# Beyond the Curve: A Framework for Public Company Directors

Public company directors have never been more important than today or faced greater difficulties in performing their dual responsibilities of providing support to and oversight of management. Striking the right balance can be difficult during "normal" times. This framework is intended to be a guide for directors to navigate the unprecedented complexities public companies face today and over the horizon.

## Find out more by contacting:

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Enterprise Risk Management	KEY OVERSIGHT AREAS Shareholder Engagement and Financial Reporting	Business Strategy and Success	People	KE
<ul> <li>Evaluate organization's ability to innovate and adapt to disruptive events</li> <li>Consider risks of virtual operations, including cybersecurity and data protection</li> <li>Engage with management on return to work process and timing</li> <li>Review commercial and business risks in light of COVID-19 and the "next normal"</li> </ul>	<ul> <li>Review closing and audit procedures and internal controls</li> <li>Review SEC disclosures and evaluate financial guidance policies</li> <li>Update policies regarding Reg FD and insider trading</li> <li>Monitor shareholder activity, prepare for activism and engage with key holders</li> </ul>	<ul> <li>Assess liquidity and evaluate capital needs</li> <li>Review continuity planning, insurance policies and potential claims</li> <li>Monitor critical vendor impacts and resiliency</li> <li>Consider opportunistic M&amp;A and strategic alternatives</li> </ul>	<ul> <li>Stay up-to-date on geographic impacts of COVID-19</li> <li>Monitor health and safety status and initiatives, including mental health</li> <li>Reassess diversity, inclusion and belonging initiatives</li> <li>Assess comp and retention plans, skill gaps and recruiting needs</li> <li>Review succession plans across key functions</li> </ul>	



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#### Customers

- Review design and effectiveness of sales, market and service motions
- Evaluate market opportunities in light of changing customer requirements
- Revisit product and solution roadmap
- Consider ways to lend support to customers in need

#### Communities

- Align operations consistent with geographic COVID-19 requirements and risks
- Seek out ways to support historically marginalized persons
- Review climate impact and sustainability initiatives
- Review disclosure and communication plans of initiatives
- Challenge management to push company to be a force for good

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