

2022 CHRO SUMMIT:
**CHARTING A NEW
COURSE FOR
HR STRATEGY**
IN A TIME OF DISRUPTION

Fascinating discussions on the issues facing today's
CHROs and senior HR leaders

HR POLICY ASSOCIATION'S

CHRO
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MAY 31-JUNE 2, 2022

AGENDA

**Tuesday,
May 31**

01

6:00 p.m. – 8:00 p.m. CT

Welcome Reception

Outdoor Terrace

*Generously sponsored by
ManpowerGroup*



**Wednesday,
June 1**

02

7:00 a.m. – 8:00 a.m. CT

Breakfast

Atlantic Foyer

Generously sponsored by Ayco, A Goldman Sachs Company

03

8:00 a.m. – 8:30 a.m. CT

Welcome and Opening Remarks

Morning Session generously sponsored by Guild Education



Pamela O. Kimmet

Chair, HR Policy Association

Chief Human Resources Officer
Manulife Financial Corporation



Monique R. Herena

Vice Chair, HR Policy Association

Chief Colleague Experience Officer
American Express Company



Timothy J. Richmond

Vice Chair, HR Policy Association

Executive Vice President, Chief Human Resources Officer
AbbVie

Note:

*All plenary sessions
are located in Atlantic
Ballroom D/E*

Reports of the Membership and Nominating Committees

Wednesday,
June 1
continued

04

8:30 a.m. – 9:30 a.m. CT

Keynote: John Rogers on Talent and Culture as Competitive Advantages

We begin the CHRO Summit with a fireside chat featuring Ariel Investments Founder, Co-CEO and Chief Investment Officer John Rogers, who will discuss his perspective on how companies can improve diversity from the inside out, his belief on the link between purpose, stakeholder expectations, ESG and performance, and the impact of the pandemic and on the economy.



John W. Rogers, Jr.
Chairman, Co-CEO & Chief Investment Officer
Ariel Investments



Timothy J. Bartl, *moderator*
President and CEO
HR Policy Association

05

9:30 a.m. – 9:50 a.m. CT

Break

Atlantic Foyer

Generously sponsored by Equilar



9:50 a.m. – 11:00 a.m. CT

Building a Sustainable Pipeline of Diverse Talent Through Inclusion

Most companies are focused on expanding diversity by focusing on improving culture and inclusive practices to create a true sense of belonging. But what distinguishes the most successful companies from those that are less so? On this panel, we will include an outside expert to discuss the neurological impact of feeling like an outsider and how companies can help address those feelings to reinforce an inclusive culture. Member company CHROs and senior diversity leaders that have participated in our Council on Inclusion and Diversity Playbook project will share their experiences that have helped drive inclusion and a more sustainable talent pipeline.



Valerie Purdie Greenaway, Ph.D.

Associate Professor of Psychology
Columbia University



Ann M. Powell

Executive Vice President, Chief Human Resources Officer
Bristol-Myers Squibb Company



Ola Snow

Chief Human Resources Officer
Cardinal Health, Inc.



Devray Kirkland

Chief Diversity Officer – Vice President, Diversity and Inclusion
Cardinal Health, Inc.



Perry Stuckey, moderator

Vice Chair, HR Policy Association
Chair, Council on Inclusion and Diversity

Senior Vice President and Chief Human Resources Officer
Eastman

11:00 a.m. – 12:00 p.m. CT

Global Crises and Talent Management: The Future of Leading the Global HR Function While the World Falls Apart

The last two years have presented the Global HR Executive with a sequence of non-stop crisis management situations—everything from managing employees in a COVID hot zones to conflict zones like Ukraine, to the “Great Resignation”, to managing the growing desire of employees to have a direct hand in how they perform their work and are rewarded for that work. Further, the COVID-19 pandemic has virtually eliminated consistent employee expectations alongside the “normal” work patterns of office and production work. These elements would be difficult to manage in even a single country—never mind doing so in dozens of global regions and cultures. Our panel of sitting CHROs will discuss the lessons they have learned over the last two years on crisis management and specifically how they tie to global employee engagement, recruitment, and retention, and how those lessons have changed the game for them going forward.



Anita Graham

Vice Chair, HR Policy Association

Executive Vice President, Chief Human Resources
Officer and Public Affairs
VF Corporation



Ernest W. Marshall, Jr.

Executive Vice President and Chief Human
Resources Officer
Eaton Corporation



Timothy J. Richmond

Vice Chair, HR Policy Association

Executive Vice President, Chief Human Resources Officer
AbbVie



James E. Jones, moderator

Senior Advisor
HR Policy Global

12:00 p.m. – 1:00 p.m. CT

Lunch

Atlantic Ballroom C

Generously sponsored by Oracle HCM

1:00 p.m. – 4:45 p.m. CT

Afternoon Briefing and Concurrent Sessions

Generously sponsored by Omada Health

Our afternoon program will begin with a brief plenary overview discussion on employee and employer expectations coming out of the pandemic, followed by an opportunity for participants to attend two separate concurrent sessions led by member CHROs and outside experts, allowing participants to discuss developing trends with their peers.

1:00 p.m. – 1:45 p.m. CT

Employee Expectations in the Evolving Workplace— Emerging Trends and Essential Lessons

The pandemic has caused employees to reevaluate their principles and priorities on issues including how work fits into their lives, the desire by many to work for an organization with a purpose they believe in, and the expectation that employers will help them manage their wellbeing. In this overview session, we will discuss these trends, the willingness of employees to use their voices to seek change in the workplace and in how their employers engage externally, and the impact of employers relying more on technology both to connect employees and perform tasks or entire jobs.



Brian Elliott

Executive Leader of Future Forum and Senior Vice President
Slack Technologies, LLC



Deborah Lovich

Managing Director & Senior Partner
Boston Consulting Group



Timothy J. Bartl, *moderator*

President and CEO
HR Policy Association

1:45 p.m. – 2:00 p.m. CT

Break

Generously sponsored by Challenger, Gray & Christmas, Inc.



2:00 p.m. – 4:45 p.m. CT

Concurrent Sessions

After the Plenary session, attendees will have the opportunity to attend their choice of two of four concurrent sessions during the afternoon. The first concurrent session will run from 2:00 to 3:15 p.m.. Following a break, attendees will then attend their second choice from 3:30 to 4:45 p.m. before we break for the evening. A listing of the sessions is below followed by a description of each one.

CONCURRENT SESSION 1:

[Union Activity, Employee Voice and the Regulatory Climate](#)

CONCURRENT SESSION 2:

[Employee Expectations and Wellbeing](#)

CONCURRENT SESSION 3:

[Employee Voice, Societal and Political Discourse and Employer Responses](#)

CONCURRENT SESSION 4:

[Workplace Technology, HR Strategy, and the Talent Crunch](#)

CONCURRENT SESSION 1: *(Baltic/Bering)*
*Union Activity, Employee Voice and the
Regulatory Climate*

Fueled by social media and emboldened by talent shortages, workers expect more freedom to express their opinions about matters that affect them at work. Employers who seek a return to “pre-pandemic” norms of workplace behavior may be surprised as employees resist their efforts and demand that the flexibility and accommodations of the last two years be made permanent. This session will focus on how more workers are engaging in protected concerted activity—whether simply using their collective voice or seeking to organize a union, and how the Biden Administration’s proposed policy changes may significantly impact how collective action is used.



Jennifer Berres

Senior Vice President and Chief Human Resources Officer
HCA Healthcare, Inc.



David Rolf

Founder and President Emeritus
SEIU Local 775



G. Roger King

Senior Labor and Employment Counsel
HR Policy Association



Daniel V. Yager, *moderator*

Senior Advisor, Workplace Policy
HR Policy Association



CONCURRENT SESSION 2: *(Caribbean/Caspian)*
Employee Expectations and Wellbeing

Protecting employee health took center stage during the pandemic. Employers addressed the immediate need for physical safety and preventing the spread of COVID, and then transitioned to address the mental health impacts of the pandemic, as stress-related disorders soared. Employees are now looking to their employers to play a primary role in supporting their physical, emotional, and financial wellbeing. This session will focus on the future direction of wellbeing benefits, how to elevate these issues to the C-Suite level, and how to best engage business leaders so wellbeing becomes a business investment and not just an HR-related initiative.



Monique R. Herena

Vice Chair, HR Policy Association

Chief Colleague Experience Officer
American Express Company



Timothy A. Massa

Director, HR Policy Association

Senior Vice President and Chief People Officer
The Kroger Company



Susan Kelliher

Chief People Officer
The Chemours Company



Margaret Faso

Director of Health Care Research and Policy
American Health Policy Institute and HR Policy Association



D. Mark Wilson, *moderator*

President and CEO, American Health Policy Institute
VP, Health and Employment Policy and Chief Economist,
HR Policy Association

CONCURRENT SESSION 3: *(Atlantic Ballroom C)*
*Employee Voice, Societal and Political Discourse and
Employer Responses*

As civil society continues to be strained by emotional and polarized debates on social, racial, and cultural issues, contentious issues will increasingly make their way into the workplace. As the midterm elections loom, employers are anticipating how and whether to regulate, moderate and/or control those conversations. This session will discuss how CHROs and their companies can meet the challenge of fostering constructive debate while preserving collaboration and trust. The panelists will examine the causes of conflict in the workplace and ways employers can foster open-mindedness and receptiveness on the part of colleagues with passionately held beliefs.



Julia Minson
Associate Professor of Public Policy
Harvard Kennedy School of Government



Heidi B. Capozzi
Director, HR Policy Association
Executive Vice President and Global Chief People Officer
McDonald's Corporation



Dionne Wallace Oakley
Director, HR Policy Association
Senior Vice President and Chief Human Resources Officer
Freddie Mac



Jennifer L. Weber
Senior Vice President, Chief Human Resources Officer
The Archer-Daniels-Midland Company



Michele A. Carlin, *moderator*
Executive Vice President, HR Policy Association and
Center On Executive Compensation



CONCURRENT SESSION 4: *(Pacific Ballroom)*

Workplace Technology, HR Strategy, and the Talent Crunch

The talent crunch has reached epic proportions, remote work is here to stay for millions of workers, and the worker experience has become a top concern for HR executives. In response, employers have increasingly utilized HR technologies, including those featuring automated algorithms or artificial intelligence, to source, screen, onboard, match, manage, and train workers, among many other tasks. While extremely helpful, the use of these technologies has attracted the attention of state legislators, the U.S. Congress, and regulators such as the Equal Employment Opportunity Commission, raising the concern of new policies creating significant interruptions in companies' HR and talent strategies. This panel will provide an overview of the issues that CHROs need to know and insights into how early adopters have handled them.



Laurie Havanec

Executive Vice President and Chief People Officer
CVS Health Corporation



Daniel W. Chasen

Vice President of Workplace Policy
HR Policy Association



Christine M. Pambianchi, *moderator*

Director, HR Policy Association

Executive Vice President and Chief People Officer
Intel Corporation



6:00 p.m. – 7:00 p.m. CT

Gala Reception

Atlantic Foyer

Generously sponsored by Aetna, Retiree Health Access

7:00 p.m. CT

Gala Dinner: Awards, Recognition, and an Evening of Festivities

Atlantic Ballroom D/E

Generously sponsored by Spencer Stuart

Special Entertainment by America's Only CHRO Rock Band –
Consensus with Kenny Haddaway



Afterward

The CHROs' Nest: Featuring Kenny Haddaway

Atlantic Foyer

Generously sponsored by PricewaterhouseCoopers LLP

Join your peers for a special after-dinner lounge reception.



Thursday,
June 2

13

7:45 a.m. – 8:45 a.m. CT

Networking Breakfast

Atlantic Foyer

Generously sponsored by United Healthcare



14

9:00 a.m. – 10:15 a.m. CT

The SEC's Human Capital Metrics Disclosure— How to Prepare Your Leadership and Board

The SEC is expected to release its proposed rule on human capital metrics in the second quarter of 2022. This panel brings together a respected corporate governance expert, investor advisor and a company on the forefront of HCM disclosure to discuss how they have approached disclosures so far, and how a final rule will impact their disclosures and engagement with key internal and external stakeholders.



Sheri B. Bronstein

Chief Human Resources Officer
Bank of America



Ning Chiu

Partner
Davis Polk & Wardwell LLP



Sydney Carlock

Managing Director, Governance
Teneo



Ani Huang, *moderator*

President and CEO
Center On Executive Compensation

*Note:
All plenary sessions
are located in Atlantic
Ballroom D/E*

15

10:15 a.m. – 10:30 a.m. CT

Break

Atlantic Foyer

Generously sponsored by Feigen Advisors, LLC

16

10:30 a.m. – 11:30 a.m. CT

Toward an Employee-Driven Future? How Worker Interests Are Shaping the Evolving Workplace

We will conclude the Summit with an interactive session synthesizing the major lessons and takeaways from all four of the previous day's concurrent sessions. Our member company panelists and HR Policy staff will identify the major practice and public policy implications of the emerging and intersecting trends discussed throughout the conference, focusing on how the growing influence of workers coincides with a pro-labor Administration in Washington. We'll discuss the Association's public policy priorities in light of this environment, and examine how potential changes in the political landscape resulting from the 2022 midterm elections, as well as economic conditions, could impact the current pro-worker momentum.

HR Policy Association Staff & CHRO Speakers

17

11:30 a.m. – 11:45 a.m. CT

Closing Remarks



Pamela O. Kimmet

Chair, Board of Directors
HR Policy Association

Chief Human Resources Officer
Manulife Financial Corporation



Timothy J. Bartl

President and CEO
HR Policy Association

THANK YOU FOR YOUR SUPPORT!

HR Policy Association would like to thank the following partners for their commitment to helping our organization provide senior corporate decision makers with the tools needed to assess the potential impact of the public policy process and build effective HR strategies. We deeply appreciate your generous support of our 2022 CHRO Summit.

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& Christmas, Inc.

Deloitte.

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