



Director's Thinking Ahead Group

Governing in a Time of Uncertainty: Implications of
the New Administration on the Board Agenda

April 1, 2025 PRE-READ



Welcome

Greetings:

It is with great enthusiasm that we welcome you to the Director's Thinking Ahead Group, founded by WTW in 2024 and supported by our close friends at Directors & Boards. At a time when geopolitical uncertainty, regulatory change, and economic disruption are impacting corporate agendas and the term BANI (brittle, anxious, non-linear, incomprehensible) is being introduced as the new "VUCA," the role of corporate governance is more important than ever. Understanding the evolving nature of board oversight in today's environment is essential.

We look forward to coming together in New York on April 1 to discuss "*Governing in a Time of Uncertainty: Implications of the New Administration on the Board Agenda.*" This timely topic will include a look at board priorities and emerging risks and opportunities, and set the stage for shared, peer-to-peer Chatham House rule-governed discussion about the current environment and paths forward. We look forward to your participation.

Thank you for joining this discussion.

John and Amy

John Bremen

WTW, Managing Director, Senior Board Advisor, and Chief Innovation & Acceleration Officer; Co-Founder, WTW Thinking Ahead Groups

Amy DeVylder

WTW Senior Director, Innovation & Acceleration and Co-Founder, WTW Thinking Ahead Groups

The Director's Thinking Ahead Group (D-TAG)

Established in 2024, the Director Thinking Ahead Group (D-TAG) is a forum developed to solicit input from Board Directors about forward-thinking global business issues and determine what future corporate governance requirements will entail. D-TAG comprises innovative thinkers and change leaders who, in partnership with WTW thought leaders, discuss and debate topics that are driving – and will significantly impact – their future corporate governance agenda.

D-TAG members will have insight into WTW's leading-edge research on governance, people, risk strategies, and business transformation, as well as access to WTW subject matter experts who develop innovative ways to address these issues within global organizations. In addition, members will have the opportunity to engage in facilitated strategic discussions and share leading ideas with their executive peers within the group itself. D-TAG is about bringing issues forward and determining how the landscape of tomorrow can support what we are figuring out today in more practical, innovative, and relevant ways. Through these discussions, D-TAG members will help influence WTW's own research development and, ultimately, how the world thinks about corporate governance.

D-TAG will be limited to approximately twenty Directors (or equivalent) members to ensure an intimate, small-group environment. Recommendations for new members may be put forward for consideration at any time.

How it works

D-TAG Members are described as innovative, disruptive and forward-thinking in the corporate governance space. Members are generally considered to be early adopters and transformative in nature/thinking.

Members will be invited to participate for two years; their business issues will be a key factor in helping to shape and drive the D-TAG program agenda. Programs will include:

- Ongoing discussions on member-driven topics
- Bespoke, co-created research on “big questions” agreed by the members
- Early and deep insight and input into WTW Innovation Team thought leadership
- Early and deep insight into ongoing WTW research led by WTW Innovation Team and respective subject matter experts
- Member discussions are guided by “The Chatham house rule” that encourages open and free exchange of ideas without member affiliation.
- Quarterly in-person meetings, supplemented with virtual roundtable discussions where applicable
- Ongoing outreach and networking with member peers and WTW leadership. Members will have access to WTW leadership, WTW IC/research, and WTW subject matter experts, and are encouraged to network with D-TAG members throughout the discussion.

Director’s Thinking Ahead Group – April 1, 2025 meeting

WTW Midtown Tower 49 | E49th Street, Floor 12 (Carnegie Hall Room) | New York, NY

Topic: Governing in a Time of Uncertainty: Implications of the New Administration on the Board Agenda

Meeting objectives:

- Share insights on current D&O concerns/trends and evolving corporate governance landscape
- Discuss the latest concerns for directors and Boards respective to implications of the US Administrations’ proposed actions and change
- Challenge collective thinking through an establish network of trusted advisors and peers

Timing	Topic	Facilitator
9:30 – 10:15 am	Welcome, introductions and overview of Directors Thinking Ahead Group	<ul style="list-style-type: none">• Bill Hayes• John Bremen• Amy DeVyllder
10:15 – 10:50 am	Panel discussion: Implications of US Administration on the Board Agenda	<ul style="list-style-type: none">• Amy DeVyllder – <i>moderator</i>• Don Delves• Shai Ganu• Bill Hayes
10:50 – 11:50 am	Roundtable discussion: Changes in corporate governance and planning	<ul style="list-style-type: none">• John Bremen – <i>moderator</i>
11:50 – 12:00 pm	Wrap and adjourn	<ul style="list-style-type: none">• John Bremen• Bill Hayes

Director's Thinking Ahead Group



[Beth Albright](#) (Director, Darling Ingredients; Trustee, Natural Lands; President & CEO, Saidia; Former Chief HR Officer, The Chemours Company; Former Senior VP, Human Resources & Corporate Officer, DuPont; Former CHRO, Day & Zimmermann)



[Lauren Chung](#) (CFO and Executive Director, Laxxon Medical; Director, Genenta Science, NorthView Acquisition Corp.)



[Samantha Kappagoda](#) (Chief Data Scientist & Co-Founder, Numerati Partners; Director, Credit Suisse)



[Nina Henderson](#) (Director, CNO Financial Group, International Workplace Group, Hikma Pharmaceuticals; Former Corporate Vice President, Bestfoods)



[Nichelle Maynard-Elliott](#) (Director, Lucid Motors, Xerox; Trustee, The Advisors' Inner Circle Fund III; Founder & CEO, Dunamis Transaction Advisors LLC)



[Alec Crawford](#) (Director, Dynex Capital Inc.; Executive Board Member, Global AI Ethics Institute; Advisory Board Member, Ecolumix; Founder & CEO, Artificial Intelligence Risk Inc.)



[Jane Sadowsky](#) (Director, Allied Gold, Scientific Games, Nexa Resources; Senior Advisor, HCM, Moelis & Company)



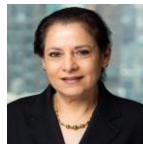
[Charles Elson](#) (Director, Enhabit Home Health & Hospice, Blue Bell Creameries; Executive Editor at Large, Directors & Boards)



[Daria Walls Torres](#) (Director, Columbia Bank New Jersey; Advisory Board Member, DigiStream Investigations; Managing Partner, Walls Torres Group)



[Allan Grafman](#) (CEO, All Media Ventures; Investment Banker, Oberon Securities; Former CEO and Chair of the Audit Committee, IDW Media Holdings)



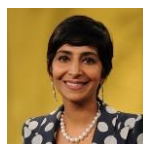
[Sharda Cherwoo](#) (Director, The Carlyle Group, World Kinect Energy Services, Land O'Lakes Inc., Tax Analysts; Trustee, International House)



[Lynda Clarizio](#) (Director, CDW, Intertek, Taboola, Simpli.fi, Emerald, Cambri; Advisory Board Member, LoopMe, TVision, IRIS.TV; General Partner and CO-Founder, The 98)



[Orlando Ashford Sr.](#) (Chair, Perrigo Company PLC; Director, Array Technologies, Azamara; Interim CEO, National Black MBA Association; Former Chief People Officer, Fanatics; Former Senior VP and Chief Human Resources and Communications Officer, Marsh & McLenna Companies Inc.)



[Ekta Singh-Bushell](#) (Director, Chargepoint, Huron, and Lesaka Technologies Inc.; COO Dragos Inc.)

Faculty: WTW and Directors & Boards



Directors & Boards



John Bremen
*Managing Director and
Chief Innovation &
Acceleration Officer*



Don Delves
*Managing Director
Executive
Compensation Practice
Leader*



Amy DeVlyder
*Senior Director,
Innovation &
Acceleration*



Shai Ganu
*Managing Director
Global Leader –
Executive
Compensation & Board
Advisory*



Geoff Kwok
*Director, Work &
Rewards
Program Manager,
Thinking Ahead Group*



Bill Hayes
*Editor in Chief
Directors & Boards*