the opportunity to implement the vision she drew up, pursuing her public-private crossed vocation for GE in France and abroad as GE International Vice-President for Government Strategy and Sales.

In addition, Clara serves as Officer of National Merit Order and knight of Legion of Honour, and Commendatore of Italian Republic Merit Order.



Carmen Rosa Graham

(Peru)

Member of the Board of Backus, Ferreycorp, Interbank, Entel Peru and Camposol; WCD Chapter Chair

Carmen Rosa Graham is a seasoned executive with extensive experience working in peruvian and multinational environments, focused on governance, innovation and talent development. She has a proven record at driving business transformations, optimization initiatives and projects in large and complex organizations.

Currently she is a consultant in business governance and member of corporate boards in leading firms in Perú such as Ferreycorp (Caterpillar Dealer and others), Interbank (second largest Peruvian bank, Backus (SABMiller in Peru), Camposol (Agro-industry) and Entel (Telecommunications). She is also a Member of the Advisory Board of APM Terminals (Maersk), and Chapter Chair of WomenCorporateDirectors Peru (WCD), as well as board member in non-for profit education focused organizations.

With 18 years of management experience at IBM Corporation, her three last positions were CEO at IBM Colombia, CEO at IBM, Peru & Bolivia and IBM Strategy Director for Spanish Speaking America. After working for IBM she was elected President of Universidad del Pacífico, the most prestigious business school in Perú, driving an aggressive modernization process thru accreditation processes, intellectual production and innovative careers.

Carmen has three sons, lives in Lima- Perú and in Toronto-Canada, is fluent in Spanish and English, with knowledge of French.

She graduated in Business Administration at Universidad del Pacífico in Perú, as Systems Engineer at IBM, as MBA at Adolfo Ibañez School of Business in Miami. With several management trainings at IBM and advanced programs in Georgetown University, Harvard University, Monterrey University, as well as others.



Kathy Hannan

(United States)

**National Managing Partner, Diversity and Corporate Responsibility, Global Lead Partner, KPMG LLP;
National President and Chair, Girl Scouts of the USA;
WCD Member**

Kathy Hannan's tenure in the accounting profession reflects close to 30 years of industry expertise and a series of leadership roles within KPMG. Admitted to the partnership in 1994, she served as the Midwest Partner in Charge of International Services, Partner in Charge of Chicago Metro-Tax Practice, Vice Chair of Human Resources, and Midwest Area Managing Partner of Tax Services prior to her appointment in 2009 as National Managing Partner, Diversity and Corporate Responsibility.

Kathy's commitment to diversity and inclusion has been broadly visible within the firm. She founded KPMG's Women's Advisory Board in 2003 and serves as the current chair for the Diversity Advisory Board. Her national influence provides strategic direction to leverage diversity and corporate responsibility as engines of enterprise sustainability. She has been a change agent for strategies that retain, develop, and promote high performing diverse talent as well as establishing key performance indicators to measure the firm's progress. Kathy's focus on accountability as well as integrating diversity into the business has been transformative.

Her passion extends beyond KPMG through active involvement as an advisory board member of Catalyst, and board member for the Adler Planetarium, Metropolitan Planning Council, and is the national president and chair of the Girl Scouts of the USA. Kathy has been fortunate to receive recognition from Athena International, DiversityInc, Illinois CPA Society, and the Anti-Defamation League. In 2011, she was honored by the Illinois Women's Conference with the Most Powerful and Influential Women award, the YWCA Outstanding Leader in Business award in 2012 and, most recently, was the recipient of Diversity Woman Magazine's annual Mosaic Woman Leadership Award.



Christie Hefner

(United States)

Chairman of Hatch Beauty; Director, Center for American Progress, Luminary Digital; Former Chairwoman and Chief Executive Officer of Playboy Enterprises and Executive Chairman of Canyon Ranch Enterprises; WCD Member and Former Visionary Awards Committee Chair

Christie Hefner is Chairman of Hatch Beauty, a brand and product innovation company in the personal care space. She also serves on the board of Luminary Digital, an e-learning start-up. Before that, she served as Executive Chairman of Canyon Ranch Enterprises, a new company formed to leverage the Canyon Ranch brand and content beyond their hospitality properties. From 1988-2008 she served as Chairman and CEO of Playboy Enterprises, Inc., where she was the longest serving female CEO of a publicly traded company. Under her leadership, the company was transformed from a domestic publishing company to a global multi-media and lifestyle company. She was named one of the 100 Most Powerful Women in the World by Forbes magazine for three consecutive years.

The first woman elected to the Chicago chapter of the Young Presidents' Organization, Christie was also a founding member of the Committee of 200, an international organization of preeminent women business owners and executives, and of the Chicago Chapter of WomenCorporateDirectors. She is also a Director of the Center for American Progress Action, the leading progressive public policy think tank started by John Podesta.



Yoko Ishikura

(Japan)

**Professor Emeritus, Hitotsubashi University;
Non-Executive Director of Nissin Foods
Holdings, Lifenet Insurance Co. and Sojitz
Corporation; WCD Member**

Yoko Ishikura currently serves as an independent consultant in the area of global strategy, competitiveness and global talent.

Yoko has served as Independent Director on several corporate boards including Vodafone Holdings KK, Japan Post, Mitsui OSK Lines and Fujitsu. She currently serves as a non-executive director of Nissin Foods Holdings, Lifenet Insurance Co. and Sojitz Corporation.

Her former civic and professional activities include Executive Member of the Council for Science and Technology Policy, Vice President of the Science Council of Japan, Member of the Working Group on Growth under Council on Economic and Fiscal Policy, Vice Chair of Cluster Commission for METI, and Member of the Central Education Council in Japan. She was a representative of Japan for Partner Institute of Global Competitiveness Report, and served as Member of the Final Jury, St. Gallen Wing of the Excellence Student Competition. She is currently a Member of a Global Agenda Council on Future of Jobs, World Economic Forum.

She was a professor at Graduate School of Media Design, Keio University, at Graduate School of International Corporate Strategy, Hitotsubashi University, and at Aoyama Gakuin University in Tokyo. Prior to her academic career, she was a consultant at McKinsey and Company Inc. Japan.

Yoko has been a frequent speaker and moderator at management conferences, seminars, and workshops throughout the world.

She has written chapters of "Education & Skills 2.0 New Targets and Innovative Approaches" (WEF 2014), "Hitotsubashi on Knowledge Management" (John Wiley & Sons 2003) and "Trust and Antitrust in Asian Business Alliances" (Palgrave MacMillan 2003) as well as "Act Globally, Think Locally" Harvard Business Review 2007.

Yoko received her MBA from Darden School, University of Virginia; and DBA from Harvard Business School.



Dr. Thoranna Jonsdottir

(Iceland)

Dean of the School of Business, Reykjavik; Director of Islandsbanki and Festi/Kaupas; WCD Chapter Chair

Thoranna currently holds the position of the Dean of the School of Business at Reykjavik University. Prior to that she was a Senior Executive Director of Administration at Reykjavik University. Her previous posts include; MP of Business Communications at Audur Capital, VP of business development for Iceland's largest pharmaceutical agent and distributor group, Veritas Capital/Vistor and assistant professor, director and management consultant at Reykjavik University's School of Business.

Thoranna holds a doctorate degree (DBA) in the field of corporate governance from Cranfield University in the UK, and MBA degree from IESE, Barcelona as well a Master's Degree in Pharmaceuticals. In addition she has qualifications as a chartered stock broker.

Thoranna has served on a number of corporate boards and currently serves on the boards of Islandsbanki and Festi/Kaupas, both major companies in the Icelandic economy. She is an experienced speaker and presenter at business venues in Iceland.



Adriana Karaboutis

(United States)

Executive Vice President, Technology and Business Solutions, Biogen; Independent Director, Advance Auto Parts

Adriana (Andi) Karaboutis is Executive Vice President, Technology and Business Solutions at Biogen. She oversees information technology operations and also leads Biogen's use of technology and advanced analytics to enhance overall engagement with patients and healthcare providers, unlock new insights from clinical data and to inform the drug discovery process. She also leads initiatives to improve patient care through tools such as wearable and ingestible devices.

Prior to joining Biogen in 2014, Adriana was Vice President and Global Chief Information Officer (CIO) of Dell, Inc. In this role, she was responsible for leading an efficient and innovative global IT organization focused on powering Dell as an end-to-end technology solutions provider. Adriana combined her extensive business and IT experience to provide a strong perspective on how technology can drive an efficient enterprise and create value.

Prior to joining Dell in 2010, Adriana spent over 20 years at General Motors and Ford Motor Company in various international leadership positions including computer-integrated manufacturing, supply chain operations, and information technology. During this time, she readily moved between operational and IT roles.

Adriana received a Bachelor of Science Degree in Computer Science from Wayne State University in Detroit, Michigan, where she was a Merit Scholar. She subsequently pursued graduate Electronic Computer Control Systems studies at Wayne State and received an Academic Excellence Award jointly from Wayne State University and Ford Motor Company. She has also completed the accelerated Fuqua School of Business, Marketing Strategy Program at Duke University and is fluent in the Greek language.

Adriana was named a Finalist for the MIT Sloan CIO Leadership Award and named a Computerworld Premier 100 IT leader in 2014. In 2013, she was one of 75 CIOs featured in CIO Outlook, along with one of the "Top 10 Women in Technology" by Little Pink Book and one of the 100 Women Leaders in STEM by STEMconnector. She is a member of the Wayne State College of Engineering Hall of Fame, served as president of the Michigan Council of Women in Technology (MCWT) from 2008-2010 and was a board member of the Manufacturing Executive Leadership Forum from 2009-2014. Adriana is also on the board of directors for Advance Auto Parts and a member of the advisory board for InformationWeek.



Jannice Koors

(United States)

**Managing Director, Pearl Meyer & Partners;
WCD Member**

Jannice Koors is a Managing Director with Pearl Meyer & Partners, and head of the Chicago office. She has 25 years of experience in the field of executive compensation and performance measurement, with an emphasis on performance-based annual and long-term incentive design. She advises company boards and management on all aspects of compensation, including determination of competitive market pay levels and practices, employment contract structure, annual and long-term incentive design, performance measure selection and calibration, non-employee director compensation design and corporate governance issues. She is also responsible for the firm's annual Director Compensation Study, published in conjunction with the National Association of Corporate Directors (NACD).

A frequent author and speaker on compensation topics, Jannice has been quoted in publications such as the New York Times, Wall Street Journal, Financial Times, Newsday, and Directors' Alert. She has appeared on CNN's MoneyLine, NBC Nightly News, and has spoken at numerous seminars and workshops on executive and director compensation issues. In 2014, Jannice was named for the fifth time to the Directorship 100 list of most influential people in corporate governance. She is an NACD Governance Fellow, serves as faculty for the NACD's Director Professionalism and Master Class programs, and was a member of the 2010 Blue Ribbon Commission on Performance Metrics and the 2011 BRC on the Role of Lead Directors. She has written articles for Corporate Board, WorldatWork and the USC Tax Institute. Prior to joining Pearl Meyer & Partners, Jannice was a Principal at SCA Consulting, and worked in the executive compensation practices of Towers Perrin and Price Waterhouse. She received her Bachelor of Arts degree in political science from Wellesley College.



Andrea Menezes

(Brazil)

**Chief Executive Officer, Standard Bank Brazil;
WCD Chapter Chair**

Andrea Menezes is the CEO of Standard Bank Brazil. She has been working in financial markets for the last 23 years. She worked at Standard Bank in two different areas: first as the Treasurer, building the bank in Brazil from 2002-2004 and developing the Global Markets Sales business. Then she became Treasurer in 2011 and has been CEO since April 2012. She is a member of IBGC – Brazilian Institute of Corporate Governance and has been a member of the Consultative Board for a startup company since March 2014.

Prior to joining Standard Bank, Andrea developed her career at Lehman Brothers, Merrill Lynch, Cargill Financial Services and JP Morgan. Andrea holds a Bachelor's degree in Physics and a Master's degree in Science both from The Physics Institute at University of São Paulo.



Estelle Metayer

(Canada)

Director, Ubisoft Entertainment SA and Director, BRP (Bombardier Recreational Products) Inc.; WCD Chapter Chair and Co-Chair Visionary Awards Committee

Estelle Métayer is an expert in Competitive and Strategic Intelligence. Her research focuses on how managers, CEOs, and board members build and improve their strategic planning and/or competitive intelligence function to avoid strategic blind spots. Her best work is done when companies need to drastically change the way they do business and/or grow aggressively. She is a reputed public speaker in international conferences (for example in Davos in 2012) and facilitates strategic workshops around the world. An adjunct professor for McGill University, she teaches in the Advanced Leadership Programs and the International Master for Health Leadership. She also introduced Competitive Intelligence into the McGill-Rottman School of Business' certification program for Canadian board directors, and into the new HEC-McGill Executive MBA. Estelle has also been a guest lecturer in programs led or co-led by IMD (Lausanne), the IMB (India), INSEAD (France) or MIT (United States).

Prior to selling the company in 2004, Estelle was the president and founder of a leading training organization for executives and analysts in Strategic Intelligence. A former consultant at the international Strategic Consulting firm McKinsey & Company, she gained first-hand practical experience while managing the competitive intelligence, business development and strategic planning function at CAE Inc. She started her career at the ING Bank in the Netherlands and in Poland, studying the financial risks of expanding into emerging countries, and in the French Conglomerate Bouygues in France and the United Kingdom.

She received in 2000 the Arista Sun life Award for "Entrepreneur of the Year" and was a finalist in 2001 for the Award "Women of Merit" from the YWCA. She sat on the board of the Grands Ballets Canadiens and of World Canada Youth and was voted in 2011 one of the TOP10 most influential professionals in corporate governance globally.

Estelle joined the board of directors of Ubisoft (\$UBI on Euronext) as an independent board member in 2012 and she chairs the compensation committee since June 2013. She also is a member of the board of BRP Inc. (\$DOO on the TSX) since 2014 and a member of the audit committee.

Estelle was trained in the Netherlands, where she obtained her MBA and Drs. from the University of Nijenrode. She speaks French, English, German, Dutch, Italian and is learning Arabic. She is also a mother, a commercial pilot and flight instructor.



Linda Mills

(United States)

Former Corporate Vice President of Operations with Northrop Grumman Corp; Director, Navient, Smithsonian National Air and Space Museum; WCD Member

Linda A. Mills is the former corporate vice president of Operations for Northrop Grumman. Linda was responsible for driving effective operations to enable top performance, innovation and affordability. This included direct responsibility for corporate programs, quality, technology and engineering and the associated corporate councils. She reported directly to the CEO and was a member of the company's Corporate Policy Council.

During her Northrop Grumman career, Linda held numerous positions of increasing scope and responsibility. She was corporate vice president and president of Northrop Grumman's Information Systems sector, a leading global provider of advanced solutions for defense, intelligence, civil agency and commercial customers. Earlier, Linda was with the company's former Information Technology sector, where she served as vice president for Operations and Processes, president of the sector's Civilian Agencies business group, and corporate vice president and president of the sector. Prior to Northrop Grumman, Linda was employed by TRW and AT&T Bell Labs.

Linda has received numerous awards and honors for her industry leadership. Linda was honored as one of Profiles in Diversity Journal's "2011 CEO Leadership in Action." In 2009, she was listed as one of "Washington's Top 100 Tech Titans" by the Washingtonian Magazine. In 2010, Linda received the Alumni Award for Distinguished Service from the University of Illinois at Urbana-Champaign's College of Engineering for outstanding leadership and management. In 2012, she received the Federal 100 Award from Federal Computer Week, recognizing government and industry leaders who have played pivotal roles in the federal government IT community, and was named one of the top 100 Women Leaders in science, technology, engineering and mathematics (STEM) by STEMconnectorTM, as well as the sixth most powerful woman in aerospace and one of the 50 most powerful women in business by Fortune magazine.

Linda serves on the boards of the Smithsonian National Air and Space Museum and the Northern Virginia Technology Council, as well as the board of visitors for the University Of Illinois College Of Engineering. In addition to her non-profit work, Linda is a member of the Navient (formerly Sallie Mae) Board of Directors. Linda earned a bachelor's degree in mathematics from the University of Santa Clara and a master's degree in computer science from the University of Illinois.



Christi Offutt

(United States)

Chair, Offutt Family Enterprises; Chief Executive Officer, RDO Equipment Co.; Director, Bell State Bank & Trust; WCD Member

Christi started her career as Legal Counsel of R.D. Offutt Company in January 1996. She was promoted to an operational Vice President role in 1999 before serving as Chief Executive Officer/Chief Operating Officer of RDO Equipment Co. since January 2001.

In the last 14 years under Christi's leadership, RDO Equipment Co. has grown from a \$680 million business to a \$2.3 billion business including three international partnerships in Russia, Ukraine, and Australia.

In December 2014, Christi was named Chair of the Board of Directors of Offutt Family Enterprises. The RDO Enterprise is made up of a variety of businesses divided into three separate operating units: agriculture, food processing and retail equipment.

Christi is a graduate of the University of Puget Sound with degrees in politics and government and in business administration and earned a juris doctor degree in May 1996 from Boston University Law School. She is also a graduate of Harvard's Executive Advanced Management Program.

She currently serves as a Director for Bell State Bank & Trust. She is a former Director for the Greater Fargo Moorhead Economic Development Corporation.



Pamela Passman

(United States)

President and Chief Executive Officer, Center for Responsible Enterprise and Trade (CREATE); Former Corporate Vice President and Deputy General Counsel, Global Corporate and Regulatory Affairs, Microsoft Corporation; Advisor, Board and Audit Committee of IO; Strategic Advisory Council, Ethisphere; WCD Member

Pamela Passman is President and CEO of the Center for Responsible Enterprise and Trade (CREATE.org), a global nongovernmental organization dedicated to helping companies and supply chain members implement leading practices for preventing corruption and protecting intellectual property including addressing trade secret theft, counterfeits and piracy.

Prior to founding CREATE in October 2011, Pamela was the Corporate Vice President and Deputy General Counsel, Global Corporate and Regulatory Affairs, Microsoft Corporation. Since 2002, Pamela led Microsoft's regulatory compliance work across a range of issues, including privacy, security, law enforcement, telecommunications and other issues related to cloud computing. She worked closely with business leaders and research and development teams to advance Microsoft's businesses in China and other emerging markets.

Pamela also led Microsoft's public policy and philanthropic work and had leadership responsibilities for Microsoft's cross-company global corporate citizenship efforts.

She first joined Microsoft in 1996 and until 2002, led the Legal and Corporate Affairs organization in Asia, based in Tokyo, with a focus on Japan, Korea and the People's Republic of China. Prior to joining Microsoft, Pamela practiced law with Covington & Burling in Washington, D.C. and Nagashima & Ohno in Tokyo, Japan.

Since March 2012, Pamela has served as an Advisor to the Board and Audit Committee of IO, a mid-market data center infrastructure/cloud computing technology company, and a portfolio company of private equity firm Sterling Partners. Pamela also serves on the Strategic Advisory Board of the Ethisphere Institute, a private company that is the global leader in defining and advancing the standards of ethical business practices. Pamela was recognized by Security Magazine as one of 2014 Most Influential People in Security.

Pamela served on the Executive Committee of the Board of the Information Technology Industry Council (ITI) from 2002 to 2011 and as its Chair during 2010-2011 and on the Board of Business for Social Responsibility (BSR) from 2006 to 2014. She currently serves on the Boards of the National Bureau of Asian Research (NBR) and Kids in Need of Defense (KIND). Pamela is also a member of the Council on Foreign Relations and serves on its Nominating and Governance Committee and has served on its Independent Task Force on U.S. Trade and Investment Policy (2010-2011).



Bea Perez

(United States)

Chief Sustainability Officer at The Coca-Cola Company; Director, Primerica, International Council on Women's Business Leadership and The Coca-Cola Scholars Foundation; WCD Member

Bea Perez drives a global Sustainability strategy that's growing the business while making a positive difference for people and the environment. Prior to becoming CSO, Bea was the Chief Marketing Officer for the company's North American Division, where she helped bring brands to life through partnerships with NASCAR, NBA, LeBron James, American Idol, the OSCARS, Ryan Seacrest, and others. Bea and her team created the Coca-Cola Racing Family as part of the award-winning Motorsports platform. They also created the Coke Digital Network, an innovation in how companies engage with consumers.

Bea serves on the boards of Children's Healthcare of Atlanta Foundation, the USO, Save the Children and The Boy Scouts of America, Primerica, International Council on Women's Business Leadership and The Coca-Cola Scholars Foundation. She lives in Atlanta with her family.

Bea is a member of the American Advertising Hall of Achievement and the Sports Business Journal's Hall of Fame. In 2014, Hispanic Executive magazine named Bea as a Top 10 Leader, and Green Building & Design magazine included her on their list of the "10 Most Powerful Women in Sustainability." She has been featured as one of the 25 Most Powerful Latinas on CNN En Español and in People en Español.



Kalpana Raina

(India and United States)

Managing Partner, 252 Solutions, LLC; Director, John Wiley and Sons, Information Services Group and Yellow Media Group; Advisory Board Member, Asia Regional Vice Chair, WCD

Kalpana Raina is the managing partner of 252 Solutions, LLC, an advisory and investment firm with a focus on Social Enterprises. She is a senior executive with extensive financial experience in the US and internationally. She has lived and worked in Asia, Europe, Canada and the US and has strong expertise in credit, strategic planning, creating alliances and partnerships, extending operations globally and introducing new products to markets. She also has a proven track record in global and cross-cultural management.

Formerly, Kalpana was an Executive Vice President with The Bank of New York, a global financial services company. During her 18 year career with the bank she had responsibility for clients in the Media and Telecommunications industry, Healthcare, Retailing, Hotels and Leisure and Financial services industries in Europe, Asia and the US. Kalpana also taught undergraduate courses in English and World Literature at McMaster University in Hamilton, Canada. She has a Master's degree in English Literature from McMaster University and undergraduate and graduate degrees from Panjab University, India.

Kalpana currently serves on the boards of John Wiley and Sons, Information Services Group in the US and Yellow Media Group in Canada. She chairs the compensation committees at both John Wiley and Sons and Yellow Media Group. Previously she was on the board of RealNetworks, Inc., The World Policy Institute, and the Center for Communications. She is on the advisory board of WomenCorporateDirectors, and a past member of The US- India Business Council.



Former U.S. Congresswoman Lynn Schenk

(United States)

**Director, Sempra Energy, Biogen; Board
Commissioner CA High Speed Rail Authority; Member,
Board of Trustees of the Scripps Research Institute;
WCD Member**

Lynn Schenk is an attorney and member of the Board of Directors of Sempra Energy (SRE) and Biogen (BIB). She is also a member of the California High-Speed Rail Authority (she is generally recognized as the “mother of high speed rail” in California) and the Board of Trustees of the Scripps Research Institute. She has completed terms as a commissioner of the California Medical Assistance Commission and as a founding board member of The San Diego Consortium for Regenerative Medicine.

Lynn served as Chief of Staff to California Governor Gray Davis from 1999 to 2003. As Chief of Staff to the Governor, she oversaw the day-to-day operations of state government through the 12 Cabinet agencies and more than 75 departments and offices. The homeland security office, the National Guard and the Office of Emergency Services reported directly to her. She was the Governor’s chief executive and top policy advisor.

In 1992, Lynn became the first woman elected to the United States House of Representatives south of Los Angeles, representing the San Diego area. As a member of the 103rd Congress, Congresswoman Schenk sat on the House Energy and Commerce Committee and its subcommittees on Telecommunications and Finance, and Transportation and Hazardous Materials. She also sat on the Merchant Marine and Fisheries Committee. Prior to that, she was a Commissioner (and Vice-Chair of the Board) of the San Diego Unified Port District.

In the 80’s, Lynn served in the Cabinet of Governor Jerry Brown as California’s Secretary of Business, Transportation and Housing (the first woman to hold this Cabinet post). She was responsible for a budget of nearly \$2 billion, 32,000 employees and 14 departments ranging from Banking, Insurance and Corporations to the Department of Motor Vehicles, the Department of Transportation (CALTRANS), and the Highway Patrol. She also had primary responsibility in the Cabinet for California’s international trade relations, focusing on Mexico, Canada and the Pacific Rim nations.

Prior to her state Cabinet appointment, Lynn served as a Deputy Attorney General in the criminal division of the California Attorney General’s office, followed by several years as an in-house lawyer to the San Diego Gas & Electric Company. In 1976, she was appointed a White House Fellow by President Ford, serving as a special assistant to Vice Presidents Nelson Rockefeller and Walter Mondale.

Lynn has been deeply involved in the San Diego community as a civic volunteer. She has served on numerous boards and commissions, including the San Diego Symphony and the Red Cross. Lynn earned a B.A. from UCLA, a Juris Doctorate from the University of San Diego School of Law, and did post law school graduate work at the London School of Economics. She is the founding member of San Diego Lawyers Club and the California Women Lawyers.



Michael Singh

(United States)

Lane-Swig Senior Fellow and Managing Director at The Washington Institute, Former Senior Director for Middle East affairs at the National Security Council

Michael Singh is the Lane-Swig Senior Fellow and managing director at The Washington Institute and a former senior director for Middle East affairs at the National Security Council.

During his tenure at the White House, from 2005 to 2008, Michael was responsible for devising and coordinating U.S. national security policy toward the region stretching from Morocco to Iran, with a particular emphasis on Iran's nuclear and regional activities, the Israeli-Palestinian conflict, Syria, and security cooperation in the broader Middle East. Previously, Michael served as special assistant to secretaries of state Condoleezza Rice and Colin Powell, and at the U.S. embassy in Tel Aviv.

Michael served as a Middle East advisor to the Romney presidential campaign from 2011-2012, and co-chaired Mr. Romney's State Department transition team in 2012. He served as an adjunct fellow at the Belfer Center for Science and International Security at Harvard's Kennedy School of Government and as an economics instructor at Harvard College. Michael serves on the advisory boards of United Against Nuclear Iran and the Harvard International Review, and is a former term member of the Council on Foreign Relations.

Michael has written extensively on the Middle East, broader US national security strategy, and the organization and management of the US national security apparatus. His writings have appeared in the Washington Post, New York Times, Wall Street Journal, Foreign Affairs, International Security, and elsewhere, and he has appeared as a commentator on CNN, Fox News, MSNBC, and other outlets.

As the Institute's managing director, Michael conducts policy research and participates in the public debate over the direction and content of U.S. Middle East policy. In addition, he works closely with Institute executive director Robert Satloff to strengthen the Institute's policy impact, develop new initiatives, and oversee its broader work.



Byoungok Ok Sohn

(Korea)

President and Chief Executive Officer, Prudential Life Insurance of Korea; Chairman, Prudential Foundation of Korea, Make-A-Wish Foundation of Korea, Women in INnovation Korea

Byoung Ok Sohn is the President & CEO of Prudential Life Insurance Company of Korea. As the first generation of working women in Korea, she's been recognized with 'No 1' or 'the First' woman titles breaking glass ceilings in the corporate business world. She became the first woman executive vice president in the insurance industry in Korea in 2003 and the first woman CEO in the financial industry in Korea in 2011.

During her tenure at Prudential of Korea, she established a team-based structure and developed various education and training programs as head of HR. Due to her vigorous work to cultivate corporate culture for employees to have work life balance, Prudential of Korea was certified as a family-friendly company by the Ministry of Gender Equality & Family in 2011.

Besides her distinguished career as business woman, she's been dedicated to corporate social responsibility activities. She established the Korean chapter of Make-A-Wish Foundation in 2002, a wish-granting NGO for children with life-threatening disease. In 2008, she was appointed as a board member and treasurer for the Make-A-Wish International Foundation, becoming the first Korean to join the highest decision-making body of the foundation. At Prudential, she promoted employee volunteerism and initiated various community outreach programs. Prudential's dedication to the cause was taken to the next level with establishment of a corporate foundation, Prudential Foundation of Korea, under her leadership. Currently, she serves as chairman of both foundations.

In 2007, a group of female leaders including her established a non-profit organization called Women in INnovation(WIN) to foster women leaders' active networking and to help woman middle managers pursue career advancement in a corporate world. She has been elected as its first chairman in 2007. She is also an advisory council member of Ewha Womans University and Sookmyung Women's University.

She graduated from Ewha Womans University with a B.A. in English Language and Literature in 1974 and finished an MBA course from Sogang University in 1986. She also holds the certificate of TESOL from George Mason University in 1995. In recognition of her vigorous work in many different areas, she was selected as the alumni of the year 2004 by her alma mater, Ewha Womans University. In 2010, she was awarded Order of Civil Merit by the Ministry of Gender Equality and Family for her efforts in making women-friendly company and helping women's career development by organizing WIN. Recently she was ranked 35th among top 50 financial CEO representing Korea by Maekyung Economy, one of the influential weekly economic magazines in Korea.



Susan Stemper

(United States)

Managing Director, Pearl Meyer & Partners; WCD Member

Susan Stemper is a Managing Director at Pearl Meyer & Partners with more than twenty years of compensation experience as an advisor and practitioner. Based in our San Francisco office, she specializes in executive compensation and corporate governance matters for compensation committees and for management. She works with companies in a variety of industries, bringing particular expertise in the biotechnology, technology and intellectual capital based sectors.

Prior to rejoining the firm in 2012, Susan headed compensation at Biogen, leading the strategy and design for the company's executive and board remuneration programs and staff compensation globally. Prior to Biogen, she was a Managing Director in Pearl Meyer & Partner's Boston office for nearly 10 years. Susan is an expert in initial public offering preparation; short- and long-term incentive strategy and design; global remuneration strategies and program design; corporate transactions, mergers and acquisitions; pay-for-performance; deferred compensation arrangements; and equity plans.

Susan earned her B.S. in Business and her M.S. in Industrial Relations from the University of Wisconsin-Madison.

Susan is a featured speaker on executive and board compensation and governance, including programs for the Silicon Valley Directors Exchange, WomenCorporateDirectors, the Rock Center for Corporate Governance at Stanford University, and chapters of the National Association of Corporate Directors. She serves on the advisory groups to the Northern California Chapter of the NACD, the Silicon Valley Directors Exchange, and the Rock Center for Corporate Governance at Stanford University, and is a Governor of the Handel & Haydn Society, where she has served as a member of the Executive Committee, chaired the personnel committee and strategic plan development, and led committees charged with key executive searches.



Gabrielle Green Sulzberger

(United States)

**General Partner of Rustic Canyon/Fontis Partners;
Director of Whole Foods and Stage Stores; Former
Chief Financial Officer of the Villanueva Companies
and Gluecode Software; WCD Member**

Gabrielle Greene-Sulzberger has been a professional in the financial services industry for over 25 years. Gabrielle is a General Partner of Rustic Canyon/Fontis Partners, a private equity fund based in Pasadena, California. Prior to joining RC/Fontis, she was Chief Financial Officer of Gluecode Software, a venture-backed open source software company, which was sold to IBM in May 2005. Previously she was CFO of Crown Services, a California based consolidation of commercial contractors.

Before joining Crown Services, Gabrielle was a general partner of the Citigroup sponsored BE/Greenwich Street Equity Fund. Prior to joining BE/Greenwich Street in 1998, Gabrielle was a principal of HPB Associates, a New York based hedge fund, where she invested in both public and private companies, and also served as CFO of one of the HPB portfolio companies. From 1992 to 1994 Gabrielle was the founding managing director of the Commonwealth Enterprise Fund in Boston, a private equity fund formed by a consortium of New England Banks. From 1987 to 1992 Gabrielle was a principal at UNC Partners in Boston, where she was responsible for private equity investments in diverse industries. Prior to completing her graduate school education, Gabrielle worked for several years as an associate consultant at Bain & Company, a strategic management consulting firm based in Boston.

Gabrielle received her B.A. from Princeton University in 1981, where she graduated from the Urban Studies program at the Woodrow Wilson School. In 1987, she received her M.B.A. from Harvard Business School and J.D. from Harvard Law School.

Gabrielle is on the board of Whole Foods (NASDAQ: WFM), where she is chairman of the audit committee and serves on the compensation committee. She is also a director of Stage Stores (NYSE: SSI), where she serves on the audit and the nominating and governance committees. Previously Ms. Sulzberger served on the boards of IndyMac Bank, and Bright Horizons (NASDAQ: BFAM), where she served on the audit committee until the company was acquired by Bain Capital. She has served on numerous private and non-profit boards, including the Boston Children's Museum, and the Boston Partnership, where she chaired the audit committee. She is a member of the Massachusetts State Bar, and is a Henry Crown Fellow of the Aspen Institute. The National Association of Corporate Directors recently named Ms. Sulzberger as one of the top 100 corporate directors in their 2014 Directorship 100.



Margie Traylor

(United States)

**Chief Executive Officer, Sitewire and Sitewire Health;
Director, HonorHealth and SCORE; Member, Google
Independent Agency Advisory Board**

Margie Traylor is the founder and CEO of the digital agency Sitewire, a former CPA, and serves on the board of a number of industry-leading corporations and institutions.

She has a knack for cutting through the clutter to uncover things that matter, and is recognized for her exceptional marketing and business strategies that drive market share, deliver value, and increase profits. She knows that success is less about identifying trends, and more about having the ability to strategically connect the dots—especially when the connections aren't as obvious to others.

Driven by empathy and a deep understanding of customer needs, Margie champions viewpoints that are often ignored in the hustle and bustle of executive life, and has the ability to apply those insights across vastly different organizations with ease. Because of this, she is able to articulate how changes in business sectors and culture may portend events in both adjacent and non-adjacent industries.

A powerful connector, Margie is a master at building relationships. Her natural curiosity enables her to cull information that exists beyond the surface and get to the nuggets of gold underneath. This allows her to anticipate trends, discover opportunities, and develop sound recommendations that capitalize on change.

Margie also advises Fortune 500 companies on a wide range of digital marketing, customer experience, and e-commerce strategies with extensive B2B and B2C experience in retail, healthcare, technology, and real estate.



Su-Yen Wong

(Singapore)

Chairman, Nera Telecommunications; Chief Executive Officer, Human Capital Leadership Institute; Director, MediaCorp, NTUC First Campus; WCD Member

Su-Yen Wong is Chief Executive Officer of the Human Capital Leadership Institute, which was established by the Ministry of Manpower, the Singapore Economic Development Board and the Singapore Management University to develop global leaders with a strong understanding of leading in Asia, as well as to build Asian leaders with the ability to lead on the global stage.

She is Chairman of the Board of Nera Telecommunications, a global telecom and IT solutions provider that operates in Asia, Middle East, Europe and Africa listed on the Singapore Exchange Mainboard. She is concurrently Chairman of the Nominating Committee, and a member of the Remuneration Committee.

She is an Independent Director at MediaCorp, Singapore's leading media company with business interests spanning television, radio, newspapers, magazines, movies, digital and out-of-home media; and at NTUC First Campus which is the largest provider of childcare services in Singapore.

Previously she was Chairman (Singapore) for Marsh & McLennan Companies, and Managing Director, Southeast Asia at Mercer. Prior to that she was Asia Managing Partner for the Communications, Information & Entertainment practice at Oliver Wyman.

She brings over twenty years' experience in business strategy, organization transformation, human capital and leadership development. She has been based in various cities across Asia since 1997, and has worked with leading organizations across North America and Asia in a broad range of industries including high-tech, financial services, oil and gas, retail, consumer goods, and the public sector.

Considered a thought leader on leadership and human capital related issues, Su-Yen is a regular guest lecturer at universities in Singapore and the US. In 2012, she was the only Asia-based individual named to the Financial Times' Agenda Directory of Top 100 Board Candidates With Pay-Setting Skills.

Su-Yen is an active member of the Singapore Institute of Directors, WomenCorporateDirectors, and the Young Presidents' Organization. She holds a B.A. (summa cum laude) in music and computer science from Linfield College and an M.B.A. from the University of North Carolina at Chapel Hill.



WCD GLOBAL CO-CHAIR BIOS



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WCD Global Co-Chair Bios



Henrietta H. Fore

Director, Exxon Mobil Corporation, General Mills, and Theravance Biopharma; Global Co-Chair, Asia Society; WCD Global Co-Chair

Henrietta H. Fore is Chairman of the Board and Chief Executive Officer of Holsman International, a manufacturing, consulting, and investment company. The Holsman companies include the 65 year-old Stockton products, a manufacturer and distributor of steel and wire products. Henrietta serves as Global Co-Chair of Asia Society and Global Co-Chair of WomenCorporateDirectors. She is a trustee of the Aspen Institute and the Center for Strategic and International Studies. She serves on the Corporate Boards of Exxon Mobil Corporation, General Mills, and Theravance Biopharma, Inc.

From 2007 to 2009, Henrietta served as the Administrator of the U.S. Agency for International Development (USAID), and Director of United States Foreign Assistance, holding the equivalent rank as Deputy Secretary of State. Henrietta was the first woman to serve in these roles. She was responsible for managing \$39.5 billion of U.S. foreign assistance annually, including support to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms. She oversaw an annual budget of \$12.3 billion, and a staff of approximately 8,000, of whom more than 75 percent worked overseas in USAID field offices.

From 2005 to 2007, Henrietta served as Under Secretary of State for Management, the Chief Operating Officer for the Department of State. She was responsible for the people, resources, facilities, technology, and security of the department and was the Secretary's principal advisor on management issues. She oversaw a management budget of \$3.6 billion, 7,200 employees, 30,000 contractors and 267 embassies and posts in 172 countries.

Henrietta served as the 37th Director of the United States Mint in the Department of Treasury from 2001 to 2005. She managed the world's largest manufacturer of coins, medals, and coin products. The United States Mint produced 13 billion coins in 2004 for the nation's trade as well as gold, silver and platinum bullion coins and commemorative coins and medals for investors and collectors.

Henrietta has a Bachelor of Arts degree in History from Wellesley College and a Master of Science degree in Public Administration from the University of Northern Colorado.

Henrietta is married and lives in Washington, DC, Nevada, California, and Florida..



Susan S. Stautberg

**Chief Executive Officer, Co-Founder and
Global Co-Chair, WCD; President, PartnerCom;
Co-Author of *Women on Board***

Susan Stautberg, Chief Executive Officer, Global Co-Chair, and Co-Founder of WomenCorporateDirectors (WCD), is also the President of PartnerCom Corporation, which assembles and manages advisory boards globally for businesses, governments, and nonprofits. She also co-founded OnBoard Bootcamp (OBB), an insider's guide on how to be selected to a corporate, private company, or advisory board director position.

In her capacity as a corporate and nonprofit director, Susan has served on, or created the advisory boards for numerous organizations including Amex Open, Avon, Bank of America, Bayer Diabetes Care, CIGNA, Citigroup, Council on Competitiveness, Deutsche Bank Private Wealth Management, Goldman Sachs, Investment New Zealand, Medtronic, Merrill Lynch, Microsoft, Northern Trust, Northwestern Mutual, Procter and Gamble, TIGER 21, The United Nations Office for Project Services, and Walmart.

As a Westinghouse/Group W TV correspondent covering the White House and Capitol Hill, Susan was the first woman and one of the youngest to head a Washington TV bureau. Susan then became the first TV journalist to be chosen as a White House Fellow where she worked for both Vice President Nelson Rockefeller and Secretary of State Henry Kissinger. Her considerable consumer products experience includes positions as the Director of Communications for the U.S. Consumer Product Safety Commission and for McNeil Consumer Products. Deciding to become an entrepreneur, Susan founded MasterMedia Ltd., the only company to combine publishing with a speaker's bureau.

Susan holds a Bachelor of Arts from Wheaton College, a Master of Arts in Public and International Affairs from George Washington University, and she completed the Executive Education Program at Harvard Business School. An effective public speaker, Susan addresses groups around the world, including leading business schools and national and international conferences. Her writing includes seven books with the latest being *Women on Board: insider secrets to getting on a board and succeeding as a director*. She has written or been featured in numerous articles including *International Herald Tribune*, *Businessweek*, *The New York Times*, *The Wall Street Journal*, *Directors and Boards*, *The Financial Times*, and others. Her on-air interview experience includes *Oprah*, *The Today Show*, *CBS Evening News*, *CNN*, and many others.

Susan has received numerous awards and honors including the Director's Choice Award, Visionary Empowerment Honoree by the Ovarian Cancer National Alliance, Purpose Prize Fellow, *E News*' 21 Leaders for the 21st Century, and Alumnae Awards from the Shipley School and Wheaton College.



Alison Winter

Director, Nordstrom, Inc.; Lead Director of Blain's Farm and Fleet; Co-Founder and Global Co-Chair Emerita, WCD

In 2006, Alison Winter retired from Northern Trust Corporation, completing a markedly successful 35 year career, where she held leadership roles with increasing scope since 1987. She served on the management committee for the last five years of her tenure with Northern Trust. When she retired, Alison was the founding President and Chief Executive Officer of Personal Financial Services-Northeast based in New York, where she established Northern Trust's presence in that highly attractive and competitive market. Prior to that, she served as Co-President of Personal Financial Services for Northern Trust. In all, Alison expanded the Northern Trust franchise as a leader in managing the wealth of the affluent in 20 new markets, the West Coast, the Midwest, and the Northeast. Technology innovation, strategy, brand management, and customer focus are hallmarks of her career. Her design of the operations model in California was adopted enterprise wide by Northern Trust, enabling significant growth of the franchise nationally.

Alison serves as a member of the board of directors of Nordstrom, Inc. in Seattle, Washington, and is Chair of the audit committee, a member of the nominating and governance committee, past Chair of the Compensation Committee, and past Chair of the Finance Committee. She also serves as Board Liaison to Nordstrom Bank fsb. Alison also serves as the Lead Director for Blain's Supply, a privately owned retailer based in Wisconsin. She is a member of the National Association of Corporate Directors.

Alison is the Co-Founder and Chair Emerita of WomenCorporateDirectors, the only chapter-based international organization for women serving on corporate boards with over 3,500 members serving on over 6,500 boards. She established the framework for scaling up, domestically and internationally, and there are now 68 chapters around the world.

Previously, Alison was Chair of the board of directors of The Committee of 200, an international organization dedicated to advancing women's leadership in business. During her three year tenure as Chair, she led a major change in strategic direction and reorganization of the 450+ member organization, helping to sustain its position as the preeminent organization for women leading major private and public companies.

Alison served on the Council at the Booth School of Business at the University of Chicago for 12 years. She formerly served on the Board of the California HealthCare Foundation.

Alison received her M.B.A. from the University of Chicago, Graduate School of Business in 1975, earned her Chartered Financial Analyst designation in 1978, and is a member of the CFA Institute. She holds a B.A. from San Francisco College for Women.



KPMG HOST BIO



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KPMG Host Bio



Nancy Calderon

(United States)

Global Lead Partner for IBM, KPMG LLP; Director, Global Delivery Center, Ltd., KPMG India; Former Chair, Women's Advisory Board, KPMG; WCD Advisory Board Member; Co-Author of *Women on Board*

Nancy Calderon is KPMG's Global Lead Partner for IBM, responsible for building and managing the firm's global relationship with the company. In this position, Nancy manages a global team of 500 partners and professionals in more than 50 countries providing a wide range of services to this Fortune 25 company and its customers.

She is a board director of KPMG's Global Delivery Center Ltd., the firm's operating arm in India and is a senior advisor to KPMG's Audit Committee Institute.

Prior to assuming this role in 2012, Nancy was Chief Administrative Officer, KPMG Americas Region, and U.S. National Partner in Charge, Operations. She was responsible for developing and executing many of the firm's Operations strategies and key infrastructure initiatives, ranging from Information Technology and Finance & Accounting to Procurement, Real Estate, and Enterprise Risk. During the Financial Crisis she implemented a strategy that reduced the operational costs of the firm by \$500 million. Her direct reports included the Chief Financial Officer and Chief Information Officer, and heads of Real Estate, Global Outsourcing and Procurement.

Nancy has almost 30 years' experience with KPMG, having held a variety of operational, client service, and leadership positions in the firm. Before moving to her current position, Nancy sat on a number of KPMG committees including the Americas Region Management Committee, Enterprise Risk Management, Privacy, Social Media, and Knowledge Management.

Nancy also sits on the WomenCorporateDirectors Advisory Board and the Greater New York YMCA Board, chairing the Audit and Compensation Committees as well as the 2014/2015 CEO Search Committee. She is a member of The International and New York Women's Forums. Nancy has been honored as a "Woman Worth Watching" and a Supplier Diversity Leader by Profiles in Diversity Journal. Nancy was honored as the NYC YMCA's Volunteer of the Year and a recipient of the American Woman's Society of CPA's Woman of Courage Award.

During 2014, Nancy co-authored a book with Susan Stautberg, *Women on Board – insider secrets to getting onto a board and succeeding as a director.*



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WomenCorporateDirectors (WCD) is the only global membership organization and community of women corporate directors. WCD is comprised of more than 3,500 members serving on over 6,500 boards in 68 chapters around the world. WCD members are among the world's most powerful and influential business women – the global business elite. In this new era of responsibility, WCD is not only committed to good governance, but to governance with global vision. Smart boards are going global in members and mindset. Our members share information and insights in order to ensure best practices in corporate governance around the world.

Recently aggregated market capitalization of the public companies on whose boards WCD members serve totaled over \$8 trillion; if WCD were a country, its economy would be the world's third largest, behind only the U.S. and China.

WCD's global chapters are located in Arizona, Atlanta, Beijing, Boston, Charlotte, Chicago, Chile, Cleveland, Colombia, Columbus, Dallas/Fort Worth, Delhi, Denmark, Finland, France, Germany, Greater Colorado, Greater New Mexico, Guatemala, Gulf Cooperation Council, Hanoi, Hawaii, Ho Chi Minh City, Hong Kong, Houston, Iceland, Indonesia, Israel, Japan, Kansas City, Kenya, London, Los Angeles/Orange County, Malaysia, Melbourne, Mexico, Milan, Minnesota, Morocco, Mumbai, Netherlands, New York, New Zealand, Nigeria, Northern California, North Florida/South Georgia, Panama, Peru, Philadelphia, Philippines, Quebec, Rio de Janeiro, Rome, San Diego, Sao Paulo, Seattle, Shanghai, Singapore, South Africa, South Florida, Spain, Switzerland, Sydney, Tennessee, Toronto, Turkey, Washington, D.C. and Western Canada.

Upcoming chapters in discussion include Austria, Argentina, Brussels, Greece, Mongolia, Poland, Puerto Rico, South Korea, Tampa, Thailand, Uruguay, and Wisconsin.

Our mission is to continue to expand the WCD community through leadership, diversity, education, best practices in corporate governance, and focus on development and new board placement opportunities. WCD offers local, regional, national, and international forums, providing a platform for turning ideas into action.

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