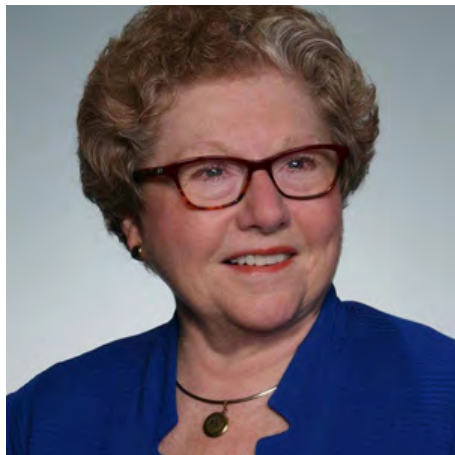

2022

**YEAR IN
REVIEW**





MESSAGE FROM THE CHAIR

I am pleased to share with you this Annual Review of DirectWomen's activities and successes in 2022. For fifteen years, DirectWomen has been working to increase the representation of women lawyers on corporate boards. We are incredibly proud of our success, rising to the challenge our founders set back in 2007. Those visionaries knew that women lawyers would make effective corporate board directors; they just needed a seat at the table.

Each year, DirectWomen selects a small group of accomplished board-ready women lawyers to participate in the Board Institute, a program designed to help participants position themselves for service as directors on corporate boards. These women are General Counsel of public and private companies, law firm managing partners, and leaders who possess the business experience, independence, and judgment required for board effectiveness. In 2022, 18 women lawyers participated in the Board Institute, adding to the rich pool of director candidates.

In 2022, 20 DirectWomen Board Institute alumnae were appointed to 23 corporate boards. Of the more than 250 women who have gone through the DirectWomen Board Institute, over 40% have been added to more than 180 corporate boards during the past 15 years. DirectWomen supports its network of alumnae by offering regular programs, board search opportunities, and networking events.

This year, DirectWomen continued to advance the conversation on board diversity and enhance our advocacy for women lawyers as board candidates through regular webinars, our monthly newsletter, and social media updates. The annual Sandra Day O'Connor Board Excellence Award Luncheon happily returned to an in-person event in 2022, bringing together CEOs, sitting directors, search firm executives, law firm leaders, and others who support our mission to celebrate our outstanding honorees: Hasbro, Inc., Mary L. Schapiro, Kathleen Wilson-Thomson, and Hillary A. Sale.

None of this would have been possible without our network of enthusiastic supporters. We are incredibly grateful to our sponsors and individual donors for their generosity. Together, we are improving diversity on corporate boards.

Thank you for your ongoing support of our important mission.

CATHARINE BIGGS ARROWOOD

Chair, DirectWomen

Retired Of Counsel, Parker Poe Adams & Bernstein LLP

STRATEGIES TO ADVANCE THE MISSION

1

BOARD-READY WOMEN LAWYERS: Provide Board Institute class members and alumnae with assistance to position themselves for board service.

2

RAISE AWARENESS: Promote the importance of board diversity and the value proposition of women lawyers as board candidates. Establish DirectWomen as the leading organization for women lawyers interested in board service.

3

FACILITATE CONNECTIONS: Engage and connect aligned organizations and corporations seeking women directors with DirectWomen.

4

CREATE A PIPELINE: Inspire women lawyers to consider and position themselves for future board service.

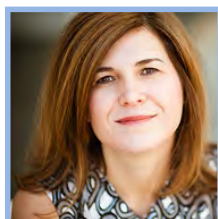
BOARD INSTITUTE CLASS OF 2022

Every year, DirectWomen identifies a small group of leading women lawyers to participate in the annual Board Institute based on an assessment of their ability to provide the experience, independence, and business judgment required for board effectiveness. The Board Institute provides working sessions designed to help participants develop their value proposition and personal board-search strategies. The 2022 Board Institute was held in New York City from October 12-14, 2022.

The DirectWomen Board Institute Class of 2022



Jennifer I. Ansberry,
Executive Vice President,
General Counsel, and
Secretary, Lincoln Electric
Holdings, Inc.



L. Scott Askins,
Former General Counsel, Chief
Compliance Officer, and
Corporate Secretary, Kabbage,
an American Express company;
Director, CoastalSouth
Bancshares, Inc. and Coastal
States Bank



Megan M. Belcher,
Senior Vice President, Chief
Legal and External Affairs
Officer, Scoular; Director,
Scoular and Yakima Chief
Hops Inc.



Lora D. Blum,
Chief Legal Officer and
Secretary, Momentive Inc.



Trecia M. Canty,
Senior Vice President,
General Counsel, and
Corporate Secretary, PBF
Energy Inc.; Director, PBF
Energy Inc. and PBF
Logistics LP



Kimberly Y. Chainey,
Executive Vice President,
Chief Legal Officer, and
Corporate Secretary,
AptarGroup, Inc.; Director,
NeoPhotonics Corporation

BOARD INSTITUTE CLASS OF 2022



Cynthia J. Cole,
Partner, Baker McKenzie



Michele Colucci,
CEO and Founder, DigitalDX
Ventures; Director, Aeena
Diagnostics, Delphi
Diagnostics, Fox Paine,
Nephrosant, Inc., and Optina
Diagnostics



Noni L. Ellison,
Senior Vice President,
General Counsel, and
Corporate Secretary,
Tractor Supply Company;
Trustee, John Hancock
Group of Funds



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General Counsel, Chief
Ethics, Compliance and
Government Relations
Officer, The American Red
Cross



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Chief Legal Officer and
Corporate Secretary,
Wheels Up Experience Inc.



Monica Karuturi,
Executive Vice President
and General Counsel,
CenterPoint Energy, Inc.



Sue Meng,
Partner, Debevoise &
Plimpton LLP



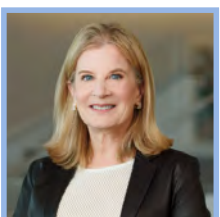
Jennifer W. Pileggi,
Former Senior Vice
President, General Counsel,
Chief Compliance Officer,
and Corporate Secretary,
Zuora



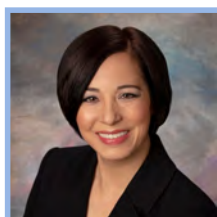
Mary L. Smith,
Vice Chair, VENG Group;
Director, PTC
Therapeutics, Inc.



Vanessa L. Allen Sutherland,
Executive Vice President, Legal
and Government Affairs,
General Counsel, and
Corporate Secretary, Phillips 66



Sally A. Thurston,
Former Partner, Skadden,
Arps, Slate, Meagher &
Flom LLP



Kim Yapchai,
Former Senior Vice
President and Chief ESG
Officer, Tenneco

ALUMNAE PROGRAMS

A Peek Behind the Curtain: A Candid Conversation about Today's Governance Challenges



(Moderator) **Janet Carrig**,
Former Senior Vice
President Legal, General
Counsel, and Corporate
Secretary, ConocoPhillips;
Director, EQT Corporation
and Whiting Petroleum
Corporation



Mary Dent,
Former CEO and Director,
Green Dot Bank; Director,
SeedFi, Vestwell, and
Woodruff Sawyer



Teresa Sebastian,
President and CEO, The
Dominion Asset Group;
Director, The AES
Corporation, Edward Jones
Bank, Juul Labs Inc., Kaiser
Aluminum Corporation, and
Terminix Global Holdings,
Inc.



Kim Yapchai,
Former Senior Vice
President and Chief ESG
Officer, Tenneco

Disruptive Technologies and What Board Members Need to Know About Cybersecurity



Karen Silverman,
CEO and Founder, The
Cantellus Group



Jennifer Wolfe,
CEO and Founder, Dot
Brand 360

Over 60 alumnae

attended the alumnae-only
calls in 2022.

VIRTUAL PROGRAMS

In 2022, DirectWomen's three virtual programs raised awareness about the value proposition of women lawyers and the importance of board diversity and inspired future lawyer-directors.

MORE THAN
1,600
REGISTRANTS

9
DIRECTOR-
SPEAKERS



DELISA ALEXANDER



PRISCILLA ALMODOVAR



APRIL MILLER BOISE



KIMBERLY Y. CHAINEY



JOANNE A. EPPS



MARIE OH HUBER



ALEKSANDRA A. MIZIOLEK



JULIETTE W. PRYOR



MARY L. SMITH

SANDRA DAY O'CONNOR BOARD EXCELLENCE AWARD LUNCHEON

The 2022 Sandra Day O'Connor Board Excellence Award Luncheon was held at Cipriani in New York City on October 14, 2022. The program featured our honorees, sponsors, CEOs, and corporate directors. This marked DirectWomen's first in-person Luncheon since 2019.

2022 Sandra Day O'Connor Board Excellence Award Honoree



Mary L. Schapiro

Vice Chair of Global Public Policy and Special Advisor to the Founder and Chairman, Bloomberg L.P.; Director, CVS Health Corporation and Morgan Stanley

2022 Distinguished Alumna Award Honoree



Kathleen Wilson-Thompson

Founder and Principal, KWT, LLC; Director, McKesson Corporation, Tesla, Inc., and Wolverine World Wide, Inc.

2022 Mary Ann Jorgenson Board Empowerment Award Honoree



Hillary A. Sale

Associate Dean for Strategy, Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance, Professor of Management, Georgetown University; Advisory Board Member, Foundation Press; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF

2022 Ruth Bader Ginsburg Board Diversity Award Honoree



Hasbro, Inc.

Award Accepted by Mary Beth West, Director, Albertsons Companies, Hasbro, and Lowe's Companies, Inc.

ALUMNAE AND CLASS MEMBERS ADDED TO BOARDS IN 2022



DeLisa Alexander
Qlik and Sophos



Gabriele Apfelbacher
Kroll Bond Rating
Agency Europe Limited
and Nomura Financial
Products Europe GmbH



Marcia E. Backus
EPIC Midstream
Holdings, LP



Megan M. Belcher
Yakima Chief
Hops Inc.



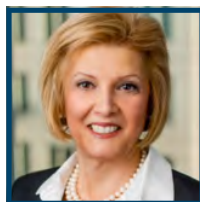
Kelly McNamara Corley
Fidus Investment



Mary B. Cranston
TPG Inc.



Mary J. Dent
Banking Circle US



Carol DiBattiste
American Roll-On
Roll-Off Carrier



Deneen Donnley
M1 Financial



Noni L. Ellison
John Hancock
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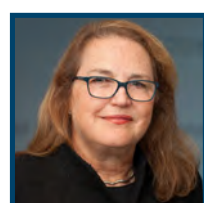
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Fathom Digital
Manufacturing
Corporation



Eve N. Howard
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**Deborah Platt
Majoras**
American Express
Company



C. Kay McCall
EDP Renováveis, S.A.
and The Flexitallic
Group, Inc.



**Aleksandra A.
Miziolek**
Solid Power, Inc.



Allison Leopold Tilley
Danimer Scientific



**Kimberly O.
Warnica**
NuScale Power
Corporation



**Kathleen Wilson-
Thompson**
McKesson Corporation

DirectWomen serves as a resource for companies looking for qualified board candidates and was pleased to participate in **ten board searches** in 2022.

BOARD INSTITUTE ALUMNAE ON BOARDS

DirectWomen Board Institute Alumnae have served on more than **180** corporate boards since DirectWomen's inception.

Fortune 500 companies are marked in blue text.

3D Systems Corporation	Goldman Sachs Bank USA	Realty Income Corp.
Adevinta ASA	Good Works Acquisition Corp.	Regal Beloit Corporation
AEye, Inc.	Greenhill & Co., Inc.	Relativity
AK Steel	Helbiz, Inc.	Revolu Biotherapeutics
Akamai Technologies	Imago Biosciences, Inc.	Rexnord Corp.
Alarm.com Holdings, Inc.	Imbria Pharmaceuticals	Rice Midstream Partners LP
Alliant Credit Union	Immuneering Corporation	RPX Corporation
Alta Mesa Resources	InfraREIT, Inc.	SeedFi
Amber Road, Inc.	Ingevity Corporation	Sempra Energy
American Express Company	InMed Pharmaceuticals Inc.	Simmons First National Corporation
American Family Insurance	Intercontinental Exchange, Inc.	SmartBank
American Roll-On Roll-Off Carrier	Interpath Ltd	Solid Power, Inc.
AMG Advanced Metallurgical Group N.V.	Invacare Corporation	Sophos
Andeavor	Invitation Homes, Inc.	Spire Inc.
Applied Therapeutics, Inc.	J. Jill, Inc.	SRC Energy Inc.
Aras Corporation	James Campbell Company LLC	Summit Midstream Partners, LP
Arcosa, Inc.	John Hancock Group of Funds	SusGlobal Energy Corp.
Arduro Sustainable Rubber Inc.	Juul Labs Inc.	TC Energy Corporation
Aretec, Inc.	Kaiser Aluminum Corporation	Team, Inc.
Ashland Global Holdings Inc.	KEB Hana Bank	Tennant Company
Aretec, Inc.	Kindred Healthcare	Tenneco Inc.
Ashland Global Holdings Inc.	Kirkland's Inc.	Terminix Global Holdings, Inc.
Aspiration	KPMG LLP	Tesla
Bank OZK	Kroll	The AES Corporation
Banking Circle	Kroll Bond Rating Agency Europe Limited	The Boler Company
Banner Corporation	Laird Norton Company	The Chemours Company
Bartell Drugs	Lincoln Electric Holdings, Inc.	The Federal Home Loan Bank of Cincinnati
BHP	Littelfuse Inc.	The Flexitallic Group, Inc.
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Broadridge Financial Solutions, Inc.	M1 Finance	The Penn Mutual Life Insurance Company
Cardinal Health Inc.	MAPFRE U.S.A. Corp.	The TJX Companies, Inc.
Cavco Industries Inc.	Marathon Petroleum Corporation	Thomson Reuters
Cleveland-Cliffs Inc.	McKesson Corporation	Thrivent Funds
Cogent Communications Holdings, Inc.	Midland States Bancorp, Inc.	TiVo
Columbia Pipeline Group, Inc.	Milacron, Inc.	Torchmark Corporation
Compuware Corporation	Mizuho Financial Group	TPG Inc.
CSAA Insurance Group	MKS Instruments, Inc.	Trane Technologies
Danimer Scientific, Inc.	MSA Safety Inc	Tropicana Las Vegas Resort and Casino
Diamondback Energy, Inc.	Mutual of America Life Insurance Company	Union Pacific Corporation
DISCO	MyoKardia, Inc.	Urban Hardwoods
Diversified Energy Company	Neuberger Berman	Valero Energy Corporation
Dollarama, Inc.	Nine Point Energy Holdings, Inc.	Urban Hardwoods
Eagle Rock Energy Partners, L.P.	Noble Corporation	Valero Energy Corporation
EDP Renováveis, S.A.	Nomura Financial Products Europe GmbH	Vascugen, Inc.
Edward Jones Bank	NuScale Power Corporation	VEREIT, Inc.
EMCOR Group, Inc.	Oasis Petroleum Inc.	Vestwell
Empowerment & Inclusion Capital Corp	Occidental Petroleum Corporation	Visa Inc.
EPIC Midstream Holdings, LP	Ohio National Mutual	Vulcan Materials Company
EQT Corporation	Oswald Companies	Wayside Technology Group, Inc.
Fathom Digital Manufacturing Corporation	Pacaso	WEC Energy Group, Inc.
FBR & Co.	Party City Holdco Inc.	WhiteWater
Federal Home Loan Bank of Chicago	PDC Energy, Inc.	Whiting Petroleum Corporation
Federal Realty Investment Trust	PepGen Inc.	WildHorse Resource Development Corporation
Fidus Investment Corporation	Portland General Electric Company	Williams
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Fluor Corporation	Progyny	Woodruff Sawyer
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GHD Group Pty Ltd.	Rayonier Advanced Materials	

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SILVER

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OCTOBER 2021 - OCTOBER 2022

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Global Managing Partner, Squire Patton Boggs

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Associate Dean of Strategy, Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance, and Professor of Management, Georgetown University; Advisory Board Member, Foundation Press; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF

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BRANDE STELLINGS

Principal, Vestry Laight LLC

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OCTOBER 2022 - OCTOBER 2023

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SECRETARY

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JENNY HOCHENBERG

Partner, Freshfields Bruckhaus Deringer LLP

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Partner, Hogan Lovells US LLP; Director, Cogent Communications Holdings, Inc.

DENISE F. KEANE

Former Executive Vice President and General Counsel, Altria Group Inc.

SUSAN S. LANIGAN

Former Executive Vice President and General Counsel, Dollar General Corporation and Chico's FAS, Inc.; Director, Kirkland's, Inc., Simmons First National Corporation, and Vi-Jon

TREVOR S. NORWITZ

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2022 COMMITTEES

DirectWomen is so grateful to our committee Chairs, Co-Chairs, and members for their tireless work to support the organization. We could not advance our mission without our dedicated group of volunteers.

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Lisa M. Fairfax

Presidential Professor of Law and Co-director of the Institute for Law and Economics, University of Pennsylvania Carey Law School; Director, Franchise Group, Inc.



Denise F. Keane

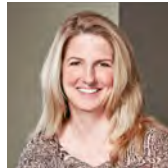
Former Executive Vice President and General Counsel, Altria Group Inc.

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Author and Speaker; Former Partner, Orrick Herrington & Sutcliffe LLP



Michelle Banks

Senior Advisor and Executive Coach, BarkerGilmore LLC; Former Global General Counsel and Corporate Secretary, The Gap, Inc.



Catharine Biggs Arrowood

Retired Of Counsel, Parker Poe Adams & Bernstein LLP



Denise F. Keane

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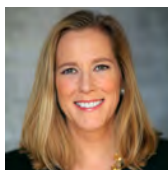
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Yen D. Chu

Chief Legal Officer, Tailored Brands,
Inc.



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ALUMNAE COMMITTEE



Elisa D. Garcia, *Co-Chair*

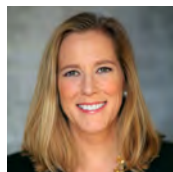
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R.P.C.; Principal, The Red Bee Group
LLC



Lily Yan Hughes

Assistant Dean of Career Services,
Syracuse University College of Law;
Former Senior Vice President, Chief
Legal Officer, and Corporate
Secretary, Arrow Electronics, Inc. and
Public Storage; Director and Chair of
the Nominating and Governance
Committee, NUBURU, Inc.



Brande Stellings

Principal, Vestry Laight LLC

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Jenny Hochenberg

Partner, Freshfields Bruckhaus Deringer LLP



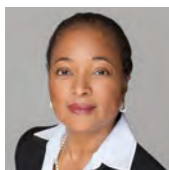
Karen A. Popp

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Global Managing Partner, Squire Patton Boggs



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DEVELOPMENT COMMITTEE



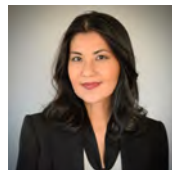
Patricia K. Gillette, *Co-Chair*

Author and Speaker; Former Partner, Orrick Herrington & Sutcliffe LLP



Lily Yan Hughes, *Co-Chair*

Assistant Dean of Career Services, Syracuse University College of Law; Former Senior Vice President, Chief Legal Officer, and Corporate Secretary, Arrow Electronics, Inc. and Public Storage; Director and Chair of the Nominating and Governance Committee, NUBURU, Inc.



Yen D. Chu

Chief Legal Officer, Tailored Brands, Inc.



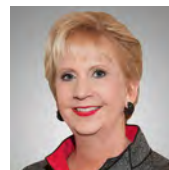
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Regina Bynote Jones

Chief Legal Officer, Baker Hughes



Christine B. LaFollette

Retired Partner, Akin Gump Strauss Hauer & Feld; Director, Holly Energy Partners LP

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Jenny Hochenberg, Co-Chair

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Sandra L. Flow, Co-Chair

Former Partner, Cleary Gottlieb Steen & Hamilton LLP



Lyuba Goltser

Partner, Weil, Gotshal & Manges LLP



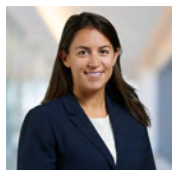
Tamara Box

Managing Partner in Europe and Middle East, Reed Smith LLP; Director, Interpath Ltd



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Annette L. Nazareth

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Helen V. Cantwell

Partner, Debevoise & Plimpton LLP



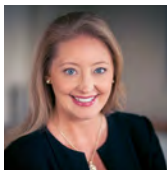
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Partner, Wachtell Lipton Rosen & Katz



Heidi B. Friedman

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Patricia K. Gillette

Author and Speaker; Former Partner, Orrick Herrington & Sutcliffe LLP

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Gabriele Apfelbacher

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Services, Inc., Ping Identity Holding Corp.,
Partners Group Holding AG, Philip Morris
International Inc., and Unisys Corporation



Tamara Box

Managing Partner in Europe and
Middle East, Reed Smith LLP;
Director, Interpath Ltd



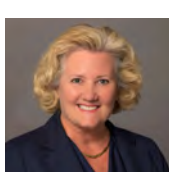
Roberta D. Liebenberg

Senior Partner, Fine, Kaplan and
Black, R.P.C.; Principal, The Red Bee
Group LLC



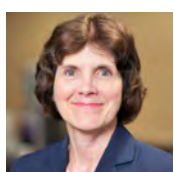
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Limited



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and Corporate Secretary, Caterpillar
Inc.



Maureen A. Brundage

Senior Advisor, Barker Gilmore;
Director, MAPFRE USA Corp. and its
subsidiaries



Stephanie Lucie

Former General Counsel and Chief
Compliance Officer, Austin Ventures



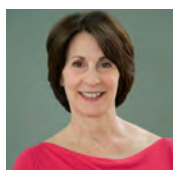
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Sandra Phillips Rogers

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Toyota Motor North America, Inc.;
Director, The Chemours Company and
MSA Safety Incorporated



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Moët Hennessy Louis Vuitton Inc.



Kim Yapchai

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Peggy A. Heeg, Co-Chair

Former Partner, Reed Smith LLP; Director, TC PipeLines GP, Inc. and WhiteWater



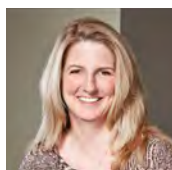
Catharine Biggs Arrowood

Retired Of Counsel, Parker Poe Adams & Bernstein LLP



Anastasia D. Kelly

Executive Director of Client Relations, DLA Piper LLP; Director, Huntington Ingalls Industries, Inc.



Michelle Banks, ex officio

Senior Advisor and Executive Coach, BarkerGilmore LLC; Former Global General Counsel and Corporate Secretary, The Gap, Inc.



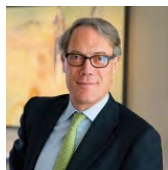
Roberta D. Liebenberg

Senior Partner, Fine, Kaplan and Black, R.P.C.; Principal, The Red Bee Group LLC



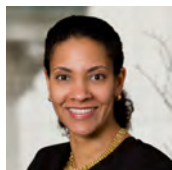
April Miller Boise

Executive Vice President and Chief Legal Officer, Intel Corporation; Director, Trane Technologies



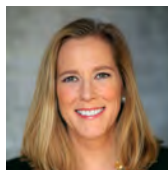
Stephen Newton, Consultant

Managing Director, Russell Reynolds Associates



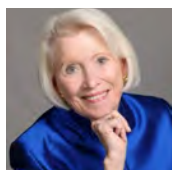
Sarah C. Dodds-Brown

Executive Vice President and Deputy General Counsel, American Express Company; Director, Party City Holdco Inc.



Hillary A. Sale

Associate Dean of Strategy, Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance, and Professor of Management, Georgetown University; Advisory Board Member, Foundation Press; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF



Mary Ann Jorgenson

Former Senior Partner, Squire Patton Boggs; Director, Anthony & Sylvan Pools Corporation



Brande Stellings

Principal, Vestry Laight LLC

WEBINARS COMMITTEE



Michelle Banks, Co-Chair

Senior Advisor and Executive Coach, BarkerGilmore LLC; Former Global General Counsel and Corporate Secretary, The Gap, Inc.



Roberta D. Liebenberg, Co-Chair

Senior Partner, Fine, Kaplan and Black, R.P.C.; Principal, The Red Bee Group LLC

LOOKING AHEAD

2023 EVENTS

Sponsoring DirectWomen in 2023 will give your firm or company exclusive access and invites to the following events.

WEBINARS

Q2 2023 Unlocking the Mysteries of International Board Service

Q3 2023 Networking Your Way to the Boardroom: Help Others (and Yourself!) Find a Corporate Board Seat

Q4 2023 A View From Law Firm Partners on Corporate Board Service

IN-PERSON EVENTS

JUNE 2023

INTERNATIONAL BOARDS EVENT
LONDON

DirectWomen will hold its first-ever, invite-only, International Boards program in London on **June 29, 2023**. This program will bring together CEOs, board directors, search firm executives, general counsel, top law firm leaders, and aspiring board directors for an engaging program. Our distinguished speakers will pull back the veil of mystery around obtaining an international corporate board seat. In addition to the formal program, there will be networking opportunities before and after the program for participants to meet and connect. Please see the attached Save the Date flyer for more information.

OCTOBER 2023

SANDRA DAY O'CONNOR BOARD EXCELLENCE AWARD LUNCHEON
NEW YORK CITY

DirectWomen's annual Sandra Day O'Connor Board Excellence Award Luncheon will be held on **October 6, 2023**, at Cipriani 42nd Street in New York City in conjunction with the 2023 Board Institute. Honorees will be announced in March 2023.