



The Senate Select Committee on Women, Work & Families presents:

A Seat at the Table: Why More Women on Corporate Boards Protects Workers, Families, Retirees and Shareholders

August 29, 2017, 2:30 p.m. to 4:30 p.m.

California State Capitol, Room 2040, Sacramento, California 95814

Panel One: The Current Status of Board Gender Diversity

ANNE STAINES



Anne Staines is a leading social marketing expert, specializing in campaigns that motivate consumers to adopt behavior that is in their best interest and for the good of society. She has more than 25 years of experience managing statewide and national campaigns for a wide range of public and private clients ranging from American Express, Columbia Pictures and Mattel to numerous public-sector clients including California Energy Commission, CalSTRS, Cal Grants, CAL FIRE, Department of Technology Services, First 5 Placer, and Caltrans.

Anne is a recognized expert at developing partnerships that bring additional resources, community participation and visibility to campaigns. Anne has negotiated more than \$35 million in partnership contributions and leveraged media donations through public-private partnerships.

Anne is a featured speaker on Social Marketing. Recent topics include: “Changing the Traffic Safety Culture;” National Center for Excellence in Rural Safety 2008 Summer Institute “Marketing Energy Efficiency and Solar;” Green Valley Summit, Ontario CA “Fix I-5: Changing Driver Behavior to Keep Sacramento’s Gateway Open;” Sacramento Public Relations Association “Creating Winning Social Marketing Programs;” UC Davis Extensions “Traffic-Stopping Social Marketing Tactics Behind the Fix I-5 Campaign;” California State Information Officer’s Council 2008 Training Day

Caltrans awarded Anne their prestigious “Excellence in Transportation Award” for her leadership in the life-saving “Slow for the Cone Zone” campaign, and recognized Anne and her staff with Certificates of Appreciation for above and beyond contribution to the success of their 2008 “Fix I-5” campaign.

Anne has a Bachelor of Science degree in marketing with an advertising emphasis from California State University, Fullerton, where she was honored as the Gordon Fife Outstanding Marketing Student; a certificate from the Social Marketing Communications Academy, Georgetown University; and she participated in the Ogilvy and Mather International Account Management training program in Toronto, Canada.

ANNALISA BARRETT



Ms. Barrett is a Clinical Professor of Finance at the University of San Diego’s School of Business Administration. She teaches graduate courses in Corporate Governance and undergraduate courses in Corporate Governance, Financial Statement Analysis, and Personal Finance. Her research interests focus on corporate governance practices, board composition and director demographics, and corporate disclosures. She is the author of numerous reports and articles which have been published in a variety of practitioner journals. She has been quoted in the New York Times and US News & World Report, among others, and her research has been featured on the front page of the Wall Street Journal.

Ms. Barrett is an active consultant in the field of corporate governance, focusing on board composition and shareholder engagement. She is the founder and CEO of Board Governance Research LLC, which provides independent research on corporate governance practices, board composition, and director demographics. She is also a Senior Advisor for ValueEdge Advisors, which was founded by corporate governance

leaders Richard Bennett, Robert AG Monks, and Nell Minow. ValueEdge Advisors advises institutional investors regarding effective corporate governance engagement to preserve portfolio value and diminish risk.

In 2008, Ms. Barrett was named a Millstein Rising Star in Corporate Governance. She is a member of Board of Directors of the Corporate Directors Forum, a San Diego-based a nonprofit to promote high standards of professionalism and ethics in corporate governance. She serves on the Education Committee and is a co-author of their Governance Academy director training courses.

Previously, Ms. Barrett was Vice President and Senior Research Associate at The Corporate Library, where she led the firm’s research on the effectiveness of the board of directors. She was the creator and main author of the annual *Governance Practices* report published by The Corporate Library, as well as other reports on board practices, compensation, and composition. Ms. Barrett also managed the firm’s custom research business and provided research, analysis, and advice to various clients.

Before joining The Corporate Library, Ms. Barrett was a Research Consultant at Towers Perrin (now Willis Towers Watson). As a member of the firm’s Executive Compensation Research and Development group, she focused on research related to corporate governance, director compensation, and incentive plans for executives. Prior to that, she spent several years in the Family Wealth Planning practice of Arthur Andersen, where she advised executives on tax matters including income, gift, and estate tax planning.

Ms. Barrett has an MBA, with distinction, from the Ross School of Business at the University of Michigan. She and her husband and their two young children live in San Diego, California.

EVA SAGE-GAVIN



Eva Sage-Gavin

Member of the Board of Directors at BroadSoft

United States | Telecommunications

Current BroadSoft, TalentSky, Inc, The Boston Consulting Group

Previous The Aspen Institute, Gap Inc., Sun Microsystems, Inc.

Education Cornell University

Distinguished Senior Advisor and Board Director with broad experience in top leadership roles in Fortune 500 global Consumer, Technology and Retail corporations including Gap Inc, PepsiCo, Disney, Xerox and Sun Microsystems.

Board Director at BroadSoft, a global unified communications software as a service (UCaaS) provider and TalentSky, a professional skills networking company. Former member and first woman elected to the Board of Directors of Sapien, a global digital technology marketing firm and served on the Compensation Committee until the successful acquisition by Publicis.

Previously was the Chief People Officer and head of Corporate Affairs at Gap Inc. for 11 years. Led the company's human resources, internal and external communications, government and public affairs, social and environmental responsibility, and Foundation teams responsible for supporting 136,000 employees, serving customers in 90 countries.

Deep expertise in Human Resources, C-Suite Leadership Development & Succession Planning, Communications & Risk management, Public Policy, Workforce Development, Employee Engagement and Diversity & Culture strategies.

Senior Advisor for both the Boston Consulting Group in the Consumer and Technology practice areas, as well as the G100 Network and Talent Consortium.

Former Vice Chair of Skills for America's Future Advisory Board at the Aspen Institute and a previous member of the UpSkill America coalition, working directly with public and private partnerships to build skilled workforces and close the skills-employment gap.

Panel Two: The Benefits of Board Gender Diversity

MITCH MITCHELL



Eugene "Mitch" Mitchell is vice president of state governmental affairs and external affairs for San Diego Gas & Electric (SDG&E) and Southern California Gas Company.

Mitchell is responsible for state governmental affairs for both companies and oversees all external affairs activities for SDG&E.

Mitchell holds a bachelor's degree in political science from the University of Redlands.

Mitchell currently serves on the boards of directors of the Children's Hospital of Los Angeles, San Diego Museum of Art, Voice of San Diego, The Sharp Hospital Board of Directors, the Jacobs & Cushman Food Bank Advisory Board, and The New Children's Museum Advisory Board.

BETSY SANDERS



Betsy Sanders has lived her life committed to supporting leadership evolution on every level: personal, organizational, and global. In service to the specific needs and vision of her clients, she is qualified as both a life and an executive coach, director, consultant, mentor, speaker, and writer. She partners with clients around the world who are committed to leading meaningful organizations based on leading meaningful lives.

Her message is encouraging – and challenging. On a personal level, she works with those committed to their own transformation in owning and developing their essential abilities and gifts, assisting them in turning their dreams into realities. Her expertise with organizations is in supporting them in making their values operational and their operations driven by their values. She leads her seminars and workshops by example, speaking from her own remarkable experience with warmth, humor, intelligence, candor and integrity.

Ms. Sanders began her experience leading winning-edge organizations when she joined Nordstrom as a sales apprentice. She moved quickly through the ranks, becoming Nordstrom's first female store manager. Ms. Sanders and her team made retail history building the new southern California business to \$1 billion in annual sales over a twelve-year period, quickly becoming Nordstrom's largest and most profitable region. While developing Nordstrom into a business partnership with their customers, this team, under Betsy's leadership is credited with having set the industry and international standards for service.

Her book, *Fabled Service*, has been a sustained top-seller since its first printing in 1995. Now available around the world in several languages, it has become the service leadership handbook of choice for numerous established businesses and budding entrepreneurs alike.

Over the past thirty years, Ms. Sanders has held director positions with some dozen prominent public corporations, including Wal-Mart, Wolverine World Wide (Merrill, Hush Puppies, etc.), Washington Mutual, Denny's, and WellPoint (Blue Cross). In addition, she serves on advisory boards for several privately held companies and as a personal mentor to executives in various customer-focused businesses; and has served as an advisor/director of numerous non-profits.

Ms. Sanders earned an undergraduate degree in German Language and Literature, studying at the University of Munich under the sponsorship of Wayne State University. She has a Masters in Secondary Education from Boston University and a Certificate in Management from the University of Washington Graduate School of Business. She is a dedicated lifelong learner, holding certificates from numerous seminars and programs, all of which have added greatly to her understanding of the dynamics of highly functioning, customer-focused organizations. In addition, she has devoted herself to the inner development of herself and her clients, with study in the areas of Transpersonal

Psychology, Positive Psychology, Values, Theory U, and Heart Math, among other related fields. She is also a certified Celebrant, and brings those skills into much of her work.

Everything Ms. Sanders is involved in is generated from her core belief in the unique giftedness of each person. The underlying call to leadership at every level is to create and sustain cultures that invite whole people in to find and share their gifts – and send whole people back out to their families and communities, while meeting real needs. She is a pragmatist, valuing the healthy aspects of capitalism currently being emphasized as Conscious Capitalism, in short, she is committed to the imperative in our times of the practice of business being a force for good.

CRISTINA ROSE



Cristina was one of California’s first women legislative advocates when she began her career as the Legislative Director for the California Department of Consumer Affairs in 1972. Three years later, she became the first woman hired by a private legislative advocacy firm in Sacramento.

In 1987, Cristina co-founded Rose & Kindel, a leading California-based public affairs firm providing governmental, community and media relations services through its offices in Los Angeles, Sacramento and Washington, D.C.. She served as Chair until the firm was acquired in 2004 by a publicly traded international public affairs and public relations company, Huntsworth plc. Following the acquisition, she was named Senior Managing Director and CEO of Rose & Kindel Public Affairs and of Grayling, the firm’s communications offering.

Cristina currently serves as President and CEO of Rose Policy Solutions, providing strategic counsel, reputation management, and legislative policy and issues management services to a variety of clients.

Cristina has served on a number of corporate and nonprofit boards of directors. She was a member of the Board of Directors of HMSHost from 1999 – 2003, and on the board of the The Mills Corporation, publicly traded on the NYSE, from 1998 until the company was acquired in March of 2007. While on the Mills board, she chaired the International Committee, and served as a member of the Nominations & Governance, Compensation and Audit committees.

From 2012 to 2016, Cristina served as Chair of the Los Angeles Metropolitan YMCA, the first woman elected to this position in the board’s 130 year history. She continues to

serve on this board which maintains fiduciary and oversight responsibility for the 26 YMCAs in the region.

She is currently Chair of the Board of Overseers of the Claremont University Consortium.

Cristina was a founding board member of The California Channel, and served as a Coro National board member and as Chairman of the Board of Coro Southern California, a nationally renowned public affairs training program.

She served on the Board of Directors and Executive Committee of the American Council of Young Political Leaders, an educational and political exchange program funded by the U.S. Department of State, and headed the organization's first delegation to Viet Nam, leading a group of elected and appointed officials selected from throughout the U.S.

Among a variety of other nonprofit endeavors, Cristina served as Vice President of the Los Angeles Environmental Quality Commission, and as a member of the California Journal Editorial Advisory Board, and the Boards of Directors of the California Journal Foundation and the California Historical Foundation.

Cristina and her former business partner were honored to receive the Los Angeles Business Council "Woman of the Year" award; the Los Angeles Chapter of the National Association of Women Business Owners "Advocate of the Year" award, and the "Courageous Leader" award from Women Against Gun Violence.

Cristina was the recipient of the "Trailblazer Award" at the annual Statewide Women's Conference, sponsored by California women legislators; and in 2010, along with California Controller John Chiang and LA Police Chief Charlie Beck, received the prestigious Coro Crystal Eagle award for extraordinary contribution to the civic life of the State of California.

Cristina's experience representing well over 700 clients in her professional career, along with her years of board service, have contributed to her expertise in regulatory and public policy risk management; mergers and acquisitions; operations and budget management; global business development; strategic positioning and crisis communications; and corporate social responsibility (CSR). She brings a knowledge of the inner workings of government combined with political and strategic judgment acquired through years of accomplishing a wide range of business objectives at national, state, and local government levels.

A native of California, Cristina holds a Bachelor of Arts Degree in English from UCLA.

CALIFORNIA INSURANCE COMMISSIONER DAVE JONES



Dave Jones is California's Insurance Commissioner. He was first elected Insurance Commissioner on November 2, 2010 and re-elected on November 4, 2014. Jones leads the California Department of Insurance and regulates the California insurance market. Insurers collect \$288 billion a year in premiums in California, making it the nation's largest insurance market.

In 2011, Commissioner Jones established the Insurance Diversity Initiative (IDI) at the California Department of Insurance. The Initiative aims to increase procurement from diverse suppliers and increase governing board diversity in California's \$288 billion insurance industry. Since inception, procurement from diverse California businesses has increased 83% (from \$930 million to \$1.7 billion). Governing board diversity remains a challenge. In 2016, 80% of insurance company governing board seats were reported held by men, 96 insurance companies reported zero women on their governing boards, and 273 insurance companies reported zero persons of color on their governing boards.

The initiative is focused on transparency, as “what gets measured, gets done.”

ANNE SHEEHAN, CalSTRS



Ms. Sheehan is the Director of Corporate Governance for the California State Teachers' Retirement System (CalSTRS), the largest teacher's public pension fund in the USA, where she is responsible for overseeing all corporate governance activities for the fund including proxy voting, company engagements and managing over \$4 billion placed with activists managers. Prior to that, she served as Chief Deputy Director for Policy at the California Department of Finance. During her tenure at Finance, Ms. Sheehan served on both the CalSTRS and CalPERS Boards as well as serving as the Executive Director of the Governor's Post-Employment Benefits Commission. Ms. Sheehan served two terms as the Chair of the Council of Institutional Investors, served two terms as a member of the NASDAQ Listing Council and serves on the Advisory Board of the Weinberg Center on Corporate Governance

at the University of Delaware. Ms. Sheehan also serves as the Chair of the Investor Advisory Committee of the Securities and Exchange Commission. Ms. Sheehan was named one of the 100 most influential people on corporate governance by Directorship magazine for the past six years.

ANNE SIMPSON, CalPERS



Anne Simpson is investment director, Sustainability at CalPERS. She oversees CalPERS' sustainability strategy across the total fund. This includes CalPERS' work on advocacy, engagement, and integration, working through partnerships. Her strategic priorities include issues framed by CalPERS Investment Beliefs and include data and corporate reporting; manager expectations with a focus on climate change, diversity, and inclusion; and alignment of interest.

Anne's previous roles include investment director, Global Governance at CalPERS; senior faculty fellow and lecturer, Yale School of Management; executive director, International Corporate Governance Network; Head of the World Bank-OECD, Global Corporate Governance Forum; and joint managing director, Pensions and Investment Research Consultants, Ltd., where she was a corporate representative with the Investment Management Regulatory Organization and, earlier, the Financial Intermediaries, Managers and Brokers Regulatory Association.

Anne is a board member of the Council of Institutional Investors, the International Financial Reporting Standards Advisory Council, Public Company Accounting Oversight Board Investor Advisory Group, and the Leadership Council of the Robert F. Kennedy Center for Justice & Human Rights. She also sits on the Advisory Board of the Haas School of Business Center for Responsible Business at the University of Berkeley, and the Millstein Center for Global Capital Markets and Corporate Ownership at Columbia University.

She is the author of "The Greening of Global Investment," published by the Economist, and the co-author of "Fair Shares: The Future of Shareholder Power and Responsibility," published by Oxford University Press.

Anne has a master's degree (converted from a bachelor's) from Oxford University, where she studied politics, philosophy, and economics. She was a Slater Fellow in development economics at Wellesley College, Massachusetts.

Panel Four: Moving Forward on Increasing Board Diversity

BETSY BERKHEMER-CREDAIRE



Author of "The Board Game – How Smart Women Become Corporate Directors," Betsy is president and co-founder of Berkhemer Clayton Inc., retained executive search firm. Her book "The Board Game" reveals how 58 women directors found their first corporate board seats. She serves on the boards of the statewide National Association of Women Business Owners-California (NAWBO-CA), also Southern California Leadership Network (SCLN) and was previously on the consumer advisory board at Southern California Edison (SCE) and UCLA Medical Center.

Betsy chairs the Los Angeles/Orange County chapter of Women Corporate Directors (WCD), a global nonprofit network of women serving on public and private boards. She has been keynote speaker throughout the U.S., and in Washington D.C. at the U.S. Chamber of Commerce.

Based in downtown Los Angeles, Betsy co-founded Berkhemer Clayton Inc. 22 years ago with business partner Fred Clayton. The firm specializes in searches for Boards of Directors, also senior management of Corporate Communications, Finance and Investor Relations. Client companies include Bank of America, GAP, Mattel, Toyota, Ross Stores, Southern California Gas Company, Tournament of Roses, City of Hope, UCLA, USC and American Lung Association.

Before going into retained executive search, Betsy owned a major public relations agency which was acquired by global firm Golin/Harris based in Chicago. She's a graduate of UCLA.

RACHEL MICHELIN



Leader of a statewide women's leadership organization committed to supporting, training and recruiting women to become active leaders in their communities. Increased the organization's statewide brand by tripling membership, increasing the number of statewide chapters and increasing the organization's reach through an aggressive statewide outreach. Strong relationship with the Governor's office to empower women to seek political appointments at the state level. Conceptualized and executed a grassroots outreach campaign to educate and train women on how to apply and get appointed at the statewide level through the California Women's State Appointments Project, which became a national model for other women's political organizations. Cultivates relationships with elected officials and staff at all levels of government, associations of elected officials, political organizations, other non-profits, the business community, and the public in order to promote the goals of California Women Lead and California Women Lead partners. Create and train women leaders on public policy issues ranging from ranging from healthcare, energy, economic development in order to encourage women to be advocates with their local communities and state.

**Executive Director/CEO
California Women Lead**

DIANE de MAILLY



Celebrating 21 years in business, Diane de Mailly is Founder and President of DDM Metering Systems, Inc., a utility submetering design, installation and reading/billing service company serving residential and commercial multi-tenant properties. In 2016, Diane joined the NAWBO California Board as Public Policy Director.

Past President of the NAWBO Ventura Chapter, Diane served on the Board from 2011 – 2016. In 2011 Diane received the Ventura Chapter Bravo Award for “Woman Business Owner of the Year” and was recognized by NAWBO CA for Business and Leadership at the annual Conference in San Diego.

From 2014 - 2016 Diane was an appointee of the Ventura County Board of Supervisors to the newly established Women’s Economic Roundtable and was elected Chair for the 2015 and 2016 terms. In 2015 and 2016, the Pacific Coast Business Times honored Diane as one of the “Top Fifty Women in Business.”

Public Comment Speakers

LORI C. KAMMERER



LORI C. KAMMERER is nationally recognized as a leading authority on policy issues affecting California's small businesses, including workers' compensation, healthcare and raising capital for small and start-up companies throughout our state. Kammerer represented the business community as Executive Director of the California Coalition on Workers' Compensation from 1987 to 2002 before founding her firm in 2002.

Kammerer & Company is a full-service government relations and advocacy firm. Ms. Kammerer serves as its principal Legislative Advocate and Policy Director for employers and trade associations that represent the interests of small businesses.

For over 30 years, Ms. Kammerer has worked to ensure that California's workers' compensation system and all policies important to small businesses remain the top priority for the last six Administrations and the Legislature. Additionally, she advances the interests of employers and providers before the state's top regulatory officials, the Legislature, and the Administration.

Kammerer is also recognized for her successful coalition building, marketing, fund-raising and grassroots membership development techniques. Her extensive experience in enhancing the visibility of issue campaigns for nonprofit associations and political races have led to successful wins. Additionally, she develops, directs and implements grassroots and advocacy programs for insured and self-insured small and large employers, including public sector employers who represent cities, counties and schools.

Ms. Kammerer has consulted for several political campaign management firms, including Woodward & McDowell, Townsend & Company, and Ray McNally & Associates on statewide initiatives and local campaigns. She worked with the Maryland-based fund-raising firm of Odell, Roper & Associates during the 1984 presidential campaign, while serving as a member of the Presidential Advance Team in Washington, D.C. She launched a public relations campaign for the Sacramento Business Council during its formative years, bringing nationally known political and entrepreneurial figures to address the Council's business executives in Sacramento.

Kammerer serves as an advisor to several Boards and Commissions and Task Forces including the California Commission on Health & Safety & Workers' Compensation, the California Workers' Compensation Insurance Rating Bureau, the California State Council of Laborers, and numerous Chambers of Commerce. She is a member of The Sutter Club and Member of the Board of Directors of the National Association of Women Business Owners – Sacramento Valley Chapter. Ms. Kammerer earned a Bachelor of Arts degree in Business and Communications from Pepperdine University, where she was graduation class speaker. Ms. Kammerer is a volunteer public relations consultant to various philanthropic organizations.

JENNIFER C. MANUEL, M.A., PCC



Jennifer is the Founder & CEO of **Via Consulting Group**, a boutique leadership development consultancy and executive coaching organization dedicated to closing the gender pay gap in the Sacramento region & helping women solve their most challenging career transitions with grace. A Sacramento native, Jennifer received undergraduate degrees in Psychology & Philosophy from **Santa Clara University** and her Masters in Industrial/Organizational Psychology from **New York University**.

Before starting Via in 2015, Jennifer spent 10 years in a variety of leadership roles in **IBM's Global Business Services** consulting organization, where she created & ran award-winning global programs for Fortune 100 clients in talent management, leadership development, change management, and digital collaboration. She is an advocate for servant leadership, strengths-based development, and feminine approaches to management & goal-setting.

Jennifer is an instructor of a variety of leadership & management-focused courses at the **University of California, Davis Extension** and serves as a Leadership Ambassador for **Take The Lead**, an organization dedicated to achieving leadership parity for women across the U.S. by 2025. The Millennial advocate for the Baby Boomer generation, Jennifer's **TED Talk, *Ageism in the Knowledge Era***, has resonated with audiences worldwide. Her most recent talk at the **United Nations Commission on the Status of Women** explored the global drivers of the gender pay gap & the local action needed to close it in our communities.

Jennifer is proud to serve as the President Elect of **NAWBO Sacramento Valley**, the Chair of the **Women & Girls Advancement Coalition**, and as a Board Member for both the **United Way Resource Development Committee** and **California Groundbreakers**.

LAURA NEUBAUER

Laura is a serial entrepreneur. Her expertise is in transportation and logistics with a reputation in delivering extraordinary client experience. Her exceptional business acumen coupled with her grit and entrepreneurial spirit grew her previous company Deliver It into a multi-million dollar company within its first couple years.

Laura has successfully excited from Deliver-it and is now part of a new start-up Identifi Biosciences, and is creating a revolution in home drug testing.

Identifi Biosciences is helping reduce the social stigma of addiction through its discrete, home based testing products. And our mission is to help save lives and improve the quality of lives affected by substance abuse, addiction and overdose.

Laura has been recognized as Orange County's "Entrepreneur to Watch". She was honored as California's "Business Women Of The Year". And her previous company Deliver-It has been recognized as one of Inc's fastest growing companies in America.

Laura is a past president of both NAWBO California and the NAWBO Orange County Chapter, one of the largest chapters of the nation. Laura continues to serve on the NAWBO California board.

ANGELA DePAOLI M.S., P.M.P.



Angela DePaoli is the sole proprietor and President/CEO of Bargas Environmental Consulting, LLC, a federal and state certified minority woman-owned small business. Over the last five years, Angela has taken Bargas Environmental Consulting from a small startup in her home to a thriving business that offers biological and cultural resource technical and regulatory permitting services. She has proven highly skilled in managing projects in an array of industries and a particular strength in coordinating between public agencies, private clients, elected officials, construction contractors, sub-consultants and project teaming firms to ultimately achieve a mutually agreed upon outcome.

Additionally, DePaoli is dedicated to serving as the President of the Sacramento Valley Chapter of the National Association of Women Business Owners, while being a member of the Sacramento Hispanic Chamber of Commerce and a mentor for the Association of Women in Water, Energy and Environment. Her community involvement and passion for helping other professionals grow has been acknowledged with several rewards over the last few years. Including, her Latina Excellence in Business in 2015 award; the Women on the Way Award from the National Association of Women Business Owners in 2016; the Small Business Award from the Federal Small Business of the Year in 2017.

DAWN HAGHIGHI



DAWN HAGHIGHI, is General Counsel, Privacy and Compliance Officer for affiliated companies PCV Murcor Real Estate Services (Los Angeles), Hightide Settlement Services (Anaheim) and Vendor Resource Mortgage Services (Dallas). Her career encompasses senior management positions with responsibility for matters at several multi-national corporations, including Assistant General Counsel and Privacy Officer for Princess Cruise Lines, Ltd., General Counsel for the Illinois Division of Charter One Bank, NA (Royal Bank of Scotland), and Midwest Employment Counsel for Nordstrom, Inc. Ms. Haghighi is a frequent lecturer before corporate boards, foundations and professional organizations around the world. She is active in a number of international, public policy, and not for profit organizations. In recent years, she was selected as a participant to the U.S./China Economic & Trade Cooperation Forum welcoming then PRC Vice President Xi Jinping to Los Angeles, as a delegate to the Salzburg Global Seminar in Salzburg, Austria as a member of the United States delegation to the Enhancing the Middle East's Economic Future IV Forum Doha, Qatar, as a speaker at the First Sino- American Women's Conference Beijing, China, as an invited participant to the RAND China Reform Forum Beijing, China, a participant at the United Nations Fourth World Conference on Women, Beijing, China, a presenter to the Supreme People's Court Mediation and Arbitration Congress in Beijing and Shanghai, China and as a delegate to several HKTDC Business Forums in Honk Kong, SAR. Ms. Haghighi also attended the White House Welcome Ceremony for the PRC Premier Wen Jibao. Recent speaking engagements include presenting at the Association of Corporate Counsel Financial Services Conference on Best Practices: Risk Management for Corporate Boards, a presenter at the Daily Journal Inaugural Women Leadership and the Law

Forum on Getting A Seat at Table: Women on Corporate Boards, a panelist at the Daily Journal Inaugural Cyber Boot Camp on Cyber Risk Management for Corporate Boards, a keynote presenter at the Ford Harrison Executive Women's Leadership Conference, a keynote panelists at the Greenberg Taurign National Executive Women's Leadership Conference on Juggling it All: Work Life Balance.

Her community involvement also vests in memberships of a number of international, public policy, and not for profit organizations. She is Chair of the Association of Corporate Counsel Global Real Estate Committee, Special Programs Chair of the Association of Corporate Counsel Global Financial Services Committee, Co-Chair of the Association of Corporate Regulatory Work Group and a member of the Pacific Council on International Policy (invitation only). She has served on the Board of Directors of the Association of Corporate Counsel SoCal, the Los Angeles Committee on Foreign Relations (invitation only), the Western Justice Center Foundation, and the National U.S. Hong Kong Business Association (past chairmen and founding director). She was also a founding director and secretary of the Princess Cruises Community Foundation. In Chicago, Illinois she served on the Board of Directors for the Hong Kong Business Association of Midwest (past president), The Association of Corporate Counsel Chicago (past president) and the Chinese American Service League. She is also pro bono consultant to the Rockefeller Pacific Trust advising on the advancement of national and international justice systems, with emphasis on transnational economic activities. Ms. Haghighi has also served on a number of national advisory boards for the Bahai's of the United States. Ms. Haghighi has received many professional awards including the Association of Corporate Counsel Advocacy Award, the Los Angeles Business Journal In-House Counsel Awards (Finalist), the Alston & Bird Women of Distinction Award, the Association of Corporate Counsel Robert Townsend Member of the Year Award and the Association of Media and Entertainment Honoree.