Mitigating People Risks in M&A
Guarding Your Tomorrow

VIRTUAL EVENT
October 27 – 28, 2020

www.conferenceboard.org/peoplerisk
Welcome and Introduction – Deal Making in the Rebound
While deal-making has slowed for the last six months, deal-making will rebound. In this session, hear Mercer’s current view of the deal-making environment that has transpired because of the COVID-19 pandemic crisis and what the future deal-making environment might look like going forward.

Jeff Black, Partner, Mercer

Winning Now, Winning Later: How Companies Win in the Short-term, While Investing in the Long-term
Executive and managers today are facing a high-stakes dilemma: should they focus on making their quarterly numbers, or should they prioritize their company’s long-term goals? For David Cote, the former Chairman and CEO of Honeywell, it doesn’t have to be one or the other. There is a way to achieve targets without compromising the company’s, future health or vision.

When Cote inherited Honeywell, the company was barely holding it together. He immediately began redesigning the company’s internal processes, starting by reinvesting its profits, overhauling its business portfolio, and transforming its corporate culture with a mix of policy updates and leadership techniques—all while generating the short-term results expected by investors. The result was an industry-defining turn-around. Honeywell’s profits soared, satisfying shareholder demands, while Honeywell simultaneously became a nimble, more efficient, and more innovative organization. While at Honeywell David acquired more than 100 companies and divested more than 70 businesses. He will discuss his experience and insights on the importance of a robust M&A strategy and how to drive value, not only in the short-term but for long-term success.

In this talk, Cote distills the insights from his experience at Honeywell—also featured in his upcoming book—showing us how to make leadership decisions that will benefit today and tomorrow.

David Cote, Former CEO, Honeywell

Quantifying and Capturing the Financial Impact of People Risks
Deals have financial impacts related to identified and unidentified people risks. Quantifying those people risks in financial terms, however, allows leaders to better understand their impact on the deal and the company overall. This provides leaders a better business position to influence decisions in a deal that will have a substantive impact.

For sponsorship opportunities, please contact michael.felden@conferenceboard.org

3:45 - 4:00 pm Break
4:00 - 5:00 pm

**Reciprocity Ring – M&A Challenges and Networking**

Join us on Zoom to network and share your biggest M&A challenges and get help from your fellow attendees.

In this Reciprocity Ring format, attendees will engage with each other in one of four topical breakout rooms. The moderator for each room will ask for attendees to share their biggest M&A challenge they are dealing with while others will share their knowledge, network, and/or resources to help their colleagues. To help as many people in each room, as possible, moderators will limit each challenge to five responses.

This format is based on the concept in Dr. Adam Grant’s book titled *Give and Take: Why Helping Others Drives Our Success*.

J. Keith Dunbar, Ed.D., Program Director & Distinguished Principal Research Fellow, The Conference Board

*Give and Take* was named one of the best books of 2013 by Amazon, Apple, the Financial Times, and the Wall Street Journal — as well as one of Oprah’s riveting reads, Fortune’s must-read business books, Harvard Business Review’s ideas that shaped management, and The Washington Post’s books every leader should read. Adam Grant earned his Ph.D. in organizational psychology from the University of Michigan, and his B.A. from Harvard University, magna cum laude, with highest honors and Phi Beta Kappa honors.

---

**DAY TWO**

Wednesday, October 28, 2020

**Welcome Back**

Jeff Black, Partner, Mercer

11:30 - 11:45 am

**Making the Deal Happen Despite Uncertainty**

In a normal deal-making environment, risks are inherently a part of the deal, whether people, financial, legal, etc. In the current turbulent times that the COVID-19 pandemic crisis has created; those risks are magnified 100 times. In this fireside chat, hear from corporate leaders who successfully made a deal happen despite a great deal of uncertainty.

Moderator:

Emily Cox, Principal, Mercer

Speakers:

Sidarth Haksar, Director, Corporate Development, Autodesk

Betty Patton, HR M&A, Autodesk

11:45 am - 12:45 pm

**Managing through Distress**

Uncertainty creates distress. Distress in the business and distress in people. Successful deal-making requires you to manage yourself, your team, and your acquisition through this distress. In this session, you will hear from industry experts to understand best practices in managing through the distresses.

Moderator:

Kristin Murphy, Principal, Mercer

Speakers:

Jeff Black, Partner, Mercer

Lutz Jaede, Head of Corporate Restructuring, Oliver Wyman

Loretta Richard, Partner, Ropes and Gray

1:45 - 2:00 pm **Break**

2:00 - 3:00 pm

**Economic Factors Impacting People Risks in M&A**

The current uncertain economic environment will have far-reaching impacts on M&A deal-making. Critical for business leaders is understanding the economic factors that impact people risks in deals.

In this session, participants will hear from senior business leaders and the Conference Board Chief Economist to understand the macro-economic impacts of the economy and discuss how people risks will evolve.

Moderator:

Jeff Black, Partner, Mercer

Speakers:

Padma Thiruvengadam, CHRO, Takeda Pharmaceuticals

Dana Peterson, Chief Economist, The Conference Board

Kristina Le, Director, M&A Integration, Facebook

3:00 - 3:15 pm **Wrap-Up and Feedback**

Jeff Black, Partner, Mercer
REGISTRATION INFORMATION

Online  www.conferenceboard.org/
Email  customer.service@conferenceboard.org
Phone  212.339.0345
       8:30 am – 5:30 pm ET, Monday – Friday

Pricing:
REGISTER EARLY AND SAVE!

<table>
<thead>
<tr>
<th>Members</th>
<th>Complimentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Members</td>
<td>$495</td>
</tr>
</tbody>
</table>

Location
Virtual Event