



**WomenCorporateDirectors
Visionary Awards
May 10, 2017**



WomenCorporateDirectors (WCD) is grateful to the sponsors of the **2017 Visionary Awards**

GLOBAL INSTITUTE LEAD SPONSOR AND GLOBAL LEAD SPONSOR



GLOBAL EXECUTIVE SPONSOR

SpencerStuart

GLOBAL INSTITUTE LEADER SPONSOR



GLOBAL STRATEGIC SPONSOR

Vinson&Elkins
Established 1917

GLOBAL INSTITUTE HOST SPONSOR AND STRATEGIC SPONSOR

Pearl Meyer

GLOBAL INSTITUTE BENEFACTOR AND SUPPORTING SPONSOR

JPMORGAN CHASE & CO.

GLOBAL INSTITUTE SIP AND SHOP HOST SPONSOR



GLOBAL INSTITUTE HOST SPONSOR AND STRATEGIC SPONSOR

LATHAM & WATKINS LLP



GLOBAL INSTITUTE SUPPORTER

GLOBAL INSTITUTE HOST

SULLIVAN & CROMWELL LLP

GLOBAL INSTITUTE SUPPORTER



GLOBAL INSTITUTE SUPPORTER



GLOBAL INSTITUTE SPONSOR



GLOBAL INSTITUTE SUPPORTER



VISIONARY AWARDS TABLE SPONSORS



Arlington
Advisory Partners



Morgan Stanley



THE DUCHOSSOIS GROUP

tc • TRANSCONTINENTAL

Agenda

6:00 p.m.

Reception

7:10 p.m.

Welcome Remarks by **Kapila Anand** WCD Lead Director and Secretary, Director Extended Stay America, Inc., Retired Partner and Senior Advisor, KPMG; WCD Chapter Chair and Lead Director, WCD Foundation, **Susan Stautberg**, Chairman and Chief Executive Officer WCD Foundation; Co-Author of Women on Board, introduction of Mistress of Ceremonies, **Deborah Norville** (Executive Producer and Host of “Exposed with Deborah Norville” on Reelz Channel, Anchor of Inside Edition; Board member, Viacom Corporation; Director, Broadcasters Foundation of America) and introduction of **Jill Kanin-Lovers** (Director, Heidrick & Struggles and Homeownership Preservation Foundation; WCD New York member and Co-Chair Visionary Awards Committee), **Mel Lagomasino** (Chief Executive Officer & Managing Partner, WE Family Offices; Director, The Walt Disney Company, The Coca-Cola Company, and the Americas Society; WCD South Florida member and Co-Chair Visionary Awards Committee), and **Pam Reeve** Lead Director, American Tower Corporation; Chairman of the Board Frontier Communications; Chairman of the Board, The Commonwealth Institute; WCD Boston member and Chair Visionary Awards Event.

Update on Thought Leadership Council

The Visionary Board at Work: Developing a Culture of Leadership

WCD Visionary Award for Leadership and Governance of a Public Company

Winner: Alaska Air

Presented to **Brad Tilden**, CEO and Chairman, Alaska Air Group, Inc. and Alaska Airlines, Inc.; Director, Nordstrom, Washington Roundtable, and the Boy Scouts of America by **Katie Tucker**, member of Spencer Stuart’s Digital, Technology Officer and Technology, Media & Telecommunications practices, and leads the firm’s Atlanta office

Sponsored by **Spencer Stuart**

WCD Visionary Award for Strategic Leadership

Winner: Isabelle Marcoux, Chair of the Board, Transcontinental Inc.; Director, George Weston Limited, Rogers Communications Inc., Power Corporation of Canada; and the Montreal Children’s Hospital Foundation

Agenda

-
- 7:10 p.m. Presented by **Mel Lagomasino**, Chief Executive Officer & Managing Partner, WE Family Offices; Director, The Walt Disney Company, The Coca-Cola Company, and the Americas Society; WCD South Florida member and Co-Chair Visionary Awards Committee)
-
- Sponsored by **The Coca-Cola Company** Entrée is served
WCD Visionary Award for Innovation in Shared Value
Winner: Ecolab
- 8:00 p.m. Presented to **Douglas M. Baker, Jr.**, Ecolab Chairman and CEO by **Lynne Doughtie**, US Chairman and CEO
 Sponsored by **KPMG LLP**
WCD Visionary Award for Leadership and Governance of a Private Company
Winner: The Duchossois Group
- Presented to **Craig Duchossois**, Chairman and CEO, The Duchossois Group; Director, Amsted Industries and Churchill Downs, Inc. by **Jill Kanin-Lovers**, Director, Heidrick & Struggles and Homeownership Preservation Foundation; WCD New York member and Co-Chair Visionary Awards Committee
-
- 9:00 p.m. Call for Nominations for 2018 Visionary Awards
 Closing Remarks by **Susan Stautberg** (CEO, Co-Founder and Global Co-Chair Women Corporate Directors) accompanied by **Kapila Anand**, **Nancy Calderon** (Global Lead Partner, IBM, KPMG LLP, Director, KPMG's Global Diversity Center, Ltd., India Chair, KPMG's Women's Advisory Board, WCD Advisory Board Member)
-

WCD would like to thank the 2017 Visionary Awards Selection Committee

2017 WCD Visionary Awards Selection Committee

Committee Co-Chairs

- **Jill Kanin-Lovers** (U.S.) – Director, Heidrick & Struggles and Homeownership Preservation Foundation; WCD New York member
- **Maria Elena (Mel) Lagomasino** (U.S.) – Chief Executive Officer & Managing Partner, WE Family Offices; Director, The Walt Disney Company, The Coca-Cola Company, and the Americas Society; WCD South Florida member

Committee Members:

- **Sherry Barrat** (U.S.) – Director of NextEra Energy, Inc., Prudential Insurance Funds, and Arthur J. Gallagher & Company; former WCD advisory board member; WCD South Florida member
- **Christie Hefner** (U.S.) – Chairman of Hatch Beauty; former Chairman and Chief Executive Officer of Playboy Enterprises and Executive Chairman of Canyon Ranch Enterprises; advisory board member, The Offutt Companies; WCD Chicago member
- **Pat McKay** (U.S.) – Partner and Managing Director, Templeton & Company; Chair, Florida Atlantic University Foundation; Director, Holy Cross Hospital, WCD South Florida chapter chair and advisory board member
- **Estelle Métayer** (Canada) – Director, BRP Inc. (Bombardier Recreational Products Inc.), Blockstream, and Zag Bank; advisory board member, Ricardo Media; WCD Quebec chapter chair
- **Merle Okawara** (Japan) – Chairman, JC Comsa Corporation; Director, Parco; WCD Japan co-chair
- **Susan Remmer Ryzewic** (U.S.) – President, CEO, and Director, EHR Investments, Inc., The Remmer Family Foundation, Cabot Wellington, LLC, and University of North Florida Foundation; WCD chapter chair, Family Business Council co-chair, advisory board member
- **Susan Stautberg** (U.S.) – Chairman & CEO WomenCorporateDirectors Foundation (WCD); Co-author of Women on Board; WCD South Florida member
- **Joan Steel** (U.S.) – Founder and Managing Principal, Alpha Wealth Advisors, LLC.; Director, Rush University Medical Center and Loyola University Chicago; WCD Chicago member
- **Berne D. L. Strom** (U.S.) – Serial entrepreneur; Partner, Next Level Associates; senior advisor, Cascadia Capital; former director, Hughes Electronics/DirecTV, Polaroid, Benchmark Electronics, and the National Public Radio Foundation; WCD Seattle member



May 10, 2017

On behalf of KPMG, welcome to the 2017 WCD Visionary Awards Dinner. This is a special evening honoring corporations and individuals that are increasing diversity in the boardroom, promoting the highest standards in corporate governance and also making a difference in their communities.

A special word of thanks to those who purchased a table or a seat for the event. Your support of the WCD Foundation will provide valuable governance programming to corporate directors, as well as help to launch new programs to train qualified women for future board roles.

We congratulate the winners of the 2017 Visionary Awards:

- Alaska Air Group, WCD Visionary Award for Leadership and Governance of a Public Company
- Isabelle Marcoux, WCD Visionary Award for Strategic Leadership
- Ecolab, WCD Visionary Award for Innovation in Shared Value
- The Duchossois Group, WCD Visionary Award for Leadership and Governance of a Private Company

We hope that other corporations and corporate directors will follow the example set by all of you to continue to strengthen the public trust in capital markets.

Enjoy the dinner.

Sincerely,

A handwritten signature in black ink that reads 'Kapila'.

Kapila Anand
WCD Lead Director,
KPMG Retired Partner

A handwritten signature in black ink that reads 'Nancy'.

Nancy Calderon
WCD Director,
KPMG Global Lead Partner



WomenCorporateDirectors (WCD) is pleased to welcome 200+ of the world's most influential female corporate and large privately-held company directors to WCD's annual Global Institute and Visionary Awards. We will honor the directors and leaders of companies who have made strides in transforming the boardroom and enhancing corporate performance around the globe at our Visionary Awards dinner. This Institute will frame critical issues, discuss innovative ideas, and share insights. WCD is a global organization of over 3,500 women directors on over 8,500 boards in 76 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 around the world. Both our Visionary Awards and our Global Institute focus on how boards need the right men and women leaders—multi-skilled, multi-generational, multi-national, and multi-regional. Excellence in board performance and board diversity are business and governance imperatives.

Sometimes directors and leaders not only take a fork in the historical road, but help to create it. Such leaders are transformational in the sense of changing what would otherwise be the course of history. With the world at an economic crossroads, we need to develop directors not only with the courage to see the world and the corporations on whose boards they serve realistically, but also with the audacity and the skill-set to reimagine and rebuild both. We need performance, not promises. Rhetoric cannot become a substitute for, instead of a prelude to, action.

The world needs more women who are courageous directors with candor, who understand the need for inclusion and cohesion in the boardroom. By becoming an annual tradition, the Global Institute and the WCD Visionary Awards identify those companies and executives who recognize this trend. WCD and our partners are committed to honoring the substantive commitment to good governance, director education, thought leadership, and gender diversity that our members and honorees demonstrate.

We would like to thank KPMG, our Global Sponsor, for their support.

Thank you all for joining us.

Best,

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

Susan S. Stautberg
Chairman and CEO

WCD Visionary Award for Strategic Leadership

Winner: Isabelle Marcoux; Chair of the Board of Transcontinental Inc.; Board Member, George Weston Limited, Rogers Communications, Inc., Power Corporation of Canada, The Montreal Children's Hospital Foundation, and co-chaired the Centraide of Greater Montreal fundraising campaign

Presented by **Maria Elena (Mel) Lagomasino**, Chief Executive Officer & Managing Partner, WE Family Offices; Director, The Walt Disney Company, The Coca-Cola Company, and the Americas Society; WCD South Florida member and Co-Chair Visionary Awards Committee

Sponsored by **The Coca-Cola Company**

On February 16, 2012 Isabelle Marcoux was handed the reins by her father, Remi Marcoux, and became the Chair of the Board of Transcontinental Inc. ensuring that Transcontinental remained a family-run publishing, printing and media and communications marketing group with a board of 13 seats hosting 5 family members and 5 female directors (some both family and female). Prior to this appointment, she was Vice Chair of the Board of Transcontinental Inc. from 2007 and Vice President, Corporate Development from 2004. In this latter role, she was responsible for the strategic planning process and mergers and acquisitions. Between 1997 and 2004, Isabelle held various positions within the Corporation. Before joining Transcontinental, she was a lawyer at McCarthy Tétrault LLP.

Although it was understood that Isabelle would always – and wanted to – join the family business, working outside the company first was a mandated prerequisite. Starting her career in a private legal practice enabled her to learn in a different environment, prove herself for who she was and what she could do – with no names attached – while building self-confidence and creating a network outside of Transcontinental, Inc.

The largest printer in Canada and the fourth largest in North America, Transcontinental, Inc. is also the leading Canadian publisher of consumer magazines and French-language pedagogical material, not to mention the country's second leading publisher of local and regional newspapers. Combining expertise, innovation and creativity, traditional media, and new communication platforms, Transcontinental, Inc. creates marketing products which enable companies to attract, acquire and retain their clients. Isabelle has proven her leadership in making strategic decisions to ensure the organization's long term growth. Her will to succeed and her love of very project-based mergers and acquisition with a defined beginning and end has been the talent and one of the skills she's brought to the company. She negotiated many of Transcontinental, Inc.'s acquisitions and was reported to be very tough. Some say as tough as her father – others say tougher. She holds degrees in political science, economics, and law from McGill University and is a member of the Quebec Bar. It is important for her to deliver growth while providing value to her shareholders.

Isabelle also has shown a deep and long-standing commitment to her community. In 2016, she was awarded the prestigious Medal of the National Assembly of Quebec, recognizing the impact of her continuous community involvement. She has also been recognized three times as one of Canada's 100 most powerful women by the Women's Executive Network™ In 2015, the Fédération des chambres de commerce du Québec awarded her the Mercure Leadership Germaine-Gibara Award in the Large Business category, acknowledging the exceptional contribution of a businesswoman who has demonstrated audacity and influence throughout her career and within her industry. In 2014, Isabelle was named to the prestigious list of Canada's Top 50 Business Leaders by Power & Influence magazine. In 2010, she was named Personality of the week by La Presse and Radio-Canada in recognition of an outstanding career that has earned her positions on the boards of major Canadian companies. In 2007, Isabelle was a recipient of Canada's Top 40 under 40™ award, a national program which honors 40 Canadians under 40 who have distinguished themselves in their roles.

38 percent of Transcontinental, Inc.'s board of directors is composed of women.

WCD Visionary Award for Leadership and Governance of a Public Company

Winner: Alaska Air Group

Presented to **Brad Tilden**, CEO and Chairman, Alaska Air Group, Inc. and Alaska Airlines, Inc.; Director, Nordstrom, Washington Roundtable, and the Boy Scouts of America by **Katie Tucker**, Spencer Stuart member of the Digital, Technology Officer and Technology, Media & Telecommunications practices, and leads the firm's Atlanta office

Sponsored by **Spencer Stuart**

Building a culture of inclusion is more than just increasing the diversity of Alaska's team; it's a mindset that leaders from executives to middle managers must embrace and reflect in their actions. It's important that Alaska fosters a culture of acceptance where everyone feels valued, respected and heard in the workplace and the boardroom.

Since Brad took the yoke of Alaska in May 2012, he has accelerated the attitude of Alaska's commitment to gender parity with his 2020 Goal: Increase the promotion rate of women and people of color in leadership roles to match or exceed those of major employees and increase our Executive Committee membership to 1/2 or greater women and people of color. Knowing that he has some of the best people in the business, Alaska's employees, with their varied talents, backgrounds, experiences and perspectives, deliver an exceptional experience for every customer, every day. Alaska is committed to creating and sustaining a work environment that encourages their people to bring their whole self to work and perform at their highest potential.

And, it's worked. Alaska has long been an industry leader in both customer satisfaction and performance. With a long history of innovations that make travel safer and easier for customers, Alaska is credited with several industry firsts, including: the first US airline to sell tickets online; pioneering satellite-based GPS technology to fly more safely and precisely; home bag-tagging in the US; and, most recently, the company began testing biometric fingerprint scanning technology in its Board Room airport lounges.

But that wasn't enough. On December 14, 2016, Alaska Air Group Inc. (NYSE: ALK) announced it has closed its acquisition of Virgin America (NASDAQ: VA). The definitive merger agreement brings together two of the country's favorite airlines into a unified force that will provide an attractive alternative to the "Big 4" airlines that currently control 84 percent of the domestic market. Customers can expect operational and customer service excellence to continue throughout the integration with Virgin America.

"Alaska Airlines and Virgin America are different airlines, but we believe different works – and we're confident fliers will agree," said Brad Tilden, CEO of Alaska Air Group. "Together, we'll offer more flights, with low fares, more rewards and more for customers to love, as we continue to offer a distinctive travel experience. The two airlines may look different, but our core customer and employee focus is very much the same."

Different is also in the boardroom and is a foundational imperative of talent and culture that has added diversity to the board with a group of business leaders who are helping Alaska advance its strategy. Currently 5 out of the 11 board seats are held by women. Board diversity is considered broadly, not merely with regard to race, gender, or national origin, but also with regard to general background, geographical location, and other factors. In addition, on an annual basis, as part of the Board's self-evaluation, the Board assesses whether the mix and diversity of board members is appropriate for the Company.

Alaska has ranked "Highest in Customer Satisfaction Among Traditional Carriers in North America, Nine Years in a Row" in the J.D. Power 2016 North America Airline Satisfaction Study, the No. 1 spot in the Wall Street Journal's annual Middle Seat Scorecard for the past three years, and has been named the No. 1 on-time major North American carrier by FlightStats for six years in a row. This year on April 17, 2017 Alaska Airlines was ranked one of the 10 best airlines in the world, according to the travel website TripAdvisor.com.

The Alaska family is committed to serving the communities where a significant number of their employees live or work. Their giving has spanned over 35 years, and over the past five years Alaska Airlines has invested \$45 million in cash or in-kind donations. In addition to their corporate donations, their employees give back through matching gifts, volunteer time and food drives - impacting nonprofits with over \$700,000 annually.

45 percent of Alaska's board of directors is composed of women.

WCD Visionary Award for Innovation in Shared Value

Winner: Ecolab

Presented to **Douglas M. Baker, Jr.**, Ecolab Chairman and CEO by **Lynne Doughtie**, U.S. Chairman and Chief Executive Officer of KPMG

Sponsored by **KPMG**

Making the world cleaner, safer and healthier while protecting people and vital resources is a global challenge on all fronts. Ecolab's commitment to Corporate Responsibility and Sustainability is broad and deep and starts on the frontline.

Ecolab, through multiple acquisitions from 2004-2014 was able to offer a more diverse set of products and services specializing in cleaning, sanitizing, food safety, and infection prevention products and services in more than 160 countries. As each new entity was absorbed, complexity grew and organizational layers multiplied. This expanding bureaucracy was detrimental to the business and contrary to Ecolab's customer-centric business model.

Encouraging more decision making on the front lines and carefully training the employees who were closest to customers would restore customer focus as a key strength within Ecolab, CEO Doug Baker believed. If employees were enabled and trained on all the products and services the company provided, they would be better equipped to figure out which solutions fit each customer's needs on their own.

It was a risky decision, but what transpired was that bad calls were caught and fixed faster and with this new process, managers began to let go and trust their employees—causing a huge cultural shift. Ultimately fostering frontline responsibility allowed Ecolab to stay connected with its customers.

As a result of this new culture, advancement and other rewards were used to signal the kind of behavior that was valued at the company. Baker found that public acknowledgment mattered even more than financial incentives over time. "What do you call people out for, what do you celebrate, how do people get recognized by their peers? The bonus check is not unimportant, but it is silent and it's not public," he points out. Kudos went to managers who delegated decisions to customer-facing employees and encouraged them to take the lead when they showed initiative.

When a company is bold enough to turn its culture inside out and enable its employees to make a difference, shared value could reshape capitalism and its relationship to society. It could also drive the next wave of innovation and productivity growth in the global economy as it opens managers' eyes to immense human needs that must be met, large new markets to be served, and the internal costs of social deficits—as well as the competitive advantages available from addressing them. Attaining shared value requires managers to develop new skills and knowledge and governments to learn how to regulate in ways that enable shared value, rather than work against it.

27 percent of Ecolab's board of directors is composed of women. Doug Baker has been CEO and Chairman of the Board of Ecolab since 2004.

WCD Visionary Award for Leadership and Governance of a Private Company

Winner: The Duchossois Group

Presented to **Craig Duchossois**, Chairman and CEO, The Duchossois Group; Director, Amsted Industries and Churchill Downs, Inc. by **Jill Kanin-Lovers**, Director, Heidrick & Struggles and Homeownership Preservation Foundation; WCD New York member and Co-Chair Visionary Awards Committee

The Duchossois Group, Inc. is privately-held and comprised of operating companies and investments valued in excess of \$3 billion. Their operating businesses consist of leading brands in access control, security, and lighting & convenience products. The Duchossois Family's private investment firm, Duchossois Capital Management, seeks to invest across various stages of a company's development from growth to later stage. Founded in 1916, this year marks the 101th year of operation and the fifth generation of Duchossois family as part of the enterprise.

The Duchossois Group, Inc.'s family mission statement represents the values they honor by individually making examples of themselves, and nurturing those within their immediate families, their companies, and the communities they serve. They recognize that their differences are our greatest assets. They will be respectful of each of our individual talents and encourage individual growth. By doing so, they will cultivate a family rich with diversity.

With this mantra, it's no surprise that the Duchossois Group has done the near-impossible; fully promoted with equality family alongside outside female CEO's and Independent Directors to grow outsized returns at both two privately-held corporations (The Chamberlain Group and Controlled Product Systems Group) and PE firm (Duchossois Capital Management).

'I didn't start out looking for a female CEO, she just happened to be the best candidate'. Craig quoted this related to Joanna Sohovich, the CEO of the \$1 billion Chamberlain Group, one of the largest manufacturers of garage door openers worldwide. Her appointment mirrors others installed by Craig including that of WCD member Donna Zarcone, who Craig sought for the Board of The Duchossois Group. Implementing best in class governance policies so individual and corporate growth can run in tandem is a hallmark of Craig's leadership.

Craig also serves on the Boards of Amsted Industries and Churchill Downs, Inc and The Edgewater Funds. He has been a speaker for the NACD, the Young President's Organization (YPO), World President's Organization (WPO), and the Chief Executive's Organization, among others. An officer in the Marine Corp between 1968-1971, Craig served his country and later was appointed chairman of the Board of Visitors for the US Naval Academy.

The Duchossois Group uses economic resources responsibly for the advancement of society through the efforts of The Duchossois Family Foundation. By incorporating philanthropy into the lives of the extended Duchossois Group family through the sharing of time and financial gifts, their mission is to enhance the lives of their employees and those around them in transformational ways.

30 percent of the Duchossois Group's board of directors is composed of women.

MISTRESS OF CEREMONIES



WomenCorporateDirectors

Mistress of Ceremonies



Deborah Norville

(United States)

Executive Producer and Host of “Exposed with Deborah Norville” on Reelz Channel, Anchor of Inside Edition; Board member, Viacom Corporation. Director, Broadcasters Foundation of America

Deborah Norville is the anchor of Inside Edition, the nation’s top-rated syndicated newsmagazine and Executive Producer and Host of “Exposed with Deborah Norville” on Reelz Channel. Exposed is an hour long series looking more deeply at some the stories that have made BIG headlines.

Norville is also author of a number of books including the New York Times Best-Seller, Thank You Power: Making the SCIENCE of Gratitude Work for YOU, which was followed by The Power of Respect, detailing the measurable benefits that result from respectful behavior. A lifelong crafter and seamstress, she markets the Deborah Norville Yarn Collection.

Norville is a Director of the Viacom Corporation where she serves on the Compensation Committee. She regularly addresses business and community groups and is active with a number of charities including the Broadcasters Foundation of America. She is a graduate of the University of Georgia.

WCD
VISIONARY
AWARDS
COMMITTEE
CO-CHAIRS
BIOS



WomenCorporateDirectors



Maria Elena (Mel) Lagomasino

(United States)

Chief Executive Officer & Managing Partner, WE Family Offices; Director, The Walt Disney Company, The Coca-Cola Company, and the Americas Society; WCD Member and Co-Chair Visionary Awards Committee

Maria Elena (Mel) Lagomasino has worked with financially successful families for more than three decades. As CEO and Managing Partner of WE Family Offices, a global family office serving ultra-high net worth families, she engages client families to build their wealth enterprises and provide the support and control they need to manage their wealth as a successful business enterprise. She is a recognized leader in the wealth management industry, and is a founder of the Institute for the Fiduciary Standard.

Before founding WE, Mel served as CEO of GenSpring Family Offices, a leading wealth management firm. Prior to that, she served as Chairman and Chief Executive Officer of JP Morgan Private Bank, an institution with more than \$300 billion in client assets under supervision. Her career in banking began in 1977 at Citibank. She joined the Chase Manhattan Private Bank in 1983 and was named head of Chase's worldwide private banking business in 1997. Following the Chase-JP Morgan merger, she became Chairman and Chief Executive Officer of JP Morgan Private Bank.

Mel serves on the boards of The Walt Disney Company, The Coca-Cola Company, and the Americas Society. She is also a member of the Council on Foreign Relations.

In August 2015, she was named one of the 50 Most Influential Women in Wealth Management by Private Asset Management. In 2012, Mel was named one of the Directorship 100 by the National Association of Corporate Directors and was named by American Banker one of 2012's Top 25 Women in Finance. Mel was named "Women of the Year" by Hispanic Business Magazine in 2007. In September 2006, she was appointed by President Bush to help lead an effort to secure private sector funds to aid disaster victims in Central America and served on Secretary Rice's Advisory Board on Transformational Diplomacy.

A graduate of Manhattanville College (B.A.), Mel also earned graduate degrees at Columbia University (M.S.) and Fordham University (M.B.A.).



Jill Kanin-Lovers

(United States)

Director, Heidrick & Struggles and Homeownership Preservation Foundation; WCD New York member, and Co-Chair Visionary Awards Committee

Jill is a member of the Boards of Directors for *Heidrick & Struggles*, a premier global search firm and *Homeownership Preservation Foundation (HPF)*, an organization dedicated to helping distressed homeowners achieve financial stability. She Chairs the Compensation Committee at Heidrick and also serves on their Audit Committee. At HPF, Jill Chairs the Nominating & Governance Committee and is a member of the Human Resources & Compensation Committee. Previously, she was on the Board of *Alpharma*, a specialty pharmaceutical company, *Bearing Point*, a global technology consulting firm, *Dot Foods*, the nation's largest food redistributor, and *First Advantage*, a risk and business solutions provider. She Chaired the Compensation Committee at all four and also served on their Nominating & Governance Committees. Jill has chaired five CEO Succession/Search Committees

Jill Co-Chairs the *Women Corporate Directors* Visionary Awards Committee. Previously, Jill served as Chairperson for the Board of Advisors of *Catalyst*, a research and advisory organization focused on the advancement of women in business. Jill has served as adjunct faculty at *Rutgers University*, teaching Corporate Governance and Business Ethics for the Mini-MBA program as well as Executive Compensation for the Global Executive Masters in Human Resources Leadership program. Jill is a founding Board member of the *Cove Island Wildlife Sanctuary*.

From 1998 to 2004, Jill was Senior Vice President Human Resources and Workplace Management, *Avon Products, Inc.* Prior to Avon, she held a series of senior executive human resources positions of increasing responsibility at *American Express* and *IBM*. Jill began her career in management consulting at *Towers Perrin*. During her 17-year tenure, she developed a deep expertise in compensation, becoming the Vice President and Manager responsible for the global practice. In her last role at Towers Perrin, Jill had P&L responsibility for the Seattle Consulting Office and the Northwest Territory.

Jill has written more than 50 articles. *HR World* magazine named her one of the Top 50 HR leaders in the world in 2000. In 2002, Jill was inducted into the National Academy of Human Resources. *Directors & Boards* magazine featured Jill in their Annual Report as one of the "Directors to Watch 2011." In 2012, Jill served on the *NACD* Blue Ribbon Commission on "The Diverse Board" and was named in *Agenda's* Top 100 List of Board candidates with pay setting skills.

Jill received her bachelor's degree from *S.U.N.Y. at Albany* and her master's degree in Economic History from the *University of Pennsylvania*. She received her M.B.A. in Personnel and Industrial Relations from the *Wharton School*.

WCD LEADERSHIP AND GLOBAL BOARD MEMBER BIOS



WomenCorporateDirectors



Kapila Anand

(United States)

**Director, Extended Stay America, Inc. Retired
Partner and Senior Advisor, KPMG; WCD Chapter
Chair and Lead Director, WCD Foundation**

Kapila has served on the Boards of KPMG LLP in the U.S. and Americas, as the chair of the KPMG Foundation as well as KPMG's Diversity Advisory Board. She currently serves as the Lead Director of the WomenCorporateDirectors Education and Development Foundation (WCD Foundation), the Board of the U.S. Fund for UNICEF, the board of The Chicago Network, a network of senior executives, and the advisory board of ASCEND, the largest Asian Pacific Islander organization.

Kapila recently retired as a partner with KPMG and is currently engaged by KPMG as a senior advisor on certain industry matters. During her career she most recently served as KPMG's leader for the Travel, Leisure and Hospitality industry with more than 35 years of experience serving financial services, real estate, private equity, gaming and hospitality clients. She also served as Partner in charge of KPMG's Public Policy Business Initiatives, responsible for assessing the impact of regulatory changes on the Firm and its clients and built KPMG's private equity advisory business. She has authored numerous articles and is a frequent speaker at industry and governance forums. She served as a governance and liaison partner for KPMG's Audit Committee Institute facilitating a variety of Audit committee and Lead director peer exchanges. She continues in her role as the co-chapter chair of the Chicago chapter of WCD.

Kapila was awarded the "Women to Watch" award by the Illinois CPA Society. She was also honored as an "Inspirational Leader" by ASCEND. She was profiled as a "Voice of Experience" by the Glass Hammer, an online community created for women executives.



Nancy Calderon

(United States)

Global Lead Partner, KPMG LLP; Director, Global Delivery Center, Ltd., KPMG India; Director, WCD Foundation; 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 serves on the WomenCorporateDirectors Foundation 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 CPAs 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*".



Susan Stautberg

(United States)

Chairman and Chief Executive Officer, WCD Foundation; Co-author of *Women on Board*

Susan Stautberg is Chairman and Chief Executive Officer of The WomenCorporateDirectors Foundation and 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, Avis Rent-A-Car, Avon, Bank of America, Bayer Diabetes Care Division, CIGNA, Citigroup, Deutsche Private Bank, Flexjet, Goldman Sachs, Investment New Zealand, KPMG's Diversity Advisory Board, Merrill Lynch, Medtronic, Northern Trust, Northwestern Mutual, Procter and Gamble, STRATCO Global, Sun Trust/AMA, Swissotel, TIGER 21, and Walmart.

As a Westinghouse/Group WTV 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 an 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, co-authoring [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 both the Shipley School and Wheaton College. The Belizean Grove, also founded by Susan, is a preeminent community and retreat for leading women who share knowledge and connections. Conceived of and assembled as a constellation of global women leaders, the Belizean Grove, as well as a group of tomorrows rising women leaders in TARA, understand the importance of global issues and the network's core value to share and support each other.



A Foundation Inspiring Visionary Boards World Wide

WomenCorporateDirectors (WCD) Foundation is the only global membership organization and community of women corporate directors. WCD helps make the challenges of being a director easier, improves your international knowledge and connections, and enables you to have more impact and influence on public policy and in the boardroom.

WCD members are champions for change, progressive thought-leaders, and advocates for accelerating best practices in global governance. Smart boards are going global in members and mindset. The WCD community provides a platform for turning ideas into action—an impact that reaches beyond our membership, to the larger world of corporate governance and its stakeholders worldwide.

WCD has 76+ chapters around the globe: Argentina, Arizona, Atlanta, Austin, Beijing, Boston, Carolinas, Chicago, Chile, Cleveland, Colombia, Colorado, Columbus, Dallas/Fort Worth, Delhi, Denmark, Finland, France, Germany, 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, Mongolia, Morocco, Mumbai, Netherlands, New York, New Zealand, Nigeria, North Florida/South Georgia, Panama, Peru, Philadelphia, Philippines, Puerto Rico, Quebec, Rio de Janeiro, Rome, San Diego, San Francisco, Sao Paulo, Seattle, Shanghai, Singapore, South Africa, South Florida, South Korea, Spain, St. Louis, Switzerland, Sydney, Tampa, Tennessee, Toronto, Turkey, Uruguay, Washington, DC, Western Canada.

Chapters launching this year:

- Silicon Valley Chapter, launching June 7, 2017
- Sweden Chapter, launching July 4, 2017
- Myanmar Chapter, launching October 2, 2017

Future chapter in discussion include: Austria, Costa Rica, Norway, Orlando, Portugal, Hungry-Poland-Slovakia combined chapter, and Thailand

Our mission is to:

- Inspire visionary boards worldwide – by providing education and tools that keep members engaged, informed, and high performing as directors
- Increase the representation of women on boards and in board leadership positions
- Foster a powerful, trusted community of influential women corporate directors
- Increase the pipeline of qualified female board candidates

Our vision is to:

- Become THE influential network for women who serve on/or aspire to be incorporate boards of directors across the globe
- Grow the global network with highly qualified women of diverse backgrounds, experiences, expertise, and geographies
- Support members to contribute to the growth, governance, and sustainability of their organizations

GLOBAL INSTITUTE LEAD SPONSOR AND GLOBAL LEAD SPONSOR



GLOBAL EXECUTIVE SPONSOR

SpencerStuart

GLOBAL INSTITUTE LEADER SPONSOR



GLOBAL STRATEGIC SPONSOR

Vinson&Elkins
Established 1917

GLOBAL INSTITUTE HOST SPONSOR AND STRATEGIC SPONSOR

Pearl Meyer

GLOBAL INSTITUTE BENEFICATOR AND SUPPORTING SPONSOR

JPMORGAN CHASE & Co.

GLOBAL INSTITUTE SIP AND SHOP HOST SPONSOR



GLOBAL INSTITUTE HOST SPONSOR AND STRATEGIC SPONSOR

LATHAM & WATKINS LLP

GLOBAL INSTITUTE SPONSOR



GLOBAL INSTITUTE HOST

SULLIVAN & CROMWELL LLP

GLOBAL INSTITUTE SPONSOR



GLOBAL INSTITUTE SUPPORTER



GLOBAL INSTITUTE SPONSOR



GLOBAL INSTITUTE SUPPORTER

