



**THE ACCELERATED LANDSCAPE OF
EMERGING RISKS:
How Boards Govern When
Risks Advance at Warp Speed**

Wednesday, October 25, 2023
Virtual Event, 1:00 PM - 5:30 PM ET

EVENT PROGRAM

PANEL RECORDINGS

All of the panels during this virtual event were recorded via zoom. BRC Members receive complimentary access to the panel recordings.

If you are a BRC member, please contact ellen@boardriskcommittee.org to receive your access to this content.

If you are not yet a BRC member - join today!

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THE ACCELERATED LANDSCAPE OF EMERGING RISKS: How Boards Govern When Risks Advance at Warp Speed

Wednesday, October 25, 2023
Virtual Event, 1:00 PM - 5:30 PM ET

Dear Event Participant:

Thank you for joining the Board Risk Committee (BRC) for this important event. This virtual peer exchange and conference will showcase the BRC as a trusted place for the exchange of ideas, best practices, and topics of interest in enterprise risk oversight.

Founded in 2020, the BRC is a nonprofit, non-competitive, thought leadership peer council dedicated to advancing the effective oversight of enterprise risk management by boards across a wide range of industries.

The event will include discussions of current and emerging risks facilitated by horizon scanning that provides a real-time and forward-thinking perspective. Key risk topics will include ESG, DEI, AI, Geopolitical, and Political Polarization. BRC's goal is to maximize directors' and CROs' risk role on boards by enabling optimal risk oversight and embedding risk considerations into organizational processes.

We thank you for your participation, and look forward to a day of compelling risk considerations and conversations.

Sincerely,
Catherine A. Allen
BRC Founder and Chair of the Board



Event Planning Committee:

Catherine A. Allen, Board Risk Committee
Ellen Dube, Board Risk Committee
Susan Keating, Board Risk Committee
Sylvie Obledo, Shared Assessments
Gary Roboff, Board Risk Committee Board
Charlotte Whitmore, Board Risk Committee Board

BRC Board of Directors:

Catherine A. Allen
Joseph J. Prochaska, Jr.
Gary Roboff
Robin Slade
Charlotte Whitmore

To learn more about the BRC Board of Directors and sign up to become a member of the BRC, visit BoardRiskCommittee.org

WHO WE ARE

The Board Risk Committee (BRC) is the foremost thought leadership peer council for board risk committee members and chief risk officers. The BRC is a nonprofit, non-competitive, trusted place for the exchange of ideas, strategies, and best practices in enterprise risk oversight. We advocate for having risk committees of boards, where appropriate, and for educating board directors about enterprise risk. The BRC aims to foster more effective risk management and board oversight. The BRC works in partnership with The Santa Fe Group (SFG) and Shared Assessments (SA). SFG is a strategic advisory company providing expertise to leading corporations and other critical infrastructure organizations in the area of risk management. SA is a member-driven organization that provides thought leadership, products, education, and certifications in the third party risk management space. *The Board Risk Report is the periodic publication of the BRC.*

Example Board Risk Reports:

[Reputational Risk in the Era of Deep Learning AI](#)
[Confronting DEI Pushback](#)
[The Climate of Contradiction - ESG Issues During the Current Election Cycle](#)
[Is Your Risk Appetite Statement More than an Academic Exercise?](#)

BRC Membership:

Visit the [Membership Page](#) of the BRC website to learn more about participation and sign up to become a member today. *Corporate Board Membership opportunities and Sponsor Partnerships are also available. Contact susan@boardriskcommittee.org for more info.*

BRC Contacts:

Catherine A. Allen, Founder, Chairman, Board Risk Committee, cathy@boardriskcommittee.org
Ellen Dube, Executive Director, Board Risk Committee, ellen@boardriskcommittee.org
Susan C. Keating, Chief Partnership Officer, susan@boardriskcommittee.org

EVENT AGENDA

October 25, 2023

1:00 PM - 5:30 PM ET

***PLEASE NOTE** - Q&A will be conducted using the chat feature in the zoom platform. Please type your questions into the chat box and the moderator and/or panelists will address attendee questions near the end of each session.

1:00 pm - 1:05 pm: **Welcome** (5 minutes)

1:05 pm – 1:45 pm: **Panel on Climate/ESG** (25 mins + 15 mins Q&A)

- Patrick Decker: President and CEO, Xylem
- Eivind Lorgen: Independent Board Chair & Investor; Chair Emeritus SASB/ISSB Investor Advisory Board
- MODERATOR: Gary S. Roboff: Shared Assessments Senior Advisor; BRC Board Member

Noise generated during the current election cycle should not cause firms to deviate from the thoughtful sustainability paths they've evolved over time. Join this panel to hear how corporate boards and executive management can successfully navigate ESG issues. Directors, as always, must survey the landscape and serve as a bellwether for the enterprise. This panel will examine today's ESG landscape with the aim of providing directors useful context for improved clarity.

1:45 pm – 2:30 pm: **Peer Exchange** (45 mins)

Discuss emerging risks and new challenges – The director's experience today.

2:30 pm – 3:15 pm: **Panel on AI** (30 mins + 15 mins Q&A)

- Eric B. Bruce: US Head of litigation, arbitration & global investigations, Freshfields Bruckhaus Deringer US LLP
- Jonathan Dambrot: CEO, Cranium
- Shamla Naidoo: Non-Executive Director; Head of Cloud Strategy & Innovation, Netskope
- MODERATOR: Susan King, Dean Emeritus, John Thomas Kerr Distinguished Professor at UNC Hussman School of Journalism & Media

AI is top of mind for board directors as emerging risks accelerate. Is your AI secure? Can you trust it? Without the proper visibility, cyber security, and compliance, AI projects have the potential to create significant risks. However, emerging technology is the key to business value transformation and ensuring our digital futures. Companies and their directors must have their eyes on tomorrow and foster the agility to engage early with technologies that prove value in increasingly complex AI driven environments.

3:15 pm – 3:25 pm: **Break** (10 minutes)

3:25 pm – 4:05 pm: **Geopolitical Risks Here and Abroad** (25 mins + 15 mins Q&A)

- The Honorable Deborah K. Jones, US Ambassador (ret)
- Valerie Plame, Former Covert CIA Operations Officer

As risks advance at warp speed, Geopolitical risk is a continuous priority for board directors. Join The Honorable Deborah K. Jones, US Ambassador (ret) and Valerie Plame, Former Covert CIA Operations Officer as they help navigate the accelerated landscape of geopolitical risk including an important conversation about the Israel-Hamas War. A constantly shifting global geopolitical landscape has caused companies' exposure to geopolitical risks to intensify. Board directors can help by sharpening their understanding of the geopolitical context, monitoring developments, and exercising oversight over the controls to mitigate these risks.

EVENT AGENDA (CONTINUED)

4:05 pm – 4:45 pm: **Panel on Confronting DEI Pushback** (25 mins + 15 mins Q&A)

- Lisa Argrette Ahmad: Founder & Principal, Second Wave Advisory
- Phyllis J. Campbell: Vice Chairman, retired, JPMorgan Chase; Corporate Director & Board Advisory; Edward V. Fritzky Chair in Leadership, University of Washington, Foster School of Business
- MODERATOR: Jeff Green, Managing Diversity Reporter, Bloomberg News

In a fractured political environment, the board's oversight role has arguably become substantially more important. This panel will examine key questions relative to the state of corporate DEI programs. What are the heightened risks DEI programs face and why should boards pay attention? How can the board be assured that the companies they oversee are screening and managing those risks? Can companies demonstrate and communicate, especially to internal constituents, the importance of DEI activities to their competitive posture and their continuing commitment to maintaining those initiatives? Are there areas where the company's actions can make a positive difference?

4:45 pm – 5:25 pm: **Peer Exchange** (40 minutes)

- Discuss how boards are addressing quickly changing emerging risks.
- Scenario planning/tabletop exercises – share helpful experiences.

5:25 pm - 5:30 pm: **Final Adjournment** (5 minutes)

THE FAQs ABOUT PEER EXCHANGES

What are Peer Exchanges?

Peer Exchanges are small breakout groups of approximately 6-10 people per group conducted at two separate times during the virtual event (see above for timing). The goal of each exchange is for attendees to connect and converse with their peers in board risk governance. Conversations can include reactions to meeting content as well as discussions about board experiences and best practices. Peer Exchanges are an informal environment to connect with peers experiencing similar challenges and opportunities.

How do I access the Peer Exchanges?

There are two Peer Exchanges scheduled for this event (see above for timing). If you are in the zoom platform at the start time of each Peer Exchange, you will be automatically assigned and transported into a group. You don't have to do anything "technical" on your end! You will be transferred to a small group automatically. At the end of each Peer Exchange, all groups will automatically be sent back into the "main" meeting room for the next program element.

What should I do when I enter the Peer Exchange? How should I prepare?

Many of the breakout groups will have a designated "leader" to help break the ice - but if you enter a group without an official leader, don't worry! You are in a small group of peers and you should begin by each introducing yourselves and sharing the types of boards you sit on. The group can reflect on the content just presented and then move into a discussion on the main topic for each peer exchange:

- 1:45pm-2:30pm: Peer Exchange #1 - Discuss emerging risks and new challenges – The director's experience today.
- 4:45pm-5:25pm: Peer Exchange #2 - Discuss how boards are addressing quickly changing emerging risks. Scenario planning/tabletop exercises – share helpful experiences.

Do the Peer Exchanges follow Chatham House Rule?

Yes. In order to encourage inclusive and open dialogue in meetings, The Chatham House Rule will help create a trusted environment for the Peer Exchanges. Its guiding spirit is: share the information you receive, but do not reveal the identity of who said it. For more information about the standard application of the rule, visit [Chatham House](#).

SPEAKER BIOGRAPHIES

In Order of Appearance

Catherine A. Allen

Founder and Chair of the Board, Board Risk Committee

Catherine sits on a number of corporate, university and nonprofit boards, including, in the past, Synovus Financial, El Paso Electric Company, Stewart Information Services, RiskSense and NBS Technologies where she set up, chaired, and sat on a number of Risk Committees. She currently sits on the boards of CRI Advantage, the Belief Agency, PocketPatient MD and Supply Wisdom. She also serves on the New Mexico State Investment Council and the New York Institute of Technology Board of Trustees. She is on the Advisory Boards of Women Corporate Directors and the Executive Women's Forum. She was named one of the NACD 100 Most Influential Directors in 2018. She speaks to Board Directors and writes often on the topics of emerging technologies, cybersecurity, third party risk management, and the need for Risk Committees. In 2020 she founded the Board Risk Committee, a nonprofit aiming to foster more effective enterprise risk management and board oversight.



Gary S. Roboff

Shared Assessments Senior Advisor; BRC Board Member

**Panel Moderator*

Gary has more than four decades of experience in financial services sector planning and management, including 25 years at JPMorgan Chase where he retired as Senior Vice President of Electronic Commerce. Gary has served on the Board of Directors at multiple companies and organizations including ISTPA, the NYCE network, and the Electronic Funds Transfer Association. Gary served on the Board of Trustees at Clark University for 12 years, nine of them as Board Vice Chair and Chair of the Board's Strategic and Financial Oversight Committee.



Patrick Decker

President and CEO, Xylem

Patrick Decker was named President and Chief Executive Officer of Xylem in March 2014, and he also serves on the Xylem Board of Directors. Xylem is a leading global water technology provider, serving customers in more than 150 countries with innovative solutions to their most complex water challenges. Mr. Decker joined Xylem from Harsco Corporation, a global industrial services company where he was President and CEO. Prior to that, he served in several leadership roles at Tyco International, including President of Tyco Flow Control. Mr. Decker serves on the Bipartisan Policy Center's Executive Council on Infrastructure, the Infrastructure Committee for the U.S. Business Roundtable, as well as the advisory council for the Dean of the Kelley School of Business at Indiana University.



SPEAKER BIOGRAPHIES

Eivind Lorgen

Independent Board Chair & Investor; Chair Emeritus SASB/ISSB Investor Advisory Board

Eivind Lorgen is the former CEO & President of Nordea Asset Management (NAM) in North America. NAM is a global leader within responsible investment, sustainability & ESG. He is today an unconstrained advisor to corporate issuers, asset owners & managers, management consultants as well as non-profit organizations and leading business schools. He is a founding member of the Sustainability Accounting Standards Board (SASB) Investor Advisory Group (IAG) and the Chair Emeritus for SASB's IAG (today the ISSB). Eivind is currently lecturing at University of Glasgow Caledonian NY (Sustainability Policy & Metrics) and is also on the Reiman School of Finance Advisory Board for the Daniels College of Business at the University of Denver. He holds a BSBA from the University of Denver and he also did his master's studies at the University of Denver. His Executive Management education is from IMD, Switzerland and The London Business School. Eivind is a frequent public speaker and lecturer at Daniels College of Business. He has also lectured at Columbia Business School. Eivind served in the Norwegian Royal Air Force and played varsity soccer for The University of Denver. He lives in Harlem, Manhattan with his family.



Susan King

Dean Emeritus, John Thomas Kerr Distinguished Professor at UNC Hussman School of Journalism & Media

**Panel Moderator*

Susan King is active on nonprofit boards and advises journalism, communication and philanthropy institutions. She is Dean Emeritus of UNC Hussman School of Journalism & Media. As Dean at UNC, Chapel Hill, she held a distinguished professorship and taught courses in journalism, media leadership, and the implications of the media revolution on communications and American society. She has served at the highest levels of Higher Education, Philanthropy and Government, as Assistant Secretary of Labor and Vice President of Carnegie Corporation of New York. For twenty years King was a journalist in Washington, DC in both local and national news and served as White House correspondent for ABC News. She is a founder of the International Women's Media Foundation and a member of the Council on Foreign Relations.



Jonathan Dambrot

CEO, Cranium

Jonathan is CEO of Cranium AI, Inc. The company spun out of the KPMG Studio and came out of stealth mode in April 2023. Jonathan is a former Partner at KPMG, cyber security industry leader, and visionary. Prior to KPMG, he led Prevalent to become a Gartner and Forrester industry leader in 3rd party risk management before its sale to Insight Venture Partners in late 2016. At KPMG he led third party security globally, AI Security services, and built Cranium in stealth. He has been quoted in a number of publications and routinely speaks to groups of clients regarding trends in IT, information security, and compliance. Jonathan received his MBA from The Pennsylvania State University, is a Certified Information Systems Security Professional (CISSP), and Certified Third Party Risk Professional (CTPRP).



SPEAKER BIOGRAPHIES

Shamla Naidoo

Non-Executive Director; Head of Cloud Strategy & Innovation, Netskope

Shamla Naidoo is a technologist, innovator, economist, law professor, and business leader with decades of experience in cybersecurity. She currently serves as a non-executive director for multiple domestic and international companies, Head of Cloud Strategy for Netskope, and an adjunct professor of law at the University of Illinois, Chicago. Previously she was global CISO and Head of Information Technology Risk at IBM. Applying her experience in the healthcare, finance, hospitality, energy, and manufacturing sectors, Shamla advises governments and industry on how to embrace innovation while managing risk. She has led cybersecurity programs for some of the most targeted companies in the world and has worked effectively with boards in many industries.



Eric B. Bruce

*US Head of litigation, arbitration & global investigations,
Freshfields Bruckhaus Deringer US LLP*

Eric is the US Head of the Litigation and Global Investigations practice at Freshfields Bruckhaus Deringer, an international law firm with 28 offices around the globe. Eric regularly advises boards of both private and public companies on a wide range of risks, including regulatory, white-collar criminal defense, bet-the-company civil litigation, and other existential threats to their business.

Eric also regularly defends multinational companies and their officers and directors against allegations of bribery/Foreign Corrupt Practices Act (FCPA) violations, money laundering, securities and accounting fraud, insider trading, antitrust violations, tax evasion, and violations of the World Bank's Integrity Compliance Guidelines. He frequently advises boards and audit committees regarding complex cross-border litigation and investigations and develops strategies to favorably resolve those matters short of litigation.

While in government, Eric served as Counselor to the Attorney General of the United States and advised the Attorney General on all cross-border criminal investigations and all national security investigations, including cybersecurity, terrorism and espionage matters. Additionally, he served as Senior Counsel to the Assistant Attorney General for the Criminal Division at the DOJ, advising on complex issues arising from securities fraud and insider trading cases, as well as a variety of national security matters. Eric also served for more than 10 years as a federal prosecutor in the US Attorney's Office for the Southern District of New York where he successfully prosecuted a wide range of cases, including complex white collar fraud, international terrorism cases and high-profile extradition matters.



SPEAKER BIOGRAPHIES

Valerie Plame

Former Covert CIA Operations Officer

A former career covert CIA operations officer, Valerie Plame worked to protect America's national security and prevent the proliferation of weapons of mass destruction, in particular nuclear weapons. During her career with the CIA, Valerie managed top-secret covert programs designed to keep terrorists and rogue nation states from acquiring nuclear weapons. This involved decision making at senior levels, recruiting foreign assets, deploying resources around the world, managing multi-million dollar budgets, briefing US policy-makers, and demonstrating consistently solid judgment in a field where mistakes could prove disastrous to national security. She was also involved in covert cyber operations and counterterrorism efforts in Europe and the Middle East. Valerie has served on several non-profit boards including the Ploughshares Fund, Global Zero, the United Way of Santa Fe County, Penn State University School of International Affairs, and Postpartum Support International. She is the founder of Fair Game PAC and is the author of the *New York Times* best-selling memoir *Fair Game: My Life as a Spy, My Betrayal by the White House*, which was released as a major motion picture of the same name starring Sean Penn and Naomi Watts.



The Honorable Deborah K. Jones, US Ambassador (ret)

Ambassador Deborah K. Jones retired from the U.S. Department of State in November 2016 with the rank of Career Minister following 34 years of service. Jones was US ambassador to Libya (2013-2015) and Kuwait (2008-2011) as well as other overseas assignments in Istanbul, Turkey, the United Arab Emirates, Ethiopia, Syria, Tunisia, Iraq, and Argentina. Her last assignment was as Deputy Commandant/International Affairs Advisor at the Dwight D. Eisenhower School for National Security and Resource Strategy (formerly ICAF) of the National Defense University from October 2015 to November 2016. Jones served as Scholar-in-Residence at the Middle East Institute from August 2012 to March 2013. She was also detailed to the U.S. Naval War College in Newport, Rhode Island as Senior Faculty Advisor for National Security Affairs. Ambassador Jones currently chairs the Boards of Amideast, established in 1951 to create educational opportunity and cultural awareness for underserved populations in the Middle East and North Africa, and the Hollings Center for International Dialogue.



Jeff Green

Managing Diversity Reporter, Bloomberg News

**Panel Moderator*

Jeff Green is a Bloomberg reporter covering the equality beat from the Detroit area. He was listed among the top 11 diversity reporters in 2022 by Business Insider. He joined Bloomberg in 2001 from BusinessWeek.



SPEAKER BIOGRAPHIES

Lisa Argrette Ahmad

Founder & Principal, Second Wave Advisory

Lisa is a seasoned operating executive and Nose In, Fingers Out independent board director. Her experience in senior operating and advisory roles gives her credibility with executive management teams and laser-focused insight on identifying, evaluating, and mitigating strategic and financial risks. She has built these skills from work across multiple continents (United States, Europe, Latin America), companies (Leslie Fay, McKinsey & Co., Chase Manhattan Bank), and nonprofits (REACH Prep, HBSCP, IFAM, etc). With a track record of driving business transformation, Lisa brings a clear and dynamic vision for P&L growth and meaningful ESG / DEI management.



Phyllis J. Campbell

Vice Chairman, retired, JPMorgan Chase; Corporate Director & Board Advisory; Edward V. Fritzky Chair in Leadership, University of Washington, Foster School of Business

Phyllis J. Campbell is an independent advisor and board member, with a focus on board governance and CEO effectiveness. She founded her consulting practice in 2023 to help foster high-performance boardroom climates and effective board-CEO partnerships. Phyllis has an extensive career of board service, both in the for profit and not-for-profit sectors. Phyllis was elected to the Remitly (RELY) board as of April 2023. She is also a board member of the Air Transport Services Group (ATSG). She served as an independent director for Alaska Air Group from 2005-2020. She previously served on the Nordstrom board of directors and chaired the Audit Committee for seven years. In addition, she is a member of SanMar's Advisory Board and the Allen Institute.



Thank you for attending this BRC event!
We appreciate your time and interest in the Board Risk Committee.

Visit BoardRiskCommittee.org to learn more about the BRC