**Disclaimer/Bio**

Gaurdie E Banister Jr. is the founder and CEO of Different Points of View, a private firm that provides advisory services in the areas of leadership and safety. He is the former President and CEO of Aera Energy LLC, one of California’s largest Oil and Gas Companies. He is currently the Chair of Russell Reynolds Associates and sits on the board of Dow Inc (NYSE: DOW) and Enbridge (NYSE: ENB). The opinions expressed herein are the opinions of Mr. Banister and, except where stated, are not necessarily reflective of his experiences at any company where he has served on its board.