

FT Outstanding Directors Exchange  
The Metropolitan Club, New York, NY  
November 13 & 14, 2018  
*Tentative Agenda*

**Tuesday, November 13**

- 11:30 am      **Registration and Buffet Lunch**
- 12:00 pm      **Welcome**  
  
**Heather Wolf**, ODX Program Director, *Financial Times Live*
- 12:10 pm      **FT Swamp Notes "Live"**  
In the tradition of their twice weekly newsletter, two prominent FT journalists will exchange opinions on the top economic and political issues of the day, including the results of the prior week's midterm elections, and what they are likely to mean for corporate America. They are hungry for your questions and views, as well.  
  
**Rana Foroohar**, Global Business Columnist and Associate Editor, *Financial Times*  
**Edward Luce**, Washington Commentator, *Financial Times*
- 12:50 pm      **Proxy Season 2018 Recap**  
Exchange your experiences and views on top issues, such as trends in withhold votes, shareholder proposals, compensation matters, and the role stockholders and proxy advisors played. Experts will add their insights throughout the tabletop session.
- 1:40 pm      **Networking Break**
- 2:00 pm      **Stockholder vs. Stakeholder Supremacy: Where Do We Stand?**  
Younger generations are more focused on working for and buying from companies with "purpose" than their baby boomer parents and grandparents. But what does that really mean, and are corporations actually tying CSR to strategy?
- 2:50 pm      **The Board's Role in Workforce Transformation**  
The future of work, including the challenge of re-skilling vast numbers of current employees, is fast approaching as AI and other technologies become reliable and scalable. Learn how companies have tackled large-scale human-machine collaboration projects, and how the board got involved from planning stages through successful execution.
- 3:40 pm      **The Board's Critical Role in a Frothy M&A Market**  
With slim margins between success and failure, directors should not back away from their responsibility to take a long-term view of a deal's potential value. Experienced panelists share insights about evaluating assumptions, risks, potential competitive advantage and the company's ability to execute.
- 4:30 pm      **Champagne Roundtables** (Expert facilitated peer exchanges)
- 5:45 pm      **Cocktail Reception**
- 6:30 pm      **Outstanding Directors Awards Dinner**
- 9:00 pm      **End of Day 1**

Wednesday, November 14

7:30 am **Buffet Breakfast**

8:00 am **Board Accountability for CEO Succession**

It is critical boards take ownership for having the right strategy, the right CEO to execute it, and a succession process that covers both emergencies and planned transitions. Hear what is most important to key constituents, including the sitting CEO, the talent bench, the board's independent leader and institutional investors.

9:10 am **Concurrent Breakout Sessions**

**1. Conducting Board Evaluations With Teeth**

Term and age limits aren't needed if directors join and leave boards according to the skill sets and combinations needed in a given period. But how?

**2. Serving on International Boards**

Americans are increasingly being asked to join foreign boards, which can be interesting, mind-broadening and rewarding when expectations are aligned. Hear how to make sure they are.

10:10 am **Networking Break**

10:30 am **Concurrent Breakout Sessions**

**1. Issues Facing Comp Committees as They Finalize 2019 Plans**

Compensation risks and complexities show no signs of abating. Hear about critical regulatory trends, the first year of compulsory pay ratio reporting, and how companies are handling pay equity issues.

**2. Crisis Planning and Execution at Its Best**

High stakes events such as large-scale M&A, activist attacks and all manner of crisis require fast and effective mobilization of many parties, including the board. Learn from those who have been on the firing line about the best and the worst moves they made.

11:40 am **Who's Remaking Your Board?**

Board "refreshment" is happening in many forms across corporate America, from planned and orderly to abrupt and barely contested. Hear how historic levels of shareholder activism, the burgeoning role of passive investors, and your boards' actions are redefining investors relations before our eyes.

12:30 pm **Closing Remarks**