



CHRISTINE J. SPADAFOR

Addendum to Bio For Consideration as a Board Candidate

Thank you for the opportunity to submit this Addendum to accompany my bio. The intention is to expand on my experiences with public and private companies, as Governance Chair, ESG, my health/environmental background and DEI. All, I believe, provide valuable diversity of thought to a board of directors.

I have 14 years of public board experience. For 13 of those years, I have been a member of the Audit Committee, working closely with Deloitte, the company's independent auditing firm. Also for 13 years, I have been a member of the Governance and Nominating Committee. Based on my risk management, regulatory compliance, and program quality evaluation experience, I was named Chair of the Committee, a position in publicly traded companies held by only 14% women (according to research conducted by Baker Library staff at Harvard Business School). The company's Compliance Committee and ESG Committee report to the full board through the Governance Committee. In addition to ensuring the roles and responsibilities of the Committee are carried out as outlined in the Charter, I have worked with inhouse and outside counsel to review and revise all committee charters, as well as the company's corporate guidelines.

As Chair of the Governance and Nominating Committee, I led the search for a new board director and ran the process not as a "one-off," but rather focused on building a "pipeline" of diverse, qualified candidates in service of developing the board's succession plan. That goal was achieved.

More recently, the public company board established a Special Committee to review a confidential and sensitive matter. The board unanimously voted me as Chair. The Committee engaged outside counsel, with whom I worked closely. During the extended review process, I regularly briefed the Independent Directors, Executive Chairman, and Vice Chair of the board in order to ensure transparency.

As noted in my bio, until recently I was on the board of directors of Kindred at Home, a private company that was sold to Humana and a private equity firm. I served as Chair of the Compliance and Quality Committee.

In addition, I have 10+ years' experience working with private equity firms, serving as an Advisor to firm partners, as well as Board Advisor to portfolio companies on topics, including strategy, repositioning, and human capital related to M&A initiatives.

I have deep experience in both ESG and DEI, which I believe is a valuable contribution to boards, now more than ever.

The "E" is based on my educational background in science and public health and related professional positions. The Master's degree from Harvard School of Public Health included course work at the Massachusetts Institute of Technology. At MIT, I co-authored a workplace treatise published by Johns Hopkins University Press, with a professor in the Science and Technology core. And while at Harvard Law School, I was an editor of The Harvard Environmental Law Review.

Adding the sometimes-overlooked correlated health aspect to "E", I also worked as an ICU nurse at the University of Pittsburgh Medical Center, a Health and Environmental Scientist at the Environmental Protection Agency and US Department of Labor, General Counsel at a pediatric hospital, and served as an Advisor to the United Nations in China on public health and sustainability.

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Given this foundation, I have participated in substantive environmental discussions with both for-profit and not-for-profit boards. My public health background has been a particularly helpful asset during the pandemic.

For decades I have been involved in the “S” component of ESG, providing pro-bono consulting services to non-profits and serving on non-profit boards. For nearly 10 years, I dedicated my extensive experience in financial, operational and organizational management to a highly regulated charity caring for abused, abandoned and homeless children. As CEO, I inherited a nearly bankrupt organization – and against all odds, set the ambitious growth strategy, restructured the corporation and corporate governance, and led the execution of the strategic plan that resulted in an innovative turnaround that received national acclaim. The turnaround story was written as a case study taught in the “Environment and Social Sector” core at Tuck School of Business at Dartmouth.

I continue to be involved with a number of non-profit organizations as advisor or board trustee.

My “G” experience is described above.

My commitment to DEI is long-standing. During my CEO tenure at the charity, more than 50% of the employees were women and persons from underrepresented groups, including members of the executive management team.

Thank you for your consideration as the board candidate selection process moves forward.