

ANNUAL MEETING • NOV. 5–6, 2025

Where Executive Pay and Leadership Converge

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

Join fellow Center members and HRPAs 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.

Opening 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.

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.

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.

Fireside Chat: Total Rewards in the Age of AI

The details of our fireside chat will be released soon. Stay tuned!

9:15 a.m. – 10:15 a.m.

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.

**Luna Bloom**

Chief, Office of Rulemaking
U.S. Securities and Exchange Commission

**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.

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.

Responding to Shareholder Proposals: The Art and Science

As shareholder proposals become more frequent, more sophisticated, and more coordinated, companies are under pressure to respond strategically and transparently. This session explores how leading companies are evaluating proposals, engaging with proponents, and preparing board members for what's ahead—balancing investor expectations with business priorities and governance best practices. *Check back soon for a full panelist lineup!*



Richard R. Floersch *MODERATOR*

Senior Strategic Advisor
Center On Executive Compensation

11:30 a.m. – 12:30 p.m.

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. Should PSUs remain the dominant long-term vehicle—or is it time to rethink the mix? This session explores 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



Charles G. Tharp *MODERATOR*

Senior Advisor, Research and Practice
Center On Executive Compensation

12:30 p.m. – 1:30 p.m.

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.

THURSDAY, NOV. 6

1:30 p.m. – 2:30 p.m.

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.



Lisa Blais

Director, Former Managing Partner
Egon Zehnder



Timothy J. Richmond

Chair, HR Policy Association
Former EVP, CHRO, AbbVie



Michael Fraccaro *MODERATOR*

Chief People Officer
Mastercard

2:30 p.m. – 2:45 p.m.

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:

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THURSDAY, NOV. 6

2:45 p.m. – 3:45 p.m.

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. *Additional panelists will be added soon!*

**Riz Chand**

Chief Talent Officer and Operating Partner
AEA Investors

3:45 p.m. – 4:00 p.m.

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

