

THE CONFERENCE BOARD



Executive Compensation & Talent: Navigating New Expectations, New Metrics, New Models

September 24 – 25, 2026
New York Marriott Downtown
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Executive Compensation & Talent

September 24 – 25, 2026

New York, NY

AS OF 4/20/2026

DAY ONE Thursday, September 24, 2026

7:15 am – 8:15 am

Registration and Networking Breakfast

8:15 am – 8:25 am

Welcome and Introductions

Kathy Horgan, Chief Human Resources and Citizenship Officer, **State Street**

8:30 am – 9:15 am

The Role of Incentives in Driving Results

During this fireside chat, two Board members with CEO experience will share their insights on using incentives to drive financial and non-financial results through macroeconomic volatility, government policy, technological change, and cultural evolution.

Tamara Lundgren, Retired Chairman & CEO, **Radius Recycling**

Moderator: **Steve Odland**, President & CEO, **The Conference Board**, and Board Member, **General Mills**

9:20 am – 10:00 am

Continuing Challenge of TSR Alignment with Annual and Long-term Incentive Payouts

Aligning annual and long-term incentive outcomes with shareholder returns is a core objective of executive compensation design. Though a simple principle, the practice is highly complex due to the challenging and volatile macroeconomic environment, periodic financial crises, and changes in the regulatory and governance landscape over time. This panel will examine today's most prevalent incentive designs, such as the predominant use of PSUs in long-term incentives, and the growing pressure to recalibrate for better TSR alignment.

Metin Aksoy, Managing Director, **FW Cook**

10:00 am – 10:20 am

Meet & Connect

10:20 am – 11:00 am

Consideration of Proxy Advisor Guidance in Executive Compensation Plan Risk Management

Shareholder interests are varied and lead to differing views on the risks involved with performance metrics and plan designs. Our speakers will share how they consider proxy advisor guidance and other key factors in designing an executive compensation plan to reward performance while mitigating risk.

11:05 am – 11:45am

Next Steps Emerging from SEC Hearings and Public Statements on Disclosure Framework

Our speakers will discuss potential reforms intended to simplify and modernize the Regulation S-K disclosure framework and what these developments could mean for governance, executive compensation, compliance, and board oversight.

Luna Bloom, Associate Director of Legal and Regulatory Policy, Division of Corporation Finance, **US Securities and Exchange Commission**

Colleen Hart, Partner, **Proskauer Rose LLP**

Andrea Rattner, Partner, **Proskauer Rose LLP**

11:50 pm – 1:00 pm

Networking Lunch

1:00 pm – 1:35 pm

Unintended Consequences of Traditional Compensation Practices – How and Why They Have Inflated Executive Pay

The Professors from the Cornell Institute of Compensation will share their research on issues around executive compensation practices: Peer Group Selection; Chasing the Median; Selection of Performance Metrics in PSUs; The Use of Discretionary Catch All Performance Categories; The timing of TSR measurement; Fixing plans when the broken (aka don't pay out). Practitioners will provide their perspective on the implications of these findings.

M. Diane Burton, Professor and Academic Director of the Institute for Compensation Studies, ILR School, **Cornell University**

Brian Dunn, Compensation Committee Chair and Director of Multiple Boards and Director of Professional Programming, The Institute for Compensation Studies, **Cornell University**

Eric Weinberg, VP Head of Executive and Equity Compensation, **Prudential**

1:40 pm – 2:15 pm

C-Suite Succession Planning and Compensation Challenges

Explores how compensation design can strengthen CEO and C-suite succession pipelines. Participants examine incentive structures and retention tools that support leadership continuity and long-term value. The discussion highlights various approaches that can be adopted by a compensation committee to ensure stability and effective stewardship during executive transitions.

Greg Arnold, Managing Director, **Semler Brossy**

2:20 pm – 2:55 pm

Selecting an Executive Compensation Consultant for the Board and/or Management

Our panel examines the evolving role of the executive compensation consultant and the pros and cons of engaging a single advisor for both the board and management. Speakers will share their criteria for selecting a consultant and explore governance practices that safeguard independence, clarify roles, and strengthen the quality of decision-making.

Maria Sastre, Board Member, **General Mills**, **O'Reilly Auto Parts**, **GuideWell Holdings**, **Miramar Holdings**

Lawrence Cunningham, Director, **John L. Weinberg Center for Corporate Governance at the University of Delaware**; NomGov Board Committee Chair, **Markel Group**; Vice Chairman, **Constellation Software, Inc.**

Moderator: **Michael Archbold**, CED Trustee, former CEO, **GNC**

3:00 pm – 3:20 pm

Meet & Connect

3:20 pm – 3:50 pm

Benchmarking Report on CEO and Executive Compensation Practices

The Conference Board's Governance & Sustainability Center presents highlights from its annual benchmarking report on CEO and executive compensation trends across U.S. public companies. Our panel will build on the findings with real-world insights, offering a sharp, forward-looking discussion of the forces shaping compensation practices in the year ahead.

Andrew Jones PhD, Principal Researcher, Governance & Sustainability Center, **The Conference Board**

Jakob Janzon, Head of Global Compensation and Mobility, **Linde**

3:55 pm – 4:25 pm

Refining an Executive Compensation Program for Strategy Alignment

Executive compensation programs can drift out of alignment as business strategy, talent needs, and stakeholder expectations evolve. Our speakers will share how they approach the review of their company's executive compensation program to identify design gaps, test pay-for-performance alignment, assess competitiveness, and surface governance or disclosure risks.

Melissa Kaplan, SVP, Head of Total Rewards, **The Hartford**

Sven Skillrud, Vice President, Total Rewards & People Solutions, **Nike**

4:25 pm – 4:55 pm

Ask The Experts

Bring your toughest questions to a panel of seasoned executive compensation leaders. Whether its evolving stakeholder demands, or regulatory uncertainty, no topic is off limits. A running list of questions gathered throughout the conference will shape the discussion, offering practical insights on how to navigate disruption from every angle.

4:55 pm – 5:00 pm

Day One Recap and Day Two Preview

Kathy Horgan, Chief Human Resources and Citizenship Officer, **State Street**

5:00 pm – 6:00 pm

Networking Reception

DAY TWO Friday, September 25, 2026

7:30 am – 8:30 am

Networking Breakfast and Registration

8:30 am – 8:40 am

Day Two Opening Remarks

Kathy Horgan, Chief Human Resources and Citizenship Officer, **State Street**

8:20 am – 8:50 pm

Networking Roundtables: Small Group Discussions

Kick off day two with a deep dive into the executive compensation issue that matters most to you. Topics to discuss will include:

- **Use of Equity When Share Price Falls.** Recalibration of equity programs to preserve motivation, retention, and shareholder alignment when stock prices decline.
Facilitator: **Roman Beleuta**, Partner, **CAP**
- **Use of Perquisites Including Location and Time of Work.** Expanding executive perquisites including flexibility in work location and schedules, to balance talent expectations, fairness, and optics.
- **Compensation Challenges to Recruiting Board Talent.** Attracting qualified board members amid rising workload, risk, and reputational scrutiny.
- **Job Market Pricing for New Executive Talent Needs.** Pricing emerging executive roles in a labor market shaped by AI, digital transformation, and shifting leadership demands.
- **Human Capital Reporting to the Board.** Board expectations for oversight data on workforce risks, and regulatory disclosures.
- **Transformation of ESG metrics into Focused Risk Management Monitoring.** Movement from broad ESG scorecards to a smaller set of financially material, risk based metrics that support board oversight.
- **Executive Compensation in Privately Held Companies.** Design of competitive, performance aligned executive pay without the valuation transparency or equity liquidity of public markets.
- **Executive Compensation Challenges in Nonprofits.** Balancing market competitiveness, mission alignment, and public scrutiny when setting executive compensation in a nonprofit.

8:55 am – 9:25 am

Panel Reflection on Roundtable Discussions

Insights from the roundtable sessions come into focus as executive compensation leaders respond to key findings and expand on emerging themes. Consolidated topic reports from roundtables will be shared for our panel to add their perspectives and other considerations on the topic.

9:25 am – 9:45 am

Meet & Connect

9:45 am – 10:20 am

AI & Technology Implications for Executive Talent & Managing Compensation

As companies weigh investments in people versus technology, leaders must reassess critical roles, skills, and pay structures. This session examines how AI is impacting executive talent needs, influencing compensation decisions, and simplifying executive compensation administration.

Paul Yater, Chief Information Officer & Head of HR, **84 Lumber**

Alan Duffy, EVP of Total Rewards & HR Shared Services, **KeyBank**

Moderator: **Allan Schweyer**, Principal Researcher, **The Conference Board**

10:25 am – 11:00 am

Designing Executive Compensation for a New Leadership Team

Two heads of Total Rewards will share the commonality and differences in their approaches to updating executive compensation to retain and incent talent following significant organizational changes. MillerKnoll resulted from the Herman Miller acquisition of Knoll and Cigna reorganized and rebranded its health services business segment as Evernorth.

Bill Tompkins, SVP Total Rewards & Payroll, **MillerKnoll**

Nancy Ryan, Vice President Total Rewards, **The Cigna Group**

11:05 am – 11:45 am

2026 Board Oversight of Executive Talent & Pay

As governance demands intensify, boards are devoting more time to overseeing the complex risks and strategic opportunities embedded in executive compensation. Discussion will focus on the Board's role in ensuring pay programs effectively attract, retain, and motivate executive talent while aligning with performance, culture, and stakeholder expectations.

Liz Lempres, Compensation and Talent Committee Chair, **General Mills**

Diana Scott, US Human Capital Center Leader, **The Conference Board**

Moderator: **Jo Anne Rioli Moeller**, Senior Fellow and Program Director, **The Conference Board**

11:45 am – 11:55 am

Concluding Remarks

Kathy Horgan, Chief Human Resources and Citizenship Officer, **State Street**