

THE CONFERENCE BOARD



# Executive Compensation in Context

September 19 – 20, 2024  
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# Executive Compensation in Context

September 19 – 20, 2024  
New York, NY

## Confirmed Speakers:

- **Greg Arnold**, Managing Director, **Semler Brossy**
- **Mitchell Barnes**, Economist, **The Conference Board**
- **Romita Bhagwani**, Head of Executive Compensation, Equity and Global Mobility, **Alcon**
- **Michele Browne**, Executive Director, **Chestnut Solutions Institute**
- **M. Diane Burton, PhD**, Professor and Director, The Institute for Compensation Studies, **Cornell University**
- **Solange Charas, PhD**, Distinguished Principal Research Fellow, The Conference Board and **Founder & CEO, HCMoneyball**
- **Kevin Charlton**, Co-Chairman, **NewHold Enterprises** and Chair of Compensation and Investment Committees, **Evolv Technology**
- **Steve Cross**, Managing Director, **FW Cook**
- **Joe Davolio**, Co-CEO and Founder, **PayStandards**
- **Brian Dunn**, Compensation Committee Chair and Director of Multiple Boards and Director of Professional Programming, The Institute for Compensation Studies, **Cornell University**
- **Dana Etra**, Managing Director, **FW Cook**
- **Todd Gershkowitz**, Co-CEO and Founder, **PayStandards**
- **Ola Peter K. Gjessing, CEFA**, Lead Investment Stewardship Manager, **Norges Bank Investment Management**
- **Lori Glawe**, Vice President, Total Rewards, **Marathon Petroleum**
- **Colleen Hart**, Partner, **Proskauer Rose LLP**
- **Harriet Harty**, Former EVP and Chief Administrative Officer, **ADT**
- **Ani Huang**, President & CEO, **Center On Executive Compensation** and SVP, **HR Policy Association**
- **Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**
- **Andrew Jones, PhD**, Senior Researcher, ESG Center, **The Conference Board**
- **Blair Jones**, Managing Director, **Semler Brossy**
- **Ira Kay**, Managing Partner, **Pay Governance**
- **Bernie Knobbe**, SVP, Global Benefits & Well-being, **AECOM**
- **Nicholas LaSpina**, Senior Counsel, **Proskauer Rose LLP**
- **Catherine Matus**, Vice President, Total Rewards, **Church & Dwight**
- **Rita Meyerson, EdD**, Principal Researcher, Human Capital Center, **The Conference Board**
- **Lori Tauber Marcus**, Independent Board Director, **Fresh Del Monte Produce, Primo Water, and 24-Hour Fitness**
- **Suzan Morno-Wade**, Independent Board Director & Compensation Committee Chair, **Latham Group** and Former EVP & CHRO, **Xerox**
- **Nadia Owens**, Former SVP, HR Performance, Rewards & Sustainability, **DXC Technology** and Board Member, **The New York Foundling**
- **Sandra Pace**, Partner, **Pay Governance**
- **Dana M. Peterson**, Chief Economist and Leader, Economy, Strategy & Finance Center, **The Conference Board**

- **Ivan Pollard**, Center Leader, Marketing & Communications, **The Conference Board**
- **Andrea Rattner**, Partner, **Proskauer Rose LLP**
- **Seth Safra**, Partner and Chair of Employee Benefits & Executive Compensation Group, **Proskauer Rose LLP**
- **Diana Scott**, US Human Capital Center Leader, **The Conference Board**
- **Jill Smart**, Independent Board Director & Compensation Committee, **EPAM**
- **Joseph Sorrentino**, Managing Director, **FW Cook**
- **Ben Stradley**, Managing Partner, **Pay Governance**
- **Kevin Sweeney**, Head of Global Compensation, **Colgate-Palmolive**
- **Tara Tays**, Partner, **Pay Governance**
- **David Teigman**, Partner, **Proskauer Rose LLP**
- **Zack Vinton**, VP Enterprise Compensation, **Walmart**
- **Lingling Wang**, PhD, Associate Professor of Finance, School of Business, **University of Connecticut**
- **Kathleen Weslock**, CHRO, **Ansys**
- **Megan Wolf**, Director, Practice, HR Policy Association and Center On Executive Compensation
- **Jie Zhang**, SVP Global Head of Total Rewards, **Cushman & Wakefield**

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## DAY ONE

Thursday, September 19, 2024

8:00 am – 8:50 am

### Registration and Breakfast

8:50 am – 9:00 am

### Opening Remarks

**Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**

9:00 am – 9:45 am

**Session A**

### Executive Compensation in Context: Expanding Considerations for Executive Pay

Leaders of the Centers of The Conference Board will kick off the event by addressing C-Suite priorities and by sharing insight to help build greater understanding and appreciation of the macroeconomic backdrop and of the labor, human capital, and ESG considerations involved in making strategic decisions about executive compensation.

**Dana M. Peterson**, Chief Economist and Leader, Economy, Strategy & Finance Center, **The Conference Board**

**Ivan Pollard**, Marketing & Communications Center Leader, **The Conference Board**

**Diana Scott**, US Human Capital Center Leader, **The Conference Board**

9:50 am – 10:35 am

**Session B**

### Leading Executive Compensation in a Complex World

This discussion provides insight from multiple perspectives on the myriad of issues and competing challenges that companies

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and boards face in considering what the role of executive compensation should be today. They will also discuss strategies for recognizing results, for attracting and retaining talent, and for helping to build stronger organizations.

**Suzan Morno-Wade**, Independent Board Director & Compensation Committee Chair, **Latham Group** and Former EVP & CHRO, **Xerox**

**Kathleen Weslock**, CHRO, **Ansys**

**Moderator: Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**

10:35 am – 10:55 am

## Networking Break

10:55 am – 11:35 am **Session C**

## Public Policy Impact and Executive Compensation

This discussion addresses key issues confronting boards and leaders from a public policy angle and the practical implications of regulatory changes around such issues as non-competes, pay equity and transparency, human capital metrics diversity, proxy advisors on executive compensation. Other topics include the implications of the 2024 presidential election implications, and more.

**Ani Huang**, President & CEO, Center On Executive Compensation and SVP, **HR Policy Association**

**Andrew Jones, PhD**, Senior Researcher, **ESG Center**, **The Conference Board**

11:40 am – 12:25 pm **Session D**

## Aligning Human Capital and Executive Compensation Strategies with Your Unique Situation

Public companies are feeling external pressures to adapt human capital and compensation strategies to an increasingly narrow range of practices. For many, there is growing frustration that the pressure to comply with “best practices” limits their ability to implement meaningful compensation and human capital strategies that suit their specific situation. This discussion explores current issues and guiding principles in support of strategies that support high-performing organizations and their cultures.

**Kevin Charlton**, Co-Chairman, **NewHold Enterprises** and Chair of Compensation and Investment Committees, **Evolv Technology**

**Steve Cross**, Managing Director, **FW Cook**

**Dana Etra**, Managing Director, **FW Cook**

12:25 pm – 1:30 pm

## Lunch

1:30 pm – 2:15 pm **Session E**

## Compensation Committee Priorities for 2025

Executive pay is only one of several matters compensation (or human capital) committees are tasked with considering. This discussion explores how committee scope continues to change and what they should anticipate in the coming year. Speakers

will cover such topics as preparing for executive succession and turnover; improving the talent pipeline; considering the implications of activism in the boardroom; managing institutional investor and proxy advisor expectations; and reflecting on what qualifies as “good” governance regarding overlapping responsibilities with other committees.

**Romita Bhagwani**, Head of Executive Compensation, Equity and Global Mobility, **Alcon**

**Jill Smart**, Independent Board Director & **Compensation Committee**, **EPAM**

**Ben Stradley**, Managing Partner, **Pay Governance**

**Tara Tays**, Partner, **Pay Governance**

2:20 pm – 2:55 pm

**Session F**

## Through the Legal Lens: Hot Topics in Executive Compensation

Speakers will discuss some of the most pressing topics in executive compensation through the legal lens, including the nuance of interpretation and practical applications.

**Colleen Hart**, Partner, **Proskauer Rose LLP**

**Catherine Matus**, Vice President, Total Rewards, **Church & Dwight**

**Andrea Rattner**, Partner, **Proskauer Rose LLP**

2:55 pm – 3:15 pm

## Networking Break

3:15 pm – 3:50 pm

**Session G**

## Human Capital Metrics in Context

This panel considers the importance of human capital to the business. Participants will discuss such key questions as: How does investing in human capital yield positive returns for the company? What are the best ways to evaluate the success of those investments? Should human capital metrics be a part of executive compensation?

**M. Diane Burton**, Professor and Director, The Institute for Compensation Studies, **Cornell University**

**Brian Dunn**, Compensation Committee Chair and Director of Multiple Boards and Director of Professional Programming, The Institute for Compensation Studies, **Cornell University**

3:50 pm – 4:15 pm

**Session H**

## Participant Discussion: Metrics in Executive Incentive Plans

This structured exchange of ideas provides the opportunity for attendees to share perspectives key issues, including:

- Should human capital metrics be explicitly tied to executive incentive plans? If so, how much weight should they be given? Should they be part of long-term, short-term plans, or both? What are the most impactful Human Capital Metrics that should be included in executive incentive plans? How are you measuring impact and value?
- Should HCM metrics be standalone, or should they be an adjustment factor to the entire award?

- How much weight should be given to an individual metric to ensure executive attention? How many unique metrics can an executive be expected to actually pay attention to?
- Should human capital metrics and the performance against those metrics be publicly disclosed, or should they be strictly communicated internally? Why? Why not? Should there be some of each?

4:20 pm – 4:55 pm **Session I**

### The Payoff of Pay Transparency

Pay transparency regulations continue to spread across the US, with approximately one third of domestic employees subject, or soon to be subject, to pay transparency requirements. Beginning in 2026, global companies, regardless of where they are headquartered, will have to meet pay transparency requirements for all of their employees across the EU in addition to complying with existing country-specific regulations.

The payoff of pay transparency is that it provides an opportunity to evolve how companies address pay equity and how they disclose information about their pay systems for the benefit of multiple stakeholders, including employees, job applicants, management, and investors.

This session will explore a strategic solution to navigating this patchwork of pay transparency requirements by leveraging predictive analytics and advanced technologies, which includes a new approach to addressing pay equity in conjunction with achieving pay transparency.

**Michele Browne**, Executive Director, **Chestnut Solutions Institute**

**Joe Davolio**, Co-CEO and Founder, **PayStandards**

**Todd Gershkowitz**, Co-CEO and Founder, **PayStandards**

**Lori Tauber Marcus**, Independent Board Director, **Fresh Del Monte Produce, Primo Water, and 24-Hour Fitness**

**Jie Zhang**, SVP Global Head of Total Rewards, **Cushman & Wakefield**

5:00 pm – 5:25 pm **Session J**

### Ask the Experts

Your opportunity to ask a panel of experts questions that you would like more clarity on.

**Blair Jones**, Managing Director, **Semler Brossy**

**Andrea Rattner**, Partner, **Proskauer Rose LLP**

**Diana Scott**, US Human Capital Center Leader, **The Conference Board**

**Joseph Sorrentino**, Managing Director, **FW Cook**

5:25 pm – 5:30 pm

### Day One Closing Reflections and Day Two Preview

**Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**

5:30 pm – 6:30 pm

### Networking Reception

Join us to continue the conversation and exchange ideas with your fellow attendees and speakers over drinks and appetizers.

## DAY TWO

### Friday, September 20, 2024

8:00 am – 8:50 am **Session K**

### Breakfast Roundtables

Participants come together for small-group conversations on timely issues relevant to executive compensation, such as:

- **Economic and labor trends** *Facilitator: Mitchell Barnes, Economist, The Conference Board*
- **Employment agreements – Strategies and recent developments** *Facilitator: Seth Safra, Partner and Chair of Employee Benefits & Executive Compensation Group, Proskauer Rose LLP*
- **Ideas for retaining talent** *Facilitator: Lingling Wang, PhD, Associate Professor of Finance, School of Business, University of Connecticut and Rita Meyerson, EdD, Principal Researcher, Human Capital Center, The Conference Board*
- **Innovation in executive compensation** *Facilitator: Megan Wolf, Director, Practice, HR Policy Association and Center On Executive Compensation*
- **Perspectives on ESG metrics and managing ESG backlash** *Facilitator: Joseph Sorrentino, Managing Director, FW Cook*
- **Executive compensation for companies that are not publicly traded** *Facilitator: Sandra Pace, Partner, Pay Governance*
- **Onboarding, offboarding, and transitioning C-suite executives – Practical and procedural priorities** *Facilitator: Nicholas LaSpina, Senior Counsel, Proskauer Rose LLP*
- **Strategies for C-Suite succession planning** *Facilitator: David Teigman, Partner, Proskauer Rose LLP*
- **Telling a story beyond reporting and disclosure** *Facilitator: Solange Charas, PhD, Distinguished Principal Research Fellow, The Conference Board and Founder & CEO, HCMoneyball*
- **Wild card... Topic and facilitator will be aligned based on Day 1 attendee polling**
- **Open tables** *Time for general discussion*

8:50 am – 9:00 am

## Day Two Opening Remarks

**Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**

9:00 am – 9:20 am **Session L**

## Reporting Out: Insight from Breakfast Roundtables

Each table to share key questions and insights with the group.

9:25 am – 10:05 am **Session M**

## Building Executive Compensation Programs That Support Transformation

Compensation can be a key lever to support major corporate efforts. At its best, it serves as a roadmap for where the organization is headed.

This session will focus on working through the different phases of the journey and developing cohesive programs to reward changing business priorities, retain key talent, and reassure investors and other stakeholders.

**Blair Jones**, Managing Director, **Semler Brossy**

**Kevin Sweeney**, Head of Global Compensation, **Colgate-Palmolive**

**Moderator: Greg Arnold**, Managing Director, **Semler Brossy**

10:10 am – 10:55 am **Session N**

## The Voice of the Investor

In this fireside chat we will discuss investor priorities and perspectives on executive compensation strategies, their key interests, and views on current executive compensation vehicles. We will also discuss balancing the voice of the shareholder with concern about “micromanaging” companies.

**Ola Peter K. Gjessing**, CEFA, Lead Investment Stewardship Manager, **Norges Bank Investment Management**

**Diana Scott**, US Human Capital Center Leader, **The Conference Board**

10:55 am – 11:15 am

## Networking Break

11:15 am – 11:55 am **Session O**

## Navigating Total Rewards in 2025 and Beyond

CEOs value leadership and culture that drive business results through the “right” behavior for the long-term viability of their organizations. In this discussion, a panel of human capital and total rewards leaders focus on the key issues in front of them as part of a broader strategy.

**Bernie Knobbe**, SVP Global Benefits & Wellbeing, **AECOM**

**Nadia Owens**, Former SVP, HR Performance, Rewards & Sustainability, **DXC Technology** and Board Member, **The New York Foundling**

**Zack Vinton**, VP Enterprise Compensation, **Walmart**

**Moderator: Rita Meyerson**, EdD, Principal Researcher, Human Capital Center, **The Conference Board**

12:00 pm – 12:35 pm **Session P**

## Telling Your Story: Communicating to Multiple Audiences

This panel focuses on ways to tell an executive compensation story to different stakeholders to build understanding and get beyond the numbers. Participants will discuss requirements, emerging issues, lessons learned, and what’s next.

**Lori Glawe**, Vice President, Total Rewards, **Marathon Petroleum**

**Harriet Harty**, Former EVP and Chief Administrative Officer, **ADT**

**Moderator: Suzan Morno-Wade**, Independent Board Director & Compensation Committee Chair, **Latham Group** and Former EVP & CHRO, **Xerox**

12:40 pm – 1:20 pm **Session Q**

## Challenging the Status Quo: Where Do We Go from Here?

In this concluding discussion, our panel will reflect on the challenges and possibilities if given a blank page for considering the question “Where we go from here?”

**Dana Etra**, Managing Director, **FW Cook**

**Ira Kay**, Managing Partner, **Pay Governance**

**Diana Scott**, US Human Capital Center Leader, **The Conference Board**

1:20 pm – 1:30 pm

## Program Highlights and Closing Remarks

**Lisa Hunter**, Senior Fellow and Program Director, **The Conference Board**