

# BankDirector®

**Strong Board.** Strong Bank.

## NOVEMBER 8-10

# BANK COMPENSATION & TALENT CONFERENCE

Recruitment, Retention and Leadership Development

**Dallas, TX** | *Four Seasons Resort & Club Dallas at Las Colinas*

### **Conference Highlights Include:**

- Attracting & Retaining Top Talent
- Creating New Compensation Strategies
- Developing A Diversity & Inclusion Plan
- Making Sense Of Regulatory Deliberations
- Focusing On Environmental, Social & Governance Issues



Register by visiting [BankDirector.com](http://BankDirector.com) or calling our events department at (877) 397-7595.

# BANK COMPENSATION & TALENT CONFERENCE

**Recruitment, Retention and Leadership Development**

Since we last held our annual Bank Compensation & Talent Conference, our team has spent considerable time observing how executives and members of a bank's board are strengthening their institutions. As a result, this year's program focuses on the strategies and tactics needed to build, retain and develop your bank's talent as you prepare for the next few years.

During the conference, we bring together industry leaders and expert advisors to surface key compensation issues and human resource challenges. Session topics include:

- Making Sense Of Regulatory Deliberations
- Lessons Learned from Volatile Times
- Developing Your Next Leadership Wave
- Relationships in Your Incentive Plans
- Asking the Right Questions as a Board Member

In addition to general and breakout sessions, we incorporate Bank Compensation Committee and Human Resource Officers Peer Exchanges into the main event. These provide attendees the opportunity to meet with their contemporaries in closed-door, off-the-record peer groups.

Prior to the conference, Bank Director hosts the Bank Compensation Workshops which provides an up-to-the minute, hands-on, interactive overview for compensation committee members and HROs. The objectives of the pre-conference workshop are to equip participants to perform effectively and sustainably in their roles, to provide confidence in the execution of their duties and to give all attendees context in order to maximize their overall conference experience.

We appreciate your support and hope after reviewing the enclosed brochure you join us this November to explore recruitment, development and compensation for your bank's executives and directors.

With best regards,



**Al Dominick**

CEO | Bank Director

[adominick@bankdirector.com](mailto:adominick@bankdirector.com)

# JOIN US IN DALLAS, TEXAS WITH AN AUDIENCE OF YOUR PEERS!

Join Bank Director and leading advisers at the annual Bank Compensation & Talent Conference in Dallas, TX. This Fall, gather to discuss recruitment, development and compensation – and hear from industry leaders as they share their insights and best practices around today’s most pressing topics facing bank boards and senior management.

## BANK COMPENSATION COMMITTEE & HRO PEER EXCHANGES

The Bank Compensation Committee and Human Resource Officers Peer Exchanges have been incorporated into the main event, giving attendees the opportunity to meet with their contemporaries in closed-door, off-the-record peer groups for candid discussions specific to their roles, responsibilities and interests.

## BANK COMPENSATION & TALENT CONFERENCE AUDIENCE

Designed with bank CEOs, chairs, presidents, CFOs, general counsel, corporate secretaries and senior management top of mind – with a specific focus on HROs and members of the compensation, nominating and governance committees of a bank’s board – this is an event you don’t want to miss!

### Who Attends?

HROs	38%
Directors	35%
CEOs/Presidents/Chairs	16%
Other Senior Executives	11%



# BANK COMPENSATION & TALENT CONFERENCE

Recruitment, Retention and Leadership Development

## 2021 COMPENSATION SURVEY RESULTS: FIGHTING FOR TALENT

Most banks increased pay and expanded benefits during the pandemic, according to Bank Director's 2021 Compensation Survey, sponsored by Newcleus Compensation Advisors. The results provide a detailed exploration of employee benefits, in addition to talent and culture trends, CEO performance and pay, and director compensation. During this year's conference we dive deeper into these issues and explore best practices. Below are a few findings from this year's survey. For more details and to review the full report, please visit [BankDirector.com](https://www.bankdirector.com).



Tying compensation to performance (43%) and managing compensation and benefit costs (37%) remain the top two compensation challenges reported by respondents.



More than 1/4 of respondents say their bank has adjusted incentive plan goals for commercial lenders, anticipating more demand.



As the industry witnesses a resurgence of bank M&A, more than 1/2 have a change-in-control agreement in place for their CEO.

## CONTINUING EDUCATION



Continuing Professional Education credits are available for accountants – up to a maximum of 12 credit hours (total credits awarded based on specific sessions attended).



## WORKSHOP AGENDA

*\*Agenda subject to change*

### PRE-CONFERENCE EVENT | **Monday, November 8**

## BANK COMPENSATION WORKSHOP

Sponsored by: **Compensation Advisory Partners and  
Hunton Andrews Kurth LLP**

*The Bank Compensation Workshop provides an up-to-the minute, hands-on, interactive overview for compensation committee members and HROs. The objectives of the pre-conference workshop are to equip participants to perform effectively and sustainably in their roles, to provide confidence in the execution of their duties and to give all attendees context in order to maximize their overall conference experience.*

**11:30 AM - 12:30 PM Bank Compensation Workshop Registration & Lunch**

**12:30 PM - 12:40 PM Welcome**

Jack Milligan, Editor-at-Large, Bank Director

**12:40 PM - 1:40 PM Session I: Common Executive and Director Compensation Challenges**

Shaun Bisman, Principal, Compensation Advisory Partners

Michael Bonner, Principal, Compensation Advisory Partners

Anthony Eppert, Partner, Hunton Andrews Kurth LLP

Kelly Malafis, Founding Partner, Compensation Advisory Partners

During this interactive session, we discuss current trends, recap the 2021 proxy season, and cover best practices in executive compensation around incentive plan design and performance measure selection, as well as broader issues such as shareholder engagement, pay equity and diversity, equity and inclusion. This session also covers common challenges and issues including aligning pay and performance, clawbacks, volatile stock price, compensation philosophy and peer group selection and goal setting. Finally, this session touches on board pay levels, practices and director litigation for public and private banks.

*“This is always my favorite part of the conference. You learn so much!”*

— PAST PEER EXCHANGE ATTENDEE

# BANK COMPENSATION & TALENT CONFERENCE

**Recruitment, Retention and Leadership Development**

## **1:40 PM - 2:40 PM      Session II: Hot Topics in Executive Compensation**

Shaun Bisman, Principal, Compensation Advisory Partners

Michael Bonner, Principal, Compensation Advisory Partners

Anthony Eppert, Partner, Hunton Andrews Kurth LLP

Kelly Malafis, Founding Partner, Compensation Advisory Partners

Recent events including the global pandemic, institutional investor views, social justice movements and changes in the administration have influenced current areas of focus in executive compensation. The unanticipated impact of COVID-19 has shaped bank incentive plan design in 2021 and beyond. Considerations of environmental, social and governance (ESG) issues with an emphasis on diversity, equity and inclusion and human capital are being discussed and debated as to whether these priorities play a role in compensation outcomes. In this interactive session, we explore current hot topics, trends and future expectations.

## **2:40 PM - 2:55 PM      Refreshment Break**

## **2:55 PM - 3:55 PM      Session III: Charters, Calendars, Minutes, Evaluations, Program Documentation & Succession Planning**

Shaun Bisman, Principal, Compensation Advisory Partners

Michael Bonner, Principal, Compensation Advisory Partners

Anthony Eppert, Partner, Hunton Andrews Kurth LLP

Kelly Malafis, Founding Partner, Compensation Advisory Partners

While these topics may be seen as administrative tasks, when used correctly, they can enhance the effectiveness of committees and provide protection for board members. This session shares pitfalls and best practices to help your bank's committees and human resources department function better while improving compensation governance. This includes the proper documentation and procedures related to delegations of authority to grant equity and the hiring and termination of executive officers. We also cover which board committee is responsible for management succession planning, how to successfully facilitate succession strategies and how often it should be discussed throughout the year. A typical calendar of events for the compensation committee is also provided.

## **3:55 PM - 4:00 PM      Explain Peer Collaboration Process**

## **4:00 PM - 5:00 PM      Session IV: Peer Collaboration**

In response to past participant feedback, we added some much requested time to collaborate with your peers. Spend this time in off-the-record discussions with attendees that are most similar to you, based on title, type of institution and size of bank.

## **5:00 PM - 6:00 PM      Bank Compensation & Talent Conference Welcoming Peer & Guest Reception**

All workshop and conference attendees gather to network and enjoy conversations with their peers.

## CONFERENCE AGENDA AT-A-GLANCE

*\*Agenda subject to change*

### DAY ONE | **Tuesday, November 9**

*Bank Director's annual Bank Compensation & Talent Conference surfaces key ideas and issues specific to talent development, compensation programs and recruitment efforts. Designed around the information needs of a bank's C-suite and board of directors, this event looks at new approaches for designing compensation plans, discovering talent, developing existing team members and investing in talent in order to grow the bank's bottom line.*

**7:00 AM - 8:00 AM      Breakfast & Registration**

**8:00 AM - 8:10 AM      Protecting & Preserving Your Team**

Al Dominick, CEO, Bank Director

This session opens the conference explaining how and why directors must assess the short-, medium- and long-term viability of the business while also identifying appropriate strategic changes to preserve business continuity.

**8:10 AM - 8:40 AM      The Fundamentals**

Andrew Strimaitis, Partner, Barack Ferrazzano Kirschbaum & Nagelberg LLP

Since we last convened, quite a lot has transpired in the business world. So, we start the conference with an overview of the key compensation related issues and how they have, and will continue to, dramatically change the banking and financial services industry.

**8:40 AM - 9:10 AM      Making Sense Of Regulatory Deliberations**

Todd Leone, Partner, McLagan

From the SEC's guidance of director composition and ESG investor interests to FDIC policy adjustments and the Treasury's focus, we help participants understand the current, and pending, regulatory environment.

**9:10 AM - 9:40 AM      Looking Forward – Lessons Learned from Volatile Times**

Susan O'Donnell, Partner, Meridian Compensation Partners, LLC

2021 has been a transitional year in many ways as banks emerge from a global pandemic, adapt to a new political (and regulatory) regime and face new governance pressures. What have we learned from this period of volatility and change, and what will best practices look like going forward? This session shares practical tips and ideas from emerging executive and board compensation practices and governance policies as you prepare for 2022.

# BANK COMPENSATION & TALENT CONFERENCE

**Recruitment, Retention and Leadership Development**

## 9:40 AM - 9:55 AM Refreshment Break

Sponsored by: **Compensation Advisory Partners**

## 9:55 AM - 11:20 AM Peer Exchanges: Key Compensation Conversations

As a key component of Bank Director's annual event, these off-the-record peer exchanges, exclusive to banker attendees, afford those from similar, non-competitive institutions the chance to meet in closed-door sessions for candid discussions about compensation specific to their roles, responsibilities and shared interests. Group makeup is determined by title, type of institution (private or public) and asset size of the bank.

### Compensation Committee Chairs and Members may discuss topics such as:

- What metrics have you built into your short- and long-term incentive plans?
- Does your compensation committee work with the board's audit/risk committee to make a determination on compensation risk, and how does that process work?
- Does your bank have anti-hedging, pledging policies or clawback policies?

### Human Resources Officers may discuss topics such as:

- What are the biggest challenges your bank is having with executive compensation?
- How do you and your staff support the compensation committee?
- What types of performance measures do you use in your incentive plans for executives in your bank?

### CEOs may discuss topics such as:

- What comparative data do you use to guide salary decisions throughout your organization?
- Do directors at your bank receive any other benefits beyond cash and/or equity compensation?
- How does your bank use cash-based incentives throughout the organization at all levels?

### Bank Chairs may discuss topics such as:

- How do you structure the committees on your board - and how is the director pay affected by those committees' roles?
- What steps has your board taken to comply with the federal guidance on compensation risk?
- Does your bank have a board retirement age?

## 11:20 AM - 12:20 PM Networking Lunch

Register by visiting [BankDirector.com](http://BankDirector.com) or  
calling our events department at (877) 397-7595.

**12:20 PM - 1:45 PM Peer Exchanges: Addressing Talent Issues**

The same groups of similar attendees meet in closed-door, off-the-record peer sessions for candid discussions about talent specific to their roles, responsibilities and shared interests.

**Compensation Committee Chairs and Members may discuss topics such as:**

- What is the trajectory for young talent in your organization?
- How do you work with your Human Resources department?
- Do you have an emergency succession plan in place in the event of a sudden departure of your CEO or other key role on the senior team?

**Human Resources Officers may discuss topics such as:**

- Is there anything that your bank has done that would be helpful to share with the group around best practices related to talent acquisition?
- How do you balance your duty to the board and your duty to senior management, and how do you handle conflicts between the two when they arise?
- Are you considering or has your bank implemented a Universal Banker in branches?

**CEOs may discuss topics such as:**

- What percentage of your senior management team will retire in the next five years or so, and do you have a succession plan in place?
- What are the key roles that cannot be filled inside your bank?
- What does your bank do to retain talent?

**Bank Chairs may discuss topics such as:**

- Do you have a workable succession plan in place for your CEO?
- How is your bank developing next generation talent?
- How is your board addressing talent management and succession planning matters?

*“The incredible opportunity to learn from peers makes this the best conference for HR professionals.”*

— PAST CONFERENCE ATTENDEE



# BANK COMPENSATION & TALENT CONFERENCE

Recruitment, Retention and Leadership Development

2:00 PM - 2:40 PM **Breakout Sessions** *(select one)*

## **Breakout I: ESG, HCM & DEI – Oh My!**

Gayle Appelbaum, Partner, McLagan

This session focuses on the ever-expanding area of human capital management (HCM), including both environmental, social and corporate governance (ESG), as well as diversity, equity and inclusion (DEI). Where do you start, what is the foundation, and importantly, how do you take this from a reactive to a proactive initiative for your bank?

## **Breakout II: Employing Strategies to Attract, Retain and Motivate Executives in a Post-COVID Environment**

Tyler Brown, Senior Vice President, NFP Compensation Consulting

Ken Derks, Managing Consultant, NFP Executive Benefits

Cambrea Merriwether, EVP & Chief Human Resources Officer, CommunityBank of Texas

This session covers methods of recruiting new talent across industries, retaining the talent currently in place and motivating for future growth.

## **Breakout III: Avoiding Legal Pitfalls for a Successful Compensation Program**

Susan Ancarrow, Partner, Troutman Pepper Hamilton Sanders LLP

Lynda Crouse, Partner, Troutman Pepper Hamilton Sanders LLP

A successful compensation program motivates and retains current employees while attracting new ones. But there are many legal and compliance issues to keep in mind when developing your bank's unique strategy.

## **Breakout IV: More Than Simply Moving the Incentive Goal Posts: Make Sure the Relationship Between Rigor and Opportunity is Right**

Greg Swanson, Managing Director, Pearl Meyer

Daniel Wetzell, Managing Director, Pearl Meyer

When the environment and/or your objectives change, the incentive plans need to evolve as well. Key to any effective update is knowing what (and how) you will measure, ensuring the proper range of payout opportunities and setting the right level of rigor for each of your plan's goals. Join us to learn the X's and O's of incentive plan goal calibration and how to ensure your executive compensation design is a winner.

2:40 PM - 2:55 PM **Refreshment Break**

Sponsored by: **Hunton Andrews Kurth LLP**

Register by visiting [BankDirector.com](http://BankDirector.com) or  
calling our events department at (877) 397-7595.

2:55 PM - 3:35 PM **Breakout Sessions** *(select one)*

### **Breakout I: The Bank's Backbone – Commercial, Retail & Wealth**

Katrina Gerenz, Associate Partner, McLagan

Where are we in the present state for commercial, wealth or retail segments? This session focuses on the teams that drive your banking results each and every day. Hear practical advice on key incentive design constructs, how plans have evolved and where the leading edge of the market is today.

### **Breakout II: New Era For Executive Incentives**

Mark Haynie, EVP and General Counsel, Independent Bank Group

Dan Kaufman, Lead Consultant, Meridian Compensation Partners, LLC

Daniel Rodda, Partner, Meridian Compensation Partners, LLC

As banks take stock of evolving business strategies and lessons learned from the pandemic, many are making changes to their incentive plans to improve their effectiveness. This session provides tips and sample designs for ensuring your incentive plans support your needs in this new environment. Discussion topics include, but are not limited to, effectively incorporating qualitative performance and discretion, selecting performance metrics, setting goals that address volatility and uncertainty, linking payouts to strategic priorities and evaluating potential ESG metrics such as diversity and inclusion.

### **Breakout III: Customizing Long-Term Incentives For Your Bank**

Mike Blanchard, CEO, Blanchard Consulting Group

Matt Brei, President, Blanchard Consulting Group

John Wright, Compensation Committee Chair, Summit State Bank

In this session, we explore different long-term incentive alternatives including real and “synthetic” equity vehicles. We present three case studies that demonstrate how a closely held bank, a widely held private bank and a public bank might utilize equity-based awards. The session covers strategy, types of equity, granting methodologies and discusses how each bank customizes equity-based incentives to fit their organization.

### **Breakout IV: Compensation Considerations in a Merger of Equals**

Michael Bonner, Principal, Compensation Advisory Partners

Alexis Brown, Managing Director Compensation, Performance Management & Equity, Sterling National Bank

Kelly Malafis, Founding Partner, Compensation Advisory Partner

In recent years, we've seen an increase in mergers of equals among banks. While the intent is to be equal, the reality is that the combining banks need to make several decisions early on to ensure a smooth integration and set the combined bank up for success. Some of the key compensation-related decisions are: who will be the CEO and the other key leaders of the combined bank?; what is the near-term succession plan?; will severance be triggered for either of the companies in the transaction?; and what are some key ways to incent and retain the go forward management team?

# BANK COMPENSATION & TALENT CONFERENCE

Recruitment, Retention and Leadership Development

## 3:45 PM - 4:00 PM **Peer Insight: What Directors Say About Compensation**

Flynt Gallagher, President, Newcleus Compensation Advisors

Emily McCormick, Vice President of Research, Bank Director

In this session, Emily McCormick and Flynt Gallagher share insights from our annual Compensation Survey. While the report explores topics related to succession planning, board refreshment, trends in CEO and director compensation and more, this session builds on the findings gleaned over the years of conducting Bank Director's compensation research projects.

## 4:00 PM - 4:30 PM **Developing Your Next Leadership Wave**

Flynt Gallagher, President, Newcleus Compensation Advisors

You work hard to find top talent, but now you need to ensure they stick around. What can be done to ensure they stay with the bank for the long-term?

## 4:30 PM - 5:00 PM **Innovative Ways to Pay for Talent in a Low Interest Rate Environment**

Steven Marlow, Consulting Principal, Bank Compensation Consulting

Great talent costs money. In such a low interest rate environment, how can a bank maximize earnings to pay for their best asset: their employees? In this session, we discuss various alternatives to help banks maximize earnings.

## 5:00 PM - 5:30 PM **Inspiring a Multi-Generational Workforce**

Flynt Gallagher, President, Newcleus Compensation Advisors

Whether you remain independent and hire talent or acquire talent through mergers and acquisitions, you can enhance your ability to create an engaged workforce by recognizing the differences in generational preferences. By fully understanding the drives and desires of your team, you can structure compensation plans that attract, retain and motivate each generation from aging boomers to up-and-coming millennials. Join this session to explore the varying ways each generation employs in communicating, decision-making and work habits so that you can customize your compensation plans to get the most from every dollar you spend.

## 5:30 PM - 6:30 PM **Networking Peer & Guest Reception**

*“Very valuable to have this interaction –  
and to create new contacts & get new ideas.”*

— PAST CONFERENCE ATTENDEE

## DAY TWO | Wednesday, November 10

### 7:00 AM - 8:00 AM **Breakfast**

Sponsored by: **Bank Compensation Consulting**

### 8:00 AM - 8:10 AM **Inspired By Others**

Al Dominick, CEO, Bank Director

How do non-banks recruit? How do tech companies incentivize risks?

### 8:10 AM - 8:40 AM **Balancing the Risk/Reward Relationship in Your Incentive Plans**

Laura Hay, Managing Director, Pearl Meyer

Can you achieve outstanding results while minimizing the risk of improper behavior? A carefully balanced, strategically aligned incentive plan design can push management teams to achieve stellar performance. But it doesn't stop there. By combining effective plan design with sound governance – the incorporation of risk mitigators in the plan and a thorough risk review process – boards can also keep unintended consequences at bay.

### 8:50 AM - 9:30 AM **Breakout Sessions** *(select one)*

#### **Breakout I: Pandemic Chaos & Incentive Plans**

Greg Camarco, Associate Partner, McLagan

Bryan Lemke, Associate Partner, McLagan

How did COVID-19 impact your incentive plans in 2020 and 2021? What did we learn from the firms who didn't make any changes and from those who did? How did incentive approaches differ between employee groups? Hear the best practices and lessons learned from COVID-19, how they compare to lessons from previous downturns and most importantly, how they prepare us for future challenges.

#### **Breakout II: CEO Evaluations: Providing Effective Feedback and Driving Meaningful Development**

Karen Butcher, Managing Director, Pearl Meyer

Laura Hay, Managing Director, Pearl Meyer

As organizations become more strategic and planful in managing and developing human capital, boards can do the same. After all, the best CEOs will want effective, actionable feedback, yet many directors are unclear on how to execute a best-in-class review. This session will help you create a CEO evaluation and communication process that drives meaningful executive development.

# BANK COMPENSATION & TALENT CONFERENCE

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## **Breakout III: Solving Pay Equity Issues at Financial Institutions**

Christie Summervill, CEO, BalancedComp, LLC.

Pay equity remains a hot topic as reports of gender and minority pay gaps across the country have caught the attention of state and local government investigators, the Equal Employment Opportunity Commission, the media, shareholder activists, the C-suite and class-action attorneys. Many companies are choosing to proactively conduct pay audits to try to identify and remedy pay disparities. In some jurisdictions carrying out such a self-audit before a lawsuit is filed will provide a complete defense to a pay equity lawsuit under state law. This session brings rarely found empirical industry data on gender and minority pay gaps from within the banking industry. This data is broken up by asset size, by job classification, by performance levels and specific jobs.

**9:30 AM - 9:45 AM Refreshment Break**

**9:45 AM - 10:25 AM Breakout Sessions** *(select one)*

## **Breakout I: Private Company Compensation**

Chris Brindisi, Partner, Pay Governance LLC

Privately held banks have the same objective to drive shareholder value as publicly-traded banks and compete in the same labor market for talent. As a result, it is imperative to ensure that your pay programs support these objectives. In this session, we present examples of leading-edge executive pay program designs used at private companies to ensure proper incentives exist to drive shareholder value and attract and retain top talent.

## **Breakout II: Board Performance & Evaluations**

Emily McCormick, Vice President of Research, Bank Director

Jackie Wall, Vice President, Bank Director

In this session, new directors learn about the basics related to overall board performance and evaluation of the board.

**10:35 AM - 11:20 AM 5 Questions Every Board Member Needs To Ask**

Joan Budden, Compensation Committee Chair, Independent Bank

Patti Callan, Compensation Committee Chair, Southside Bank

Maryann Goebel, Compensation and Governance Committee Chair, Seacoast Bank

Moderated by: Naomi Snyder, Editor-in-Chief, Bank Director

Hear how leading Compensation Committee Chairs have led their banks through the past year – and what they continue to focus on as they move forward.

**11:20 AM - 11:25 AM Closing Remarks**

Naomi Snyder, Editor-in-Chief, Bank Director

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calling our events department at (877) 397-7595.



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# BANK COMPENSATION & TALENT CONFERENCE

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## VENUE

### *Four Seasons Resort & Club Dallas at Las Colinas*

4150 North MacArthur Blvd.

Dallas, TX 75038

Reservations: (972) 717-0700

[www.fourseasons.com](http://www.fourseasons.com)

The perfect mix of Fort Worth's steel-toed swagger and Dallas' cosmopolitan edge, Las Colinas is filled with the unexpected. Set 2 miles from The Mustangs of Las Colinas Museum, this upscale resort is a mile from the Irving Arts Center and 6 miles from the Zero Gravity Thrill Amusement Park. Visitors can also meet for a round of golf, cool off in the indoor and outdoor pools, work out in the expansive sports and recreation club, or take a break from it all at the Well & Being Spa. Come nightfall, visitors can gather with friends and family near the larger-than-life, rustic fireplace on OUTLAW Taproom's patio.

## DISCOUNTED HOTEL RATE

There is a discounted hotel room rate available for conference attendees at the Four Seasons Resort & Club at Las Colinas until October 18, 2021 or until all rooms are reserved. For room availability, please contact the hotel directly at (972) 717-0700 and mention "Bank Director" to receive the discounted rate of \$280/night for a superior king room. Rooms are limited, so book early!



## **FOUR SEASONS RESORT AND CLUB DALLAS HEALTH & SAFETY STATEMENT**

### **Best-In-Class Technology**

Our Four Seasons award-winning App and Chat function provides guests with control and choice, limiting face to face interactions where possible; Using the App our guests can check in to their room.

### **Enhanced Cleanliness**

Alongside guidance from the CDC, WHO, federal and local governments, and leading health experts, Four Seasons Resort and Club Dallas at Las Colinas has put into place robust and enhanced cleaning protocols to ensure that sanitization measures are met across all areas of the property, including guest rooms, restaurants, pools, elevators, public areas, etc.

Four Seasons singular goal is to provide guests and guests with the confidence and assurance that their health and safety is our first priority.

Grounded in health care expertise and enabled by access to leading technologies and tools, Lead With Care, the Four Seasons enhanced health and safety program, sets out clear procedures that educate and empower employees to take care of guests and each other as well as focus on enhancing cleanliness.

While you will see many of the enhanced Lead With Care procedures, behind-the-scenes measures will also take place through employee training, enhanced cleaning and disinfection, additional food handling protocols, and enhancements to ventilation systems and other back-of-the-house operations.

### **Masking Policy:**

Based on the latest guidance from the Centers for Disease Control and Prevention (CDC), fully vaccinated guests are encouraged but not required to wear a mask on property or physically distance. Attendees will be responsible for adhering to current policies and taking the appropriate precautions based on their personal vaccination status. All employees will be wearing masks indoors regardless of vaccination status.

### **Onsite Testing:**

Whether as a departure requirement or simply for peace of mind, access to off-site COVID-19 testing is available during your stay. Testing is provided by a third party, Diamond Health, Inc. For further testing details, pricing information or to arrange your COVID-19 test, please contact the Front Desk.

The full health & safety statement can be found by visiting their website at:  
[www.fourseasons.com](http://www.fourseasons.com)

# BANK COMPENSATION & TALENT CONFERENCE

Recruitment, Retention and Leadership Development

## RATES & REGISTRATION

**Phone:** (877) 397-7595

**Fax:** (615) 777-8449

**Website:** BankDirector.com

**E-mail:** events@bankdirector.com

**Mail:** Bank Director, 201 Summit View Drive, Suite 250, Brentwood, TN 37027

NAME		NAME FOR BADGE
COMPANY		TITLE
BANK REPRESENTING	PUBLIC/PRIVATE	BOARD TITLE
NUMBER OF YEARS SERVING ON THE BOARD		EMAIL ADDRESS
ADDRESS		PHONE
CITY	STATE	ZIP

☐ **YES, Register Me for the 2021 Bank Compensation & Talent Conference!**

**Standard Individual Rate: \$1,795**

☐ **YES, Register My Group for the 2021 Bank Compensation & Talent Conference!**

**Standard Group Rate: \$1,495** (For groups of 3 or more from the same financial institution.)

**Select the Following Pre-Conference Add-On:**

☐ **YES, Register Me for the 2021 Bank Compensation & Talent Conference**

**Workshop on Monday, November 8!**

**Rate: \$895**

### Bank Director Membership Program

Special member pricing for the 2021 Bank Compensation & Talent Conference is available to all banks who join Bank Director's Board Training & Membership Program. For more information and details, please call our bank services department directly at (615) 777-8461.

☐ **YES, Register Me for the 2021 Bank Compensation & Talent Conference!**

**Non-Banker Rate: \$3,250** (This fee applies to attendees who are not officers or directors of an FDIC-insured financial institution, such as board advisors/observers, investment bankers, attorneys, accounting firms, and other vendors and service providers. Bank Director reserves the right to verify your company profile and adjust your registration rate if necessary.)

## ☐ Enroll My Guest in the Guest Program.

Guest/Spouse Name: \_\_\_\_\_

The guest rate of \$150 covers breakfast on Tuesday and Wednesday, as well as all evening receptions. Guests are not allowed to attend sessions. If a guest would like to attend the sessions, please register them as an attendee. A guest is a spouse, significant other or friend who is not in a financial services occupation. A co-worker (even a spouse co-worker) or an associate within the financial services industry is not considered a guest and should register as an attendee.

## Payment Information

*Please make all checks payable to DirectorCorps, Inc.*

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## Continuing Education

### ☐ I am an accountant, and I need Continuing Professional Education credits for this event.

DirectorCorps, Inc., the parent company of Bank Director, is registered with the National State Board of Accountancy (NASBA) as a sponsor of continuing professional education on the national Registry of CPE Sponsors. Visit our website for more information on CPE learning objectives, program levels, prerequisites, recommended credits and complaint resolutions.

## Conference Cancellation Policy:

Due to commitments and expenses, all cancellations after October 4, 2021 will be subject to a \$225 processing fee. We regret that no refunds will be given after October 22, 2021; however, substitute participants are welcomed. DirectorCorps, Inc. assumes no liability for any nonrefundable travel, hotel or related expenses incurred by registrants.





201 Summit View Drive, Suite 250  
Brentwood, TN 37027

**Strong Board.** Strong Bank.

[BankDirector.com](http://BankDirector.com)

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**Early Rate Available!**

# **BANK COMPENSATION & TALENT CONFERENCE**

**Recruitment, Retention and Leadership Development**