

ANNUAL MEETING • NOV. 5–6, 2025

Where Executive Pay & Leadership Converge

Fast-moving developments, sharpened expectations, and boardroom-ready insights.

Join fellow Center members and CHRO Association CHROs for a one-day, in-person event to examine the latest developments shaping executive compensation, corporate governance, and public policy—with unfiltered insights from top-tier experts and peer-level discussions you won't find anywhere else.

WEDNESDAY, NOV. 5

6:00 p.m. – 8:00 p.m.
(Mezzanine)

Welcome Reception: Conversation & Cocktails

Reconnect with familiar faces and meet new peers as we gather for an evening of conversation, cocktails, and generous hors d'oeuvres. This intimate reception sets the tone for the thoughtful dialogue to come.

THURSDAY, NOV. 6

7:00 a.m. – 8:00 a.m.
(Ballroom Foyer)

Breakfast Buffet & Check-In

Start your day with breakfast and fresh coffee. Pick up your meeting materials, say hello to fellow attendees, and get settled before the program begins.

8:00 a.m. – 8:15 a.m.
(State Ballroom)

Welcome & Opening Remarks

Kick off the meeting with a look at what's ahead. Center CEO Ani Huang will highlight the key themes and priorities that will shape the day's conversations.



Ani Huang

CEO

Center on Executive Compensation

THURSDAY, NOV. 6

8:15 a.m. – 9:15 a.m.
(State Ballroom)

The Next Frontier: Reimagining Work and Rewards

Experience a bold reimagining of how we work, reward, and grow talent, as AI and innovation push the boundaries of what's possible in today's organizations.

**Rebecca Hinds, PhD**

Head of the Work AI Institute and Thought Leadership, Glean
Author, *Your Best Meeting Ever* (Simon & Schuster, Feb 2026)

**Shelly Carlin** *MODERATOR*

Executive Vice President
Center on Executive Compensation

9:15 a.m. – 10:15 a.m.
(State Ballroom)

Fast Times at the SEC: Inside the Agency That's Redefining the Rules

Unpack the SEC's evolving agenda with those who know it best. In this session, expect a candid conversation with current and former SEC leaders on what's coming next in regulation, enforcement, and disclosure—and how companies should respond.

**Ning Chiu**

Partner, Corporate Governance
Davis Polk & Wardwell LLP

**Ani Huang** *MODERATOR*

CEO
Center on Executive Compensation

10:15 a.m. – 10:30 a.m.
(Ballroom Foyer)

Morning Break

Recharge with coffee and light refreshments in the foyer while connecting with peers between sessions.



THURSDAY, NOV. 6

10:30 a.m. – 11:30 a.m.
(State Ballroom)

Responding to Shareholder Proposals: The Art and Science

As shareholder proposals become more frequent, sophisticated, and coordinated, companies must respond strategically and transparently. Explore how leading companies evaluate proposals, engage with proponents, and prepare board members—balancing investor expectations with business priorities and governance best practices.



Andrew Behar
CEO, As You Sow



Gale Chang
SVP, Associate General Counsel and Assistant Secretary
Bank of America Corporation



Rachel Kane Sharma
SVP, Executive Compensation & Global Pay Equity
Bank of America Corporation



Richard R. Floersch *MODERATOR*
Senior Strategic Advisor
Center on Executive Compensation

11:30 a.m. – 12:30 p.m.
(State Ballroom)

Performance Shares: The Debate Over the Future of PSUs

As volatility, investor pressure, and evolving ownership models challenge traditional incentive structures, companies are reexamining the role of performance shares. Explore how leading organizations are approaching long-term incentive design for what comes next.



Jeff Geller
Senior Vice President, Global Rewards & HR Operations
Merck & Co., Inc.



Blair Jones
Managing Director, Semler Brossy Consulting Group, LLC



Roland Schustereder
Global Head of Total Rewards
ExxonMobil Corporation



Victoria Tellez
Director, Research, FCLTGlobal



Charlie Tharp *MODERATOR*
Senior Advisor, Research and Practice
Center on Executive Compensation

THURSDAY, NOV. 6

12:30 p.m. – 1:30 p.m.
(Cabinet Room)

Informal Networking Luncheon

Take a break to enjoy lunch with fellow attendees. This informal midday gathering offers a chance to recharge and connect in a relaxed setting.

1:30 p.m. – 2:30 p.m.
(State Ballroom)

Making Winners Without Losers: Pay Strategies to Support CEO Succession

As boards and CHROs confront the growing complexity of CEO and C-suite succession, pay strategies play a key role in shaping the executive bench. This panel will discuss how to strategically use compensation to reinforce your talent strategy – keeping internal candidates in the game, encouraging critical development moves and attracting external executives when the moment demands it.

**Chuck Gray**

US CEO and Board Practice Leader
Egon Zehnder

**Jonathan J. Katz**

Partner, Executive Compensation and Benefits
Cravath, Swaine & Moore LLP

**Timothy J. Richmond**

Chair, CHRO Association
Former EVP, CHRO, AbbVie

**Michael Fraccaro** *MODERATOR*

Senior Fellow and Former Chief People Officer
Mastercard

2:30 p.m. – 2:45 p.m.
(Ballroom Foyer)

Afternoon Break

Regroup before the final session with beverages and light refreshments in the foyer while catching up with peers to discuss the day's ideas.

Thank you to the following partners for supporting our 2025 Annual Meeting:

EgonZehnder**CARVER
EDISON****Goldman Sachs** Ayco**ORACLE**
Cloud HCM**wtw** | **Towers Watson**

THURSDAY, NOV. 6

2:45 p.m. – 3:45 p.m.
(State Ballroom)

The PE Playbook: What Public Companies Can Learn from Private Equity

Private equity companies operate under intense pressure to deliver rapid value creation – and their compensation strategies reflect it. PE-backed firms have developed a unique playbook for attracting and rewarding talent. Learn how their “skin in the game” compensation structures drive focus, performance and ownership and determine how their incentives may fit into your organizational strategies.



Riz Chand

Chief Talent Officer and Operating Partner
AEA Investors



Zeena Rao

Private Equity Investor



Paige Ross, PhD

Senior Managing Director, Global Head of Human Resources
Blackstone



Peter M. Fasolo *MODERATOR*

Former EVP, Chief Human Resources Officer
Johnson & Johnson

3:45 p.m. – 4:00 p.m.
(State Ballroom)

Closing Remarks

As the day ends, we'll reflect on key insights and conversations, explore how they'll impact your leadership, and look ahead to upcoming challenges—while reaffirming the strength of our supportive community.



Ani Huang

CEO
Center on Executive Compensation