

## Melissa L. Means

Melissa Means is no stranger to the boardroom. As a compensation expert and a human resources executive, she has close to three decades of experience working with boards and leadership teams. Annually, Melissa works closely with board members, compensation committees and leadership teams on a daily basis to align business strategy, talent strategy, company culture and compensation strategy. She is intimately knowledgeable of boardroom dynamics and helps companies create successful boardroom interactions. Melissa helps boards and executive teams navigate the intersections of strategy, innovation and culture, and its effects on short- and long-term business strategy with remuneration programs. She is also an expert in human capital management and the use of ESG metrics in compensation programs. On behalf of larger public companies, she communicates with activists, institutional shareholders and proxy advisory firms. Melissa also works with early-stage start-ups and has helped many companies through public offerings including SPAC transactions, traditional public offerings and Direct Listings.

She brings a fresh perspective to any boardroom helping to navigate challenging issues with an appropriate level of dialogue and discussion. She is a problem solver, a good listener, a team player and an engaging/thoughtful participant. She quickly evaluates situations, analyzes issues, assesses alternatives, and builds consensus.

Melissa is a recognized speaker, moderator and author on various boardroom topics. She authored many articles ranging from innovation, culture, and compensation as well as key thought leadership reports titled *The Visionary Board at Work: Developing a Culture of Leadership*, *Going Beyond Best Practices: The Role of the Board in Effectively Motivating and Rewarding Executives* and *Work has Changed: How Boards Can Manage Organizational Disruption* in September 2020.

Melissa serves as Managing Director for Pearl Meyer, a large executive compensation consulting firm. Melissa manages her own book of business including its profit and loss strategy each year and develops training programs and mentors' future leaders. Previously Melissa led the compensation function for HCA Healthcare - a Fortune 500 company - and led the compensation and benefits function for a start-up organization. During her tenure at HCA, she worked with the CEO to effect significant positive changes in the leadership team and facilitate a shift in corporate culture around compensation. She works with companies across many different industries including technology, alternative/green technology, life science, retail, consumer & industrial products, etc.

She is a member of the National Association of Corporate Directors (NACD) and a Board Leadership Fellow. She previously served on the Program Committee for the New England NACD chapter. Melissa is a member of Women Corporate Directors (WCD) where she served on the Membership & Governance Committee and the Thought Leadership & Communications Committee. Melissa was named to the *Agenda* Compensation 100 spotlighting compensation experts in the boardroom.

Melissa has a passion for assisting organizations who help others and give back to their community and constituency. In the non-profit world, she co-chaired the Adventures for the Mind Foundation serving disadvantaged women and girls globally and the Corporate Board Committee of the Boston Club - helping more women secure board and leadership roles. She served as a member of the Board for one of the oldest community music schools in Massachusetts and as a Committee member for the Susan G. Komen Massachusetts Affiliate Annual Race for the Cure event.