



2026: A Year in Preview

Event Date: January 28, 2026
Leadership Dinner: January 27, 2026*

**Seating is limited.*
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2026: A Year in Preview

January 27 – 28, 2026

New York, NY

DAY ONE Tuesday, January 27, 2026

5:45 PM – 6:30 PM

Registration and Networking Reception

6:30 PM – 8:45 PM

Dinner and Program

Welcome Remarks

Steve Odland, President and CEO, **The Conference Board**

The Trust Opportunity for Business Leaders

The 2026 Edelman Trust Barometer highlights critical opportunities for business leaders to rebuild trust and restore optimism where institutional confidence has eroded. As business emerges as the most trusted institution, CEOs have unprecedented license to address stakeholder interests and champion shared priorities. Leaders who seize this moment to deliver tangible results can turn distrust into renewed confidence and position their organizations at the forefront of a more stable and prosperous future.

Kirsty Graham, Chief Executive Officer, **Edelman U.S.**

David Young, President, The Committee for Economic Development,
The Conference Board

DAY TWO Wednesday, January 28, 2026

7:15 AM – 8:15 AM

Registration and Networking Breakfast

8:15 AM – 8:25 AM

Opening Remarks

AnnaMaria DeSalva, Principal, **Invenire 2050 LLC**; former Global Chairman,
Burson, Event Chair

8:25 AM – 9:00 AM

Thriving Amid Uncertainty

This cross-sector dialogue explores how CEOs are rewriting the strategic playbook—allocating capital between AI investments and core operations, pursuing growth while managing geoeconomic fragmentation and escalating trade tensions, and turning disruption into competitive advantage. How can business leaders maintain strategic clarity and make wise decisions when traditional planning horizons have collapsed, tariffs are reshaping supply chains, and uncertainty has become the defining feature of the business environment?

Peter Orszag, CEO and Chairman, **Lazard**

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Sebastian Guth, Worldwide Chief Operating Officer,
Bayer Pharmaceuticals and President, **Bayer U.S.**

Tom Wilson, Chair, President and Chief Executive Officer, **The Allstate Corporation**

Moderator: **Steve Odland**, President and CEO, **The Conference Board**

9:00 AM – 9:15 AM

C-Suite Outlook Report: Overview

A high-level forecast of the pressing challenges facing global business leaders in 2026, including fears of a potential recession, geopolitical instability, and AI disruption.

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

9:15 AM – 10:00 AM

The People Imperative: Reimagining a Human x Machine Workforce

As technology accelerates and global change reshapes the workplace, how can leaders stay ahead? This conversation—featuring The Conference Board, Deloitte, and top executives—unpacks exclusive insights from the C-Suite Outlook 2026 and Deloitte's forthcoming Global Human Capital Trends 2026. Discover how forward-thinking CEOs and CHROs are reimagining people strategy for a new era of growth, resilience, and innovation, where work is redesigned to maximize the unique capabilities of humans and machines to drive new sources of business outcomes.

Kyle Forrest, Future of HR leader, **Deloitte**

Daniela Proust, Senior Vice President, Head of People & Organization, **Siemens USA**

Moderator: **Diana Scott**, US Human Capital Leader, **The Conference Board**

10:00 AM – 10:15 PM

Designing the Workplace of the Future

Elizabeth Brink, Co-CEO of Gensler, the world's largest architecture and design firm, shares her company's latest thinking on workplace environments that drive peak performance, support digital transformation and collaboration, and adapt to hybrid work models.

Elizabeth Brink, Co-CEO, **Gensler**

10:15 AM – 10:40 AM

Networking Break

10:40 AM – 11:00 AM

Is America Headed for a Fiscal Reckoning?

The country's long-term fiscal trajectory could fundamentally reshape how businesses operate. Rising debt levels, escalating interest costs, and unsustainable entitlement spending threaten to crowd out productive investment and slow economic growth. How will today's fiscal policy decisions affect corporate strategy, capital costs, and competitive positioning in the years ahead? What are the solutions that could secure America's economic future and how will addressing these issues create opportunities for sustained growth and competitiveness?

Michael Peterson, Chairman & CEO, **Peter G. Peterson Foundation**

Moderator: **David Young**, President, The Committee for Economic Development,
The Conference Board

11:00 AM – 11:10 AM

What it Takes to Build a Strong Corporate Board in 2026

James Drury Partners' founder discusses the 2026 rankings of America's strongest corporate boards and what defines governance capacity today.

James J. Drury III, Founder, Chairman and CEO, **James Drury Partners**

11:10 AM – 11:50 AM

Governance Under Pressure: How Boards Are Redefining Oversight

Boards are facing heightened scrutiny and workloads as shareholder activism, emerging AI governance frameworks, and regulatory uncertainty reshape boardroom priorities and oversight responsibilities. Directors are sharpening expectations of management as strategic, technological, and regulatory pressures accelerate. This session examines how boards are recalibrating governance in practice, and what the C-suite should know to engage boards effectively and support decision-making in a more challenging environment.

Brian Campbell, Center Leader, US Governance & Sustainability Center and General Counsel, **The Conference Board**

Ellen Kullman, Chair of the Board of Directors, **Carbon**

Karen Silverman, CEO and Founder, **Cantellus Group**

Moderator: **AnnaMaria DeSalva**, Principal, **Invenire 2050 LLC**; former Global Chairman, **Burson**, Event Chair

11:50 AM – 12:00 PM

Morning Recap

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

12:00 PM – 1:30 PM

Lunch

1:30 PM – 1:45 PM

C-Suite Outlook Report: Key Takeaways

What should be top of mind for business leaders as they translate strategy into action for 2026?

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

1:45 PM – 2:15 PM

What Digital-Born Companies Teach Us About Competing in the Age of AI

Businesses born in the digital age offer valuable lessons on AI adoption, rapid scaling, and public markets for corporate leaders across industries. Circle—a leading fintech with over \$70 billion in circulation—stands at the intersection of payments, blockchain, and AI-driven financial innovation. The company's co-founder, chairman, and CEO shares his firsthand expertise building successful digitally native companies. From integrating transformational technologies at speed to making critical decisions with incomplete information, and maintaining organizational agility through continuous disruption

Jeremy Allaire, Co-Founder, Chief Executive Officer & Chairman, **Circle**

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

2:15 PM – 3:00 PM

When Everything Is a Priority: How CEOs Lead at Speed

Complexity, disruption, and the need for faster decision-making are turning modern-day CEOs into multitaskers. Combined with intensifying stakeholder expectations, heightened public scrutiny, and demands for transparency, these forces are expanding the leadership mandate and reshaping what successful leadership looks like. A panel of CEOs with track records of exceptional outcomes share how they are meeting the moment—operating at speed, communicating with clarity, and bringing their organizations along with them.

Karen Brennan, CEO, Leasing Advisory, **JLL**

Meredith Wilson, Founder and CEO, **Emergent Risk International**

Catherine Clay, Chief Executive Officer, **S&P Dow Jones Indices**

3:00 PM – 3:25 PM

Networking Break

3:25 PM – 3:55 PM

Is a Market Crash Imminent? What to Do About Capital Allocation

In an environment of elevated geoeconomic volatility and shifting trade policies, George Walker, Chairman and CEO of Neuberger Berman, discusses separating market noise from disciplined long-term investment strategies. Walker addresses strategic capital allocation amid uncertainty while identifying opportunities in growth sectors like AI, energy transition infrastructure, private credit, and global equities. Where is durable value creation emerging despite near-term headline risk?

George Walker, Chairman and CEO, **Neuberger Berman**

3:55 PM – 4:20 PM

What the Midterms Could Mean for the Future of Capitalism

The 2026 midterms will influence capital costs, trade decisions, and the policy signals that shape economic confidence. With rate moves under debate, tariffs shifting, and a market lifted by AI enthusiasm despite deeper structural concerns, the stakes are rising. An examination of the political forces driving the year ahead and how their outcomes may redirect the economic landscape that business depends on.

Moderator: **David Young**, President, The Committee for Economic Development,
The Conference Board

4:20 PM – 4:30 PM

The Final Word

4:30 PM – 5:30 PM

Networking Reception