

# **WBENC Board of Directors Meeting**

November 27, 2023

**WBENC** 

# AGENDA

<b>10:00 AM</b>	<b>OPENING COMMENTS</b>	<b>PAMELA PRINCE-EASON</b>
<b>10:03 AM</b>	<b>BOARD CHAIR REPORT CALL MEETING TO ORDER APPROVAL OF MEETING MINUTES (SEPTEMBER 2023)</b>	<b>NEDRA DICKSON</b>
<b>10:15 AM</b>	<b>NOMINATING AND GOVERNANCE COMMITTEE REPORT</b>	<b>CLINT GRIMES</b>
<b>10:30 AM</b>	<b>PRESIDENT'S REPORT</b>	<b>PAMELA PRINCE-EASON</b>
<b>11:00 AM</b>	<b>TREASURER'S REPORT</b>	<b>THERESA HARRISON/ PAMELA PRINCE-EASON</b>
<b>11:30 AM</b>	<b>FORUM UPDATE</b>	<b>PEGGY DELFABBRO</b>
<b>11:40 AM</b>	<b>LEADERSHIP COUNCIL UPDATE</b>	<b>SANDRA EBERHARD</b>
<b>11:50 PM</b>	<b>CLOSING COMMENTS</b>	<b>NEDRA DICKSON</b>



# Board Chair's Report

WBENC Board of Directors Meeting  
November 27, 2023

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# 2024 WBENC Board Meeting Dates

**Thursday 4/25/24 2:00-4:30pm ET (Virtual)**

**Thursday 8/22/24 2:00-4:30pm ET (Virtual)**

**Week of November 18<sup>th</sup> (In Person) – *Tentative***

# Nominating Governance Committee Report

WBENC Board of Directors Meeting  
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# Corporate Renominations

## Corporate Re-nominations for Existing Board Seats – 15 (Terms Ending 2026)

Accenture	Nedra Dickson
Amazon	Carla Preston**
BP	Kim Thornton
Capital One	Clint Grimes
Chevron	Stephanie Beveridge
Coca-Cola Company	Fernando Hernandez
ComcastNBC	Ajamu Johnson
EY	Theresa Harrison
GM	Reggie Humphrey
Marriott	Bianca Ortega**
P&G	Jo Haight**
Shell	Brandi Rauch**
Toyota	Chris Garramone
United	Suzi Cabo
VISTRA	Phil Seidler/Gabe Castro

**\*\*Corporate Board members in seat less than 1 year. Per the Nominating Governance Committee directives, a scorecard is not completed for directors in a corporate seat for less than 1 year.**

# Board Elections

## Corporate Nominations for Existing Board Seats - 2

VISTRA Gabe Castro (term exp 2026)  
PepsiCo Rachel Thomas (term exp 2024)

## Vacant Corporate Board Seats - 2

Dell  
UPS

## Forum Nominations - 3

Catherine Koch, CEO K-Tec Systems (term exp 2026)  
Tina Macon, CEO AllMac & Associates, LLC (term exp 2026)  
Dee C. Marshall, CEO Diverse & Engaged (term exp 2026)

## Leadership Council Nominations - 4

Emilia DiMenco, WBDC Midwest (term exp 2026)  
Dr. Pamela Williamson, WBEC West (term exp 2026) *Renomination*  
Michelle Richards, GLWBC (term exp 2026) *Renomination*  
Nancy Allen, WBEC Florida (term exp 2026) *Renomination*

# Corporate Nominations



## **Gabe Castro**

**Sr. Vice President - US Retail Business Markets**

**VISTRA**

Gabe Castro is the Senior Vice President, US Retail Business Markets at VISTRA Corp. He has a proven track record for leading top performing sales and business support teams to close multifaceted deregulated energy sales transactions. Sets aggressive goals; drives consistency in execution, channel management; large business C-level business alliances, and manages change to achieve sustainable competitive advantage. Broad experience in regulated and deregulated retail energy markets; functional expertise in natural gas and power markets, including solar and wind.

Strategic thinker with deep expertise in Customer Relationship Management (CRM) complemented with significant direct and mass marketing solutions, financial planning background and execution discipline. 15+ years of Leadership, Strategy & Innovation, Business Development, Operations and Service Delivery experience.



# Corporate Nominations



## **Rachel Thomas** **PepsiCo, Inc.** **Senior Director, Procurement**

Rachel Thomas is a Dallas native who earned a B.S. in Chemical Engineering from Texas A&M University, MBA from Texas A&M University-Commerce, and Certificate of Management from Dartmouth University.

She began her engineering career in R&D at Plano-based Frito-Lay, Inc. after completing 5 summer internships through INROADS and at Frito-Lay while attending Texas A&M University. During her 9-year tenure in Frito-Lay R&D, Rachel led national product launches for marquee brands such as Lay's® Potato Chips, Ruffles® Potato Chips, Tostitos® Tortilla Chips, and Rold Gold® Pretzels. In 2005, she transitioned to PepsiCo Procurement where she has held numerous leadership roles and made significant contributions in the areas of Material Supply, Deployment, Contract Manufacturing, Food/Beverage Packaging Commercialization and Innovation, Oats/Rice Procurement, and Inbound Transportation. Through effective leadership, strong communication skills, and demonstrated business acumen, she was promoted into executive management in 2011. Currently, Rachel is Senior Director of Frito-Lay North America Material Supply, Innovation, Sustainability, and Co-manufacturing Contracts. She leads a team of 27 salaried professionals responsible for delivering PepsiCo's sustainability goals and for providing supply assurance for 40+ iconic Frito-Lay brands which deliver over \$20 Billion net revenue annually.

Rachel is a dynamic leader whose leadership has been formally recognized within the PepsiCo/Frito-Lay and the community. She is a three-time recipient of the PepsiCo Chairman's Award which is the most prestigious award bestowed on associates for business and community leadership. Her genuine passion for paying it forward is demonstrated through mentorship and board service focused on enabling the future success of youth. She has served on the National INROADS Alumni Board (Parliamentarian) and the DeSoto ISD Education Foundation Board (President and Vice President). Currently, Rachel serves on the YMCA Moorland at Oak Cliff Board in Dallas, Texas.

# Executive Committee Appointments

## 1<sup>st</sup> Vice Chair

Cheryl Harris, Allstate (term exp 2026)

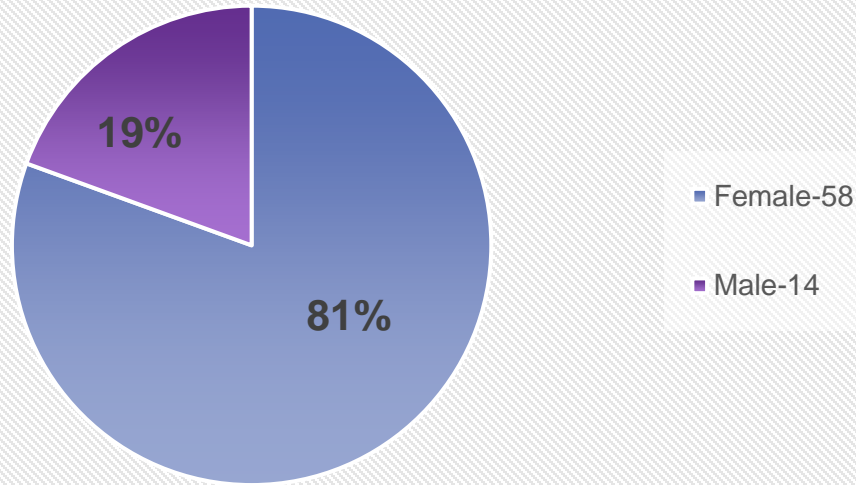
## 2<sup>nd</sup> Vice Chair

Brandi Rauch, Shell (term exp 2026)

# Proposed Demographics

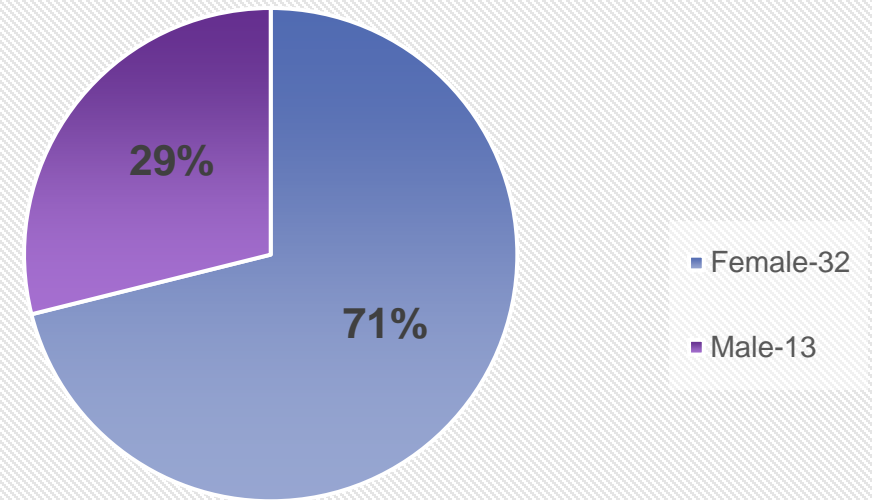
## Gender

WBENC Board Gender - Full Board



2022- 82% Female, 18% Male

WBENC Board Gender- Corporate Seats Only

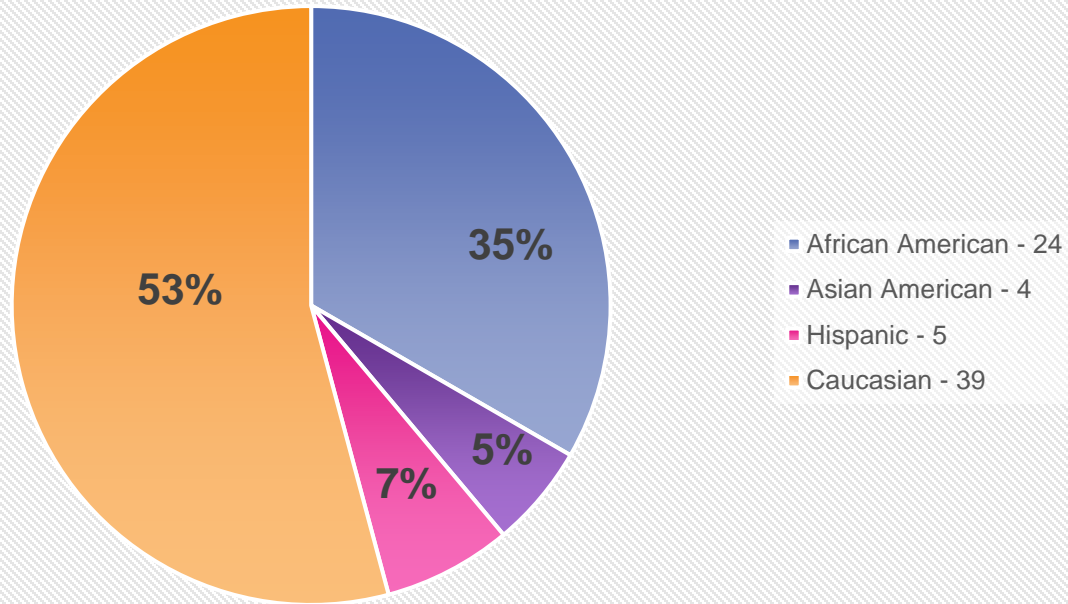


2022- 72% Female, 28% Male

# Proposed Demographics

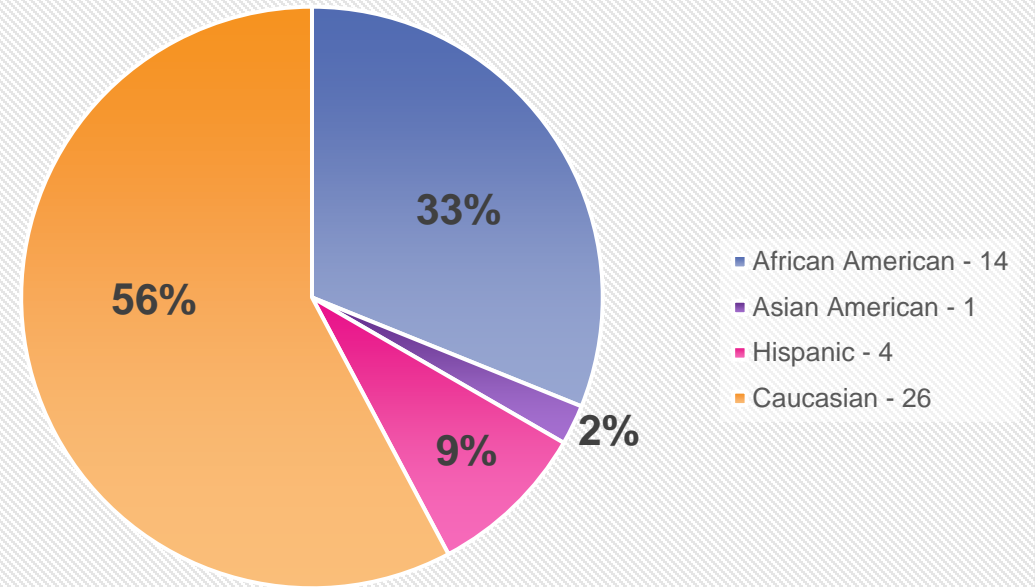
## Ethnicity

WBENC Board Ethnicity - Full Board



2022 - 53% Caucasian 31% African American, 10% Hispanic, 6% Asian American

WBENC Board Ethnicity - Corporate Seats Only

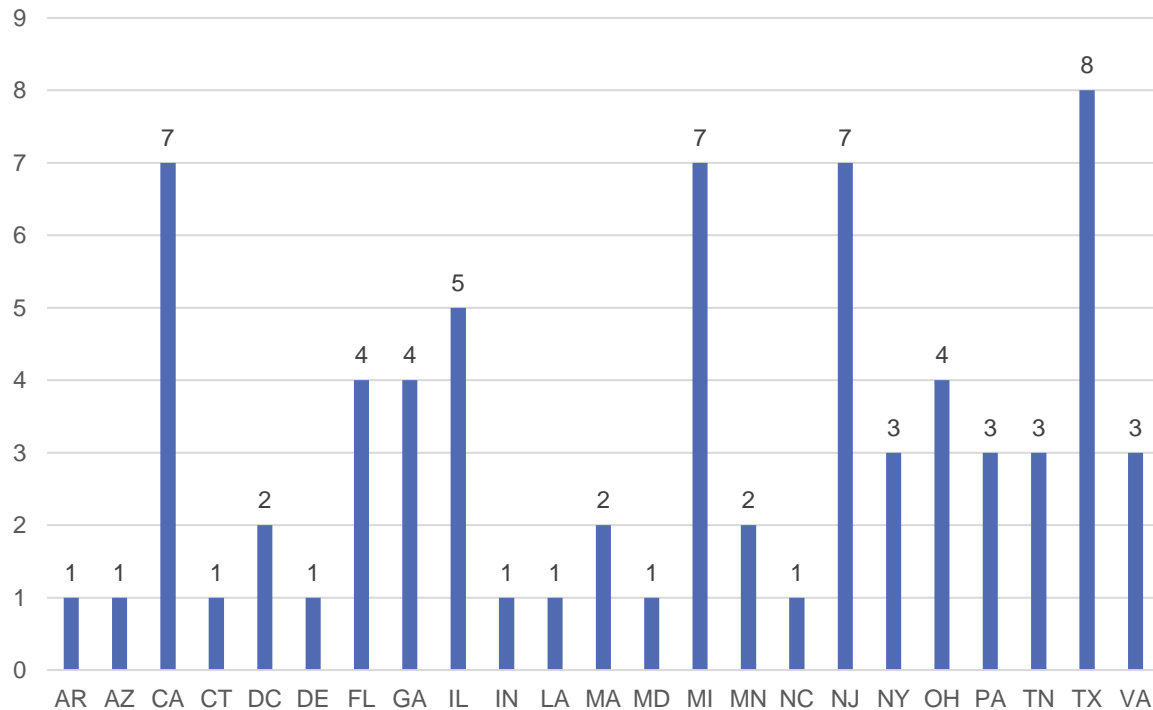


2022 - 58% Caucasian, 30% African American, 9% Hispanic, 3% Asian American

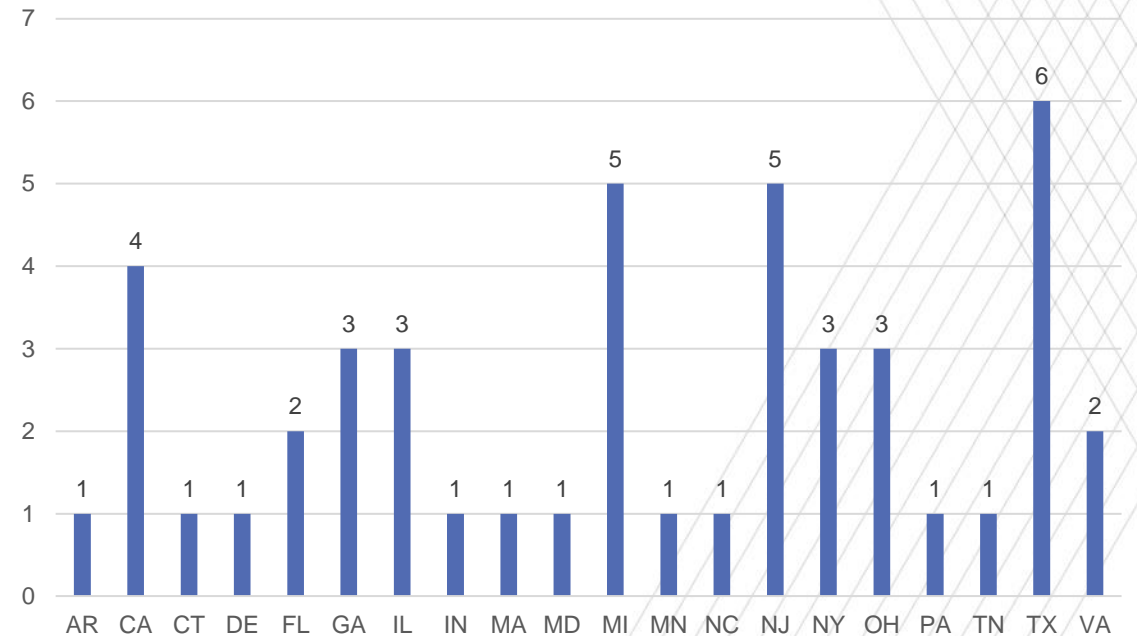
# Proposed Demographics

## Geographic U.S. Location

WBENC Board by State - Full Board



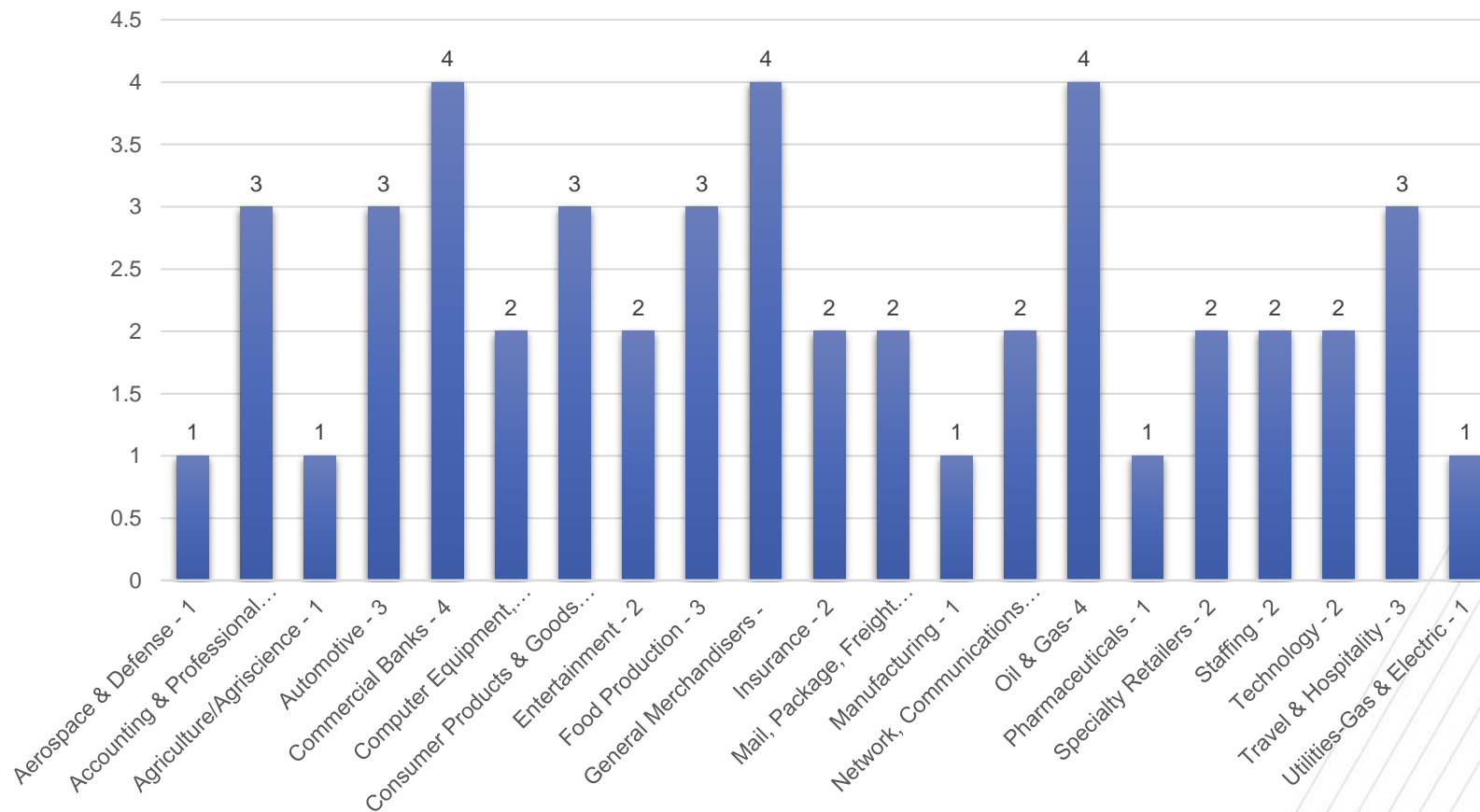
WBENC Board by State - Corporate Seats Only



# Proposed Demographics

## Industry

WBENC Board by Industry - Corporate Seats Only



**All Board Members should  
have completed and returned  
Code of Ethics and Conflict of  
Interest Forms**

**If you have not, see Amanda  
Zack and Jill Sasso today**

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# President's Report

WBENC Board of Directors Meeting  
November 27, 2023

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# President's Report Topics

## Strategic

1. Strategic Partnership Opportunities for 2024
2. Proposed WBENC Position regarding Attack on Diversity & Inclusion
3. ESG Model
4. Top Corporation Program "Amplification"

## Operational Excellence

1. Program Excellence – Sept 2023 through Nov 2023
  - WeThrive, Welgnite, Tuck Capstone
  - CIA and EEP
  - WBENC Pitch
  - Future Gen
2. November 2023 Unity Week – This week!
3. 2024 National Conference Preparation – March 19-22, 2024 – Denver: Gaylord Rockies

## Technology

1. Certified Shared Database
2. Financial Accounting System (Sage Intacct)
3. Customer Relationship Management System (SalesForce)

## Engagement

1. National Partner Events
  - Allstate Diversity Summit
  - NMSDC
  - 35<sup>th</sup> Anniversary of NWBC (HR5050)
2. RPO Events



# **America's Top Corporations for Women's Business Enterprises BOD Update**

November 27, 2023

**WBENC** 

# Agenda

1. Program Name transition
2. From Recognition to “Path for Impact”
3. Road Map
4. Path to Impact Strategy and Supplier Diversity Journey
5. Next Steps

# Program Name

From “Top Corporation” to “Change Makers” – serving as a proxy.

~~America's Top Corporations~~  
**Change Makers**  
**for Women's Business Enterprises**

A WBENC Corporate/Government Member  
recognition **path for impact** program.

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# Recognition to Path for Impact

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# from **Recognition**

- Moving away from a recognition requiring an application process
- Establish a new paradigm where the Road Map is viewed as a useful self-assessment tool with actionable feedback for planning
- Mature programs can elect to submit their assessment for Change Maker status
- WBENC leadership may select fewer companies for special recognition

# to **Path for Impact**

## Road Map Self-Assessment

Value add tool for corporations who are operating at Sustain and Evolve to develop strategic plans to continue to remove barriers for women owned businesses.

## Change Maker Seal

Broader form of recognition for those programs who are operating with Innovate and Lead (Pioneer) best practices.

## WBENC Recognition

WBENC Leadership decides annually which member programs to recognize based on engagement and other factors.

# Road Map Self-Assessment

The Road Map Self-Assessment serves a dual purpose.

## 1. Self-Assessment for Feedback

Corporations can

- take the self-assessment to understand their journey progress
- leverage the tool to develop and design strategies (refer to earlier Road Map Assessment slides)

Option for BD/CRM to meet with corporations to review feedback.

## 2. Change Maker Seal Consideration

Corporations can elect to submit the self-assessment for Change Maker Seal consideration

### Annual Process for Change Maker Seal Consideration

- **Assessment Tool\*** would allow members to opt into the process during certain windows (i.e., Sept/Oct)
- Will require “evidence” to validate practice achieved
- **WBENC** can review submissions and those meeting criteria receive Change Maker Seal

# Change Maker Seal vs. Recognition

## Change Maker Seal

### Introduction of Change Maker Seal

- An emblem of supplier diversity stewardship for women entrepreneurs
- Akin to the Top Corp Medallion logo for Marketing/PR purposes
- Updated annually with current year

## WBENC “Impact” Recognition

WBENC Leadership at its discretion decides on recognition annually based on levels of engagement and other factors.

Allows for fewer programs to be recognized.

### Corporate Recognition (examples)

- Change Maker(s) of the Year
- Most Improved
- Rookie of the Year
- Hall of Fame (TBD)

### Individual Recognition (example)

- Pioneer Award



# Road Map

Performance Capabilities

Progression Levels

Self-Assessment

WBENC 

# Performance Capabilities and Progression Levels

Six performance capabilities based on Top Corporation application sections and updated as appropriate.

1. Program Structure
2. Accountability
3. Training & Advocacy
4. Procurement Process
5. Reporting & Communication
6. Outreach & Development

Acknowledgement that corporations need to build the Foundation of a program before considering taking Road Map self-assessment.

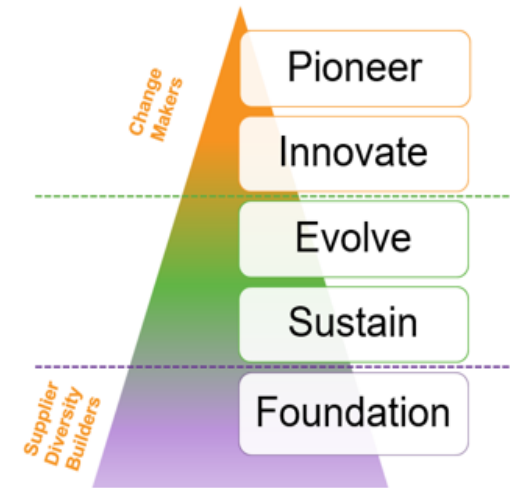
Continued improvement of Desired Progression and Change Maker level

Pioneer better reflects the desired progression.

Change Makers aspire to further develop their programs and break down barriers for women businesses.

Those who are Sustain and Evolve are on the path to Change Maker.

Less mature programs creating or building basic capabilities and gaining internal alignment.



# Road Map Self-Assessment

The Road Map self-assessment is intended for those programs who are operating at Sustain and Evolve levels and want to create strategies that align with Change Maker status.

Output from the self-assessment would provide a view into where the company is performing, as well as a report on where there is opportunity to make greater impact.



Illustrative: How well the company is performing

Progression Levels	Pioneer						
	Innovate						
	Evolve						
	Sustain						
		Program Structure	Accountability	Training & Advocacy	Contracting (Procurement Process)	Reporting & Communication	Outreach & Development
		Performance Capabilities					

Illustrative: Opportunities for greater impact

		Grease Lighting Company	
WBENC	Who from WBENC made the call?	Olivia Newton	
	With whom did you speak?	John Travolta	
	Date/Time of Call	3/14/2023 @ 11:11:30 am CT	
	Follow-Up Action	They would like more info on WESCALE & Tuck Capstone, MDLFT to work with them to help them achieve Top Corps.	
Contact	Company	Grease Lighting Company	
	Industry	Industrial Manufacturing	
	Contact Name	John Travolta	
	Contact Email	jtravolta@greaselighting.com	
1. Policy & Structure	Company disseminates a CEO statement regarding supplier diversity internally	Okay	
	Company has a formal, written policy to support the Company's Supplier Diversity Program.	Okay	
	Performance 50% at Executive Levels that impacts bonus eligible employees.	Okay	
	Advisory Board (either Supplier Diversity or DE&I Advisory Board Seat)	Okay	
2. Accountability & Training	Formal supplier diversity awareness training for all employees	Okay	
	Supplier diversity requirements are included in all RFx's meeting at least a minimum purchasing threshold.	Okay	
	Process exists to review outcomes of RFx's for monitoring inclusion and/or selection of diverse suppliers	Okay	
	Company provides feedback to diverse suppliers who are not successful in winning RFx's to coach them on areas of improvement.	Okay	
3. Contract & Reporting	Company has supplier diversity as part of their Tier 1 (non-diverse) supplier scorecard AND requires those Tier 1 providers to include diverse suppliers in their RFx process.	Okay	
	Category management strategies include supplier diversity strategies and goals.	Okay	
	Payment Term Specific Question	Consider alternative or further improving your payment terms for WBEs to address cash flow challenges associated with small businesses.	
	Reporting of supplier diversity spend data in company's ANNUAL REPORT	Leading companies are including supplier diversity spend in their company annual report	
4. Spend	Reporting of supplier diversity spend data in company's ESG REPORT	Okay	
	Have a public commitment or PLEDGE to increase supplier diversity spend	Okay	
	Have Tier 1 goals for WBEs	Leading companies set spend goals for WBEs and measure performance against those goals.	
	Have a Tier 2 program	Okay	
5. Outreach & Development	Supplier diversity spend was normalized -- corporations needed to score at or above the median supplier diversity spend score to receive an "Okay"	Supplier diversity spend percentage tends to be higher among industry peer group.	
	Questions in this section focus on the active development/mentoring/coaching of women owned suppliers.	Okay	
	Corporations needed to score at least 50% of the available points to receive an "Okay"		
	Which RFx's are you a Member? -- Corporations needed to be involved in 2 or more to receive an "Okay"	Leading corporations are engaged in multiple RFx's.	
6. Regional Engagement	Consider expanding your impact and influence by make a supplier diversity commitment in a secondary market or corporate hub locations - asking your Tier 1 (non-diverse) suppliers to get involved in our network regionally.		
	Did company attend conference? If yes, who?	Yes, supplier diversity professional(s) attended (only).	
	Response if did not attend conference OR only had supplier diversity representation.	Consider expanding your company's attendance to include procurement, line of business decision makers, and/or C-Suite executive leaders.	
	Did the company participate in the Meet & Greet Sessions?	Did not participate in the Meet & Greet session.	
7. National Engagement	Response if they did not participate in Meet & Greet	Attending the Meet & Greet at WBENC National Conference is a significant enabler to meeting potential WBEs.	
	Conference, national program sponsorship and/or exhibitor fees was more than \$10,000 in 2022. (Does not include annual membership.)	Consider stronger engagement in an existing program or partnering to create a new national program with WBENC that is synergistic with your company's goals to enable and promote the use of women owned businesses.	

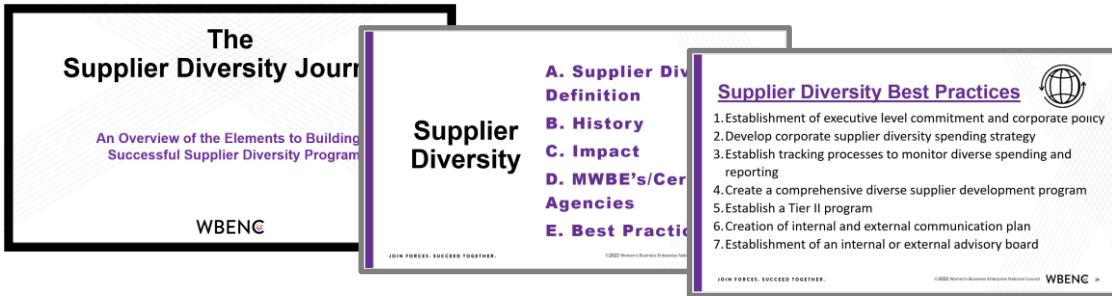
# Road Map – Consolidated Questionnaire – Training and Advocacy Example

					Only to be completed when submitting for the Change Maker Seal	
Question	Progression Level	Question	Attribute or Practice	Response	Brief Description of Evidence	Link to Evidence Documentation
1.	Evolve	Which types of training does your company have for your internal employees? (Check all that apply)	Corporation has Supplier Diversity awareness for all employees	[ ]		
	Evolve		Company can demonstrate action oriented conscious/unconscious bias training for all employees.	[ ]		
	Sustain		Corporation trains Procurement staff in Supplier Diversity (policy, process, linkage to Category Strategies)	[ ]		
	Sustain		Requirements for all employees to take unconscious bias training and how that impacts procurement/purchasing decisions.	[ ]		
2.	Pioneer	To what extent does your organization's leadership engage in educating the benefits of incorporating women owned businesses into your company's supply chain? (Check all that apply.)	Stakeholder decision-makers train or explain how supplier diversity supports the corporations business model and/or ROI.	[ ]		
	Innovate		Corporation training reaches beyond awareness to linkages in everyday business practices and personal development objectives. This could be integrated with ESG initiatives.	[ ]		
	Evolve		Corporation trains stakeholder decision-makers on Supplier Diversity (on supplier diversity best practices, policies, etc.)	[ ]		
3.	Pioneer	To what extent has your organization implemented and examined policies regarding use of women owned suppliers in your company's supply chain? (Check all that apply.)	Company has examined procurement and related policies for conscious/unconscious bias and have revised and communicated to all employees accordingly.	[ ]		
	Sustain		Policies that reflect corporation's formal commitment to Supplier Diversity including requirements to participate in supplier diversity training.	[ ]		
4.	Innovate	Does your leadership and HR function identify value in supplier diversity role or assignments through... (Check all that apply.)	Corporation people planning processes identify assignments that provide employees with experiential opportunities to manage or contribute to the success of a healthy supplier diversity program	[ ]		
	Sustain		Commitment to the professional development of Supplier Diversity professional.	[ ]		
5.	Evolve	Thinking about your prime/Tier 1 suppliers, does your company..	Engage supplier in supplier diversity training	Yes or No		

# Path to Impact Strategy and Supplier Diversity Journey

# Supplier Diversity Journey

SDJ presentation today discusses best practices at the Foundation and at Sustain+ levels.

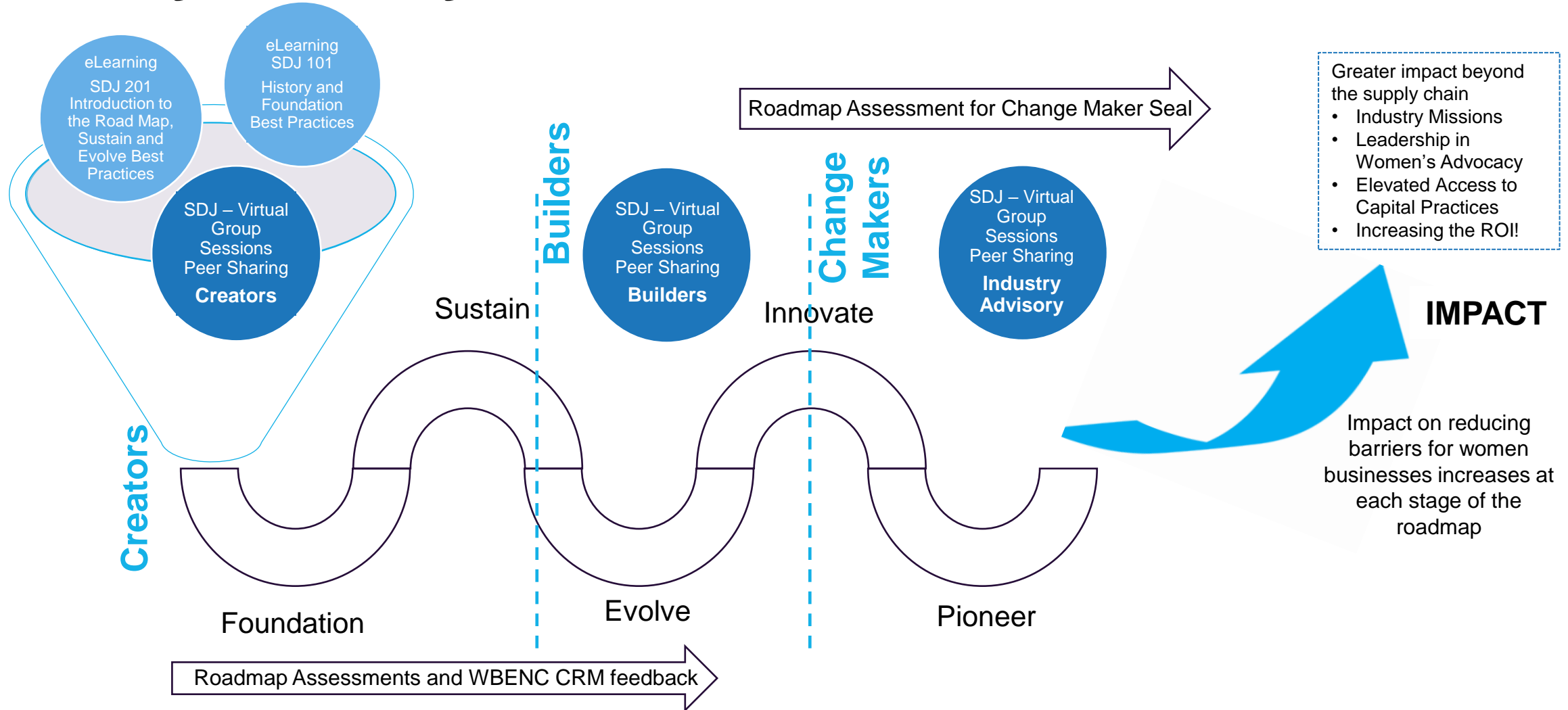


#4 Develop Diverse Suppliers (Create a comprehensive supplier development program)			
Practice	Road Map Capability	Level	Comment
Clearly establish development objectives and goals	Program Structure	Foundation	
Provide scholarships for diverse supplier to attend executive programs	Outreach and Development	Foundation	Consider Foundation or Sustain?
Provide technical assistance and education to increase business capacity including training resources (How to do business; Training Resources - strategy, negotiation, access to capital, finance, management, Joint Ventures, teaming, etc.)	Foundation	Foundation	
Create networking events and opportunities for diverse suppliers	Program Structure	Evolve	Corporation is hosting WBENC sessions
Develop formal mentoring programs	Outreach and Development	Evolve	Road Map does not reference mentor programs.
Formal joint ventures	Outreach and Development	Innovate	
Joint teams with diverse suppliers	Outreach and Development	Innovate	
Mergers & Acquisitions Corporations can provide insight in identifying win-win opportunities to reduce risk, cost and improved efficiency	Outreach and Development	Innovate	

WBENC sees an opportunity for SDJ best practices to be presented in alignment with the Road Map

- Highlight Best Practices that represent **Foundation** and how to begin
- Discuss how to move **beyond Foundation to Sustain**, then **Evolve** practices
- Guide discussion indicating when **fully operating at Sustain and Evolve**, consider taking the **Change Maker Road Map** assessment

# Path to Impact Strategy and the Supplier Diversity Journey



# Next Steps

## 1. Finalize Questionnaire

- Confirm that capabilities and questions are aligned with current DEI landscape

## 2. Test and Prove

- Invite industry leaders to take the Road Map self-assessment to provide feedback
  - Best practice statements and level
  - Gather assessment user experience
  - Thoughts on providing “evidence” for Change Maker status



# Treasurer's Report Financial Update

WBENC Board of Directors Meeting  
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# TREASURER'S REPORT FINANCIAL UPDATE

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Theresa Harrison and Pamela Prince-Eason

November 27, 2023

This presentation is WBENC confidential – recipients have signed  
acknowledgements ensuring confidentiality



**Join Forces. Succeed Together.**

## Our cash position REMAINS Strong Cash as of November 21, 2023

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• Operating Account	<b>\$ 9,247,662</b>
• Excess Cash Account	not currently used
• Investment Account	<b><u>\$ 1,074,646</u></b>
• Liquid Assets	<b>\$ 10,322,308</b>
• Restricted Funds (DBB/CWS)	<b>\$ 919,879</b>
• Perm Restricted	\$73,100
• Total Cash Assets	<b><u>\$11,315,287</u></b>

# FINANCIALS

## REVENUE BY CATEGORY

### UNRESTRICTED

Revenue	2024 Proposed Budget as of 11/27/2023	2023 Forecast based on Expense Changes associated with increased Revenue	2023 Actual YTD thru 09/30/23
Membership Projected 09/23	\$7,300,000	\$7,018,066 \$7,300,000	\$7,212,950
Sponsorship & Contributions Projected 09/23	\$4,500,000	\$4,800,000 \$4,800,000	\$3,660,069
Registration Fees Projected 09/23	\$2,300,000	\$2,192,019 \$2,230,000	\$2,230,329
Exhibit Fees Projected 09/23	\$700,000	\$650,000 \$ 752,000	\$ 751,347
Other Revenues Projected 09/23	\$100,000	\$75,000 \$185,000	\$185,468
Grant/Pitch Projected 09/23	\$100,000	\$150,000 \$70,000	\$0
Total Revenue Updated Projection 09/23	\$15,000,000	\$14,885,085 \$15,337,000 (no Restricted Release)	\$14,053,897 (no Restricted Release)

FINANCIALS UNRESTRICTED	2023 Total Expenses Budget:	2024 Proposed Budget as of 11/27/2023	2023 Forecast based on Expense Changes associated with increased Revenue	2023 Actual YTD thru 09/30/23
	Expense Category			
	Events & Programs	\$4,700,000	\$4,700,000	\$4,561,547
	Salaries, Bene + PT	\$6,100,000	\$6,050,000	\$4,227,588
	RPO Allocation	\$2,300,000	\$2,335,000	\$1,333,244
	Professional Fees	\$700,000	\$672,000	\$509,267
	Rent + Utilities	\$200,000	\$350,000	\$276,914
	Travel	\$365,000	\$350,000	\$229,796
	Credit Card Fees	\$175,000	\$170,000	\$147,026 (likely overrun)
	Depreciation	\$60,000	\$60,000	\$40,794
Other Expenses	\$400,000	\$400,000	\$252,288	
Total Expenses	\$15,000,000	\$15,087,000	\$11,578,464	

## 2022 Final Audit Results

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- The 2022 Form 990 was filed timely with the IRS and was reviewed with the Audit Committee prior to filing
- The 2022 Audited Financial Statements have been issued and they were reviewed with the Audit Committee prior to issuance:
  - WBENC received an unmodified (clean) audit opinion
  - There were only 2 Adjusting Journal Entries and they related to the implementation of the new lease accounting guidance
  - Final, audited numbers for 2022 are:
    - Revenue (without donor restrictions): \$ 14,944,135
    - Expenses: \$ 13,451,083
    - Increase to Net Assets: \$ 1,493,052
    - Total Assets: \$ 15,131,749
    - Total Liabilities: \$ 6,314,105
    - Total Net Assets: \$ 8,817,644

## RESOLUTION TO APPROVE 2019 RECOMMENDED BUDGET

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- “As Treasurer and Chair of the Finance Committee, on behalf of the entire Committee, I move for a Vote to Approve the Recommended 2024 Budget.”
- - Theresa Harrison

# DISCUSSION/QUESTIONS

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Thank You

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Join Forces. Succeed Together.



# Women's Enterprise Forum Update

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# Forum Leadership

January 1, 2023-December 31, 2024



**Chair**  
  
 Peggy Del Fabbro  
 CEO, MDavis

**1st Vice Chair**  
  
 Hannah Kain  
 President & CEO  
 ALOM

**2nd Vice Chair**  
  
 Kelly Kolar  
 President &  
 Founder, Kolar

**Forum Teams**

**Marketing**

**Engagement**

**Domestic**

**Global**

**Government**

**Team Chair** →  
**Team First Vice Chair** →  
**Team Second Vice Chair** →

Biddie Webb  
 Kimberly Meek  
 Julie Lilliston

Michele Adams  
 Dee Marshall  
 Chanel Christoff Davis

Lilian Radke  
 Molly Zraik  
 Tammy Cohen

Rashmi Chaturvedi  
 Sharon Evans  
 Caron Ng

Janice Migliore  
 Doreen Blades  
 Angela Morrow



# 2023 Goals

## 1. Increase Forum Engagement

- Forum Insights Series
- Women Owned in the Wild
- Forum Breakfast
- National Conference

## 2. Building Personal and Professional Capacity through Education & Programming

- Domestic – Employee Engagement
- Engagement – Sponsorship and Mentorship
- Marketing – How to Tell Your ESG Story
- Government – Collaborating for Government Contracts
- Global – ESG Trends Shaping the Global Business Landscape

## 3. Enhance Governance and Communications

- Increasing awareness about the Forum and the WBENC Network
- Looking ahead

# Leadership Council Update

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# Discussion/Questions

Thank You!

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