



Executive Compensation

Corporate & Regulatory Compliance Boot Camp

Daniel Cotter
Neil Lappley
Andrea Powers
Elizabeth Richert



Practical & Entertaining Education for:

- Attorneys • Accountants
- Business Owners
- Executives • Investors

Thank you to our co-producer

THE NATIONAL LAW REVIEW

The National Law Review (NLR) is a premier legal news website offering in-depth analysis on a wide range of legal and business topics. Established in 1888, NLR has evolved into a **trusted resource** for legal professionals, business leaders, and the general public, providing timely and relevant information on legislative changes, court decisions, and regulatory developments

Visit *The National Law Review* to learn more
- <https://natlawreview.com/>

Comprehensive Coverage: NLR covers nearly every legal topic, including litigation, AI & the Law, employment law, IP Law, real estate, energy, health care, bankruptcy and much more.

Expert Analysis: Articles are authored by experienced attorneys and legal professionals, ensuring accurate and insightful commentary.

Daily Updates: NLR provides hourly legal news updates, keeping readers informed about the latest developments in the legal world.

Thank You To Our Sponsor...



Restructuring & Insolvency Professionals • Bankruptcy Trustees
• Chapter 11 Debtors • Assignees • Receivers • Article 9 Sellers

A Better Way to Conduct Single Asset Sales Online!

DailyDAC™ is excited to announce its partnership with [maxXasset™](#), a simpler, easier & better way to conduct asset sales.

Take charge of your sales process! Choose the auction date, set the terms, & establish the closing timeline to suit your needs. Create & upload relevant sale documents behind confidentiality agreements, review every bidder's credentials, decide whether to approve or deny them, & monitor the bidding in real time.

No need to schedule a zoom or have the sale in an office. Now, interested parties can bid anytime, from anywhere! [maxXasset™](#) is also perfect to use in conjunction with real-time auctions, with use cases that include using it as a tool to select a stalking horse or as a tool for a first & or second round in a two-round process.

Disclaimer

- The material in this webinar is for informational purposes only. It should not be considered legal, financial, or other professional advice.
 - You should consult with an attorney & another appropriate professional to determine what may be best for the needs of your specific situation.
 - While the webinar producers & speakers take reasonable steps to ensure that the information presented is accurate, they make no guarantee in this (or any) regard.

*** This PowerPoint was produced in connection with a video webinar that premiered on 9/10/25. If you are reading this without the benefit of having attended, then you are missing its real value. You can access the webinar on-demand at [West Legal Ed Center](#) (for attorneys or accountants seeking CLE or CPE) or [Financial Poise](#) (for everyone else).

Meet the Faculty

Panelists

Neil Lappley - Lappley & Associates, Ltd.

Andrea Powers - Bakers, Donelson, Bearman, Caldwell, & Berkowitz

Elizabeth Richert - Much Shelist

Moderator

Daniel Cotter - Aronberg Goldgehn

About This Webinar

Executive Compensation

Executive compensation continues its movement towards performance pay as the standard. Compensation structures and proxy disclosures are more and more complex. Investors and proxy advisors continue to increase their influence on compensation issues. This webinar examines executive compensation, including equity-based compensation plans and executive employment and severance agreements. The importance of disclosure, alignment of risk, and metrics is also examined. Practical guidance on pay-for-performance and supplemental pay definitions is provided. The panelists discuss the effect of the Dodd-Frank Act on executive compensation, including SEC regulations. Exchange rules are compared to applicable federal law. Best practices regarding executive compensation committees and regulatory requirements for those committees are examined. Shareholder advisory groups promulgate executive compensation-related advisory policies for their institutional shareholder clients annually and these policies are also discussed. Issues regarding board composition and leadership structure issues are discussed in relation to executive compensation.

About This Series

Corporate & Regulatory Compliance Bootcamp

This webinar series covers corporate and regulatory compliance as it relates to procurement, government contracting, the Foreign Corrupt Practices Act, data privacy, and social media. The various episodes examine these topics from a company's perspective, delving into compliance issues that pertain to specific company practices across industries and borders and impact companies of all sizes and types.

As with every Financial Poise Webinar, each episode is delivered in plain English so that you do not have to be a Business Law specialist to understand and benefit from them. And, as with every Financial Poise Webinar, each episode brings you into engaging, sometimes humorous, conversations designed to entertain as it teaches. Each episode in the series is designed to be viewed independently of the other episodes so that participants will enhance their knowledge of this area whether they attend one, some, or all episodes.

Episodes In This Series

#1 Overview of General Corporate Law
Compliance

Premiere Date: 3/26/2025

#2 Procurement & Government Contracting
Compliance

Premiere Date: 5/28/2025

#3 Foreign Corrupt Practices Act Compliance

Premiere Date: 6/27/2025

#4 Data Privacy Compliance

Premiere Date: 7/2/2025

#5 Internal Investigations - 101

Premiere Date: 8/6/2025

#6 Securities Law Compliance

Premiere Date: 9/10/2025

#7 Executive Compensation

Premiere Date: 10/8/2025

Episode #7

Executive Compensation

Each Financial Poise Webinar is delivered in Plain English, understandable to investors, business owners, & executives without much background in these areas, yet is of primary value to attorneys, accountants, & other seasoned professionals. Each episode brings you into engaging, sometimes humorous, conversations designed to entertain as it teaches. Each episode in the series is designed to be viewed independently of the other episodes so that participants will enhance their knowledge of this area whether they attend one, some, or all episodes.

Why Executive Compensation is Important

United Airlines/Oscar Munoz

- United recently made a public filing saying that Munoz (CEO) asked that his employment agreement be changed such that he will no longer serve as Chair of the Board beginning in 2018
- Board said it believed having an independent chairman was best for the company
- This disclosure also included information regarding Executive Compensation
- This information is important to shareholders in wake of recent incident involving Dr. David Dao which impacted the company's public image and share price

Why Executive Compensation is Important *(cont'd)*

- Publicly-traded companies have been required to disclose Executive Compensation since the SEC was established in 1934
- A number of factors have influenced Executive Compensation since then:
 - Corporate governance
 - Social norms
 - Market for corporate control
 - Labor market for executives
 - Stock market
 - Tax policy

Why Executive Compensation is Important *(cont'd)*

- Prior to 1934 and SEC's mandatory disclosure rules, Executive Compensation was a closely-guarded secret by companies
 - WWI – federal government took over railroads and the high salaries of the railroad executives became public
 - 1920s: Media published salaries of railroad and bank executives
 - 1930s: Scrutiny of Executive Compensation extended to all businesses
 - ✓ Depression brought additional scrutiny
- Reconstruction Finance Corporation, the Federal Trade Commission and other institutions began requesting Executive Compensation information from companies under their respective jurisdictions
 - These efforts centralized with the formation of the SEC

Why Executive Compensation is Important *(cont'd)*

Executive Compensation Rates, Historically

- Prior to WWII, the average Executive Compensation rate was approximately 63 times higher than the average earnings in the economy
- This fell during the war and then declined gradually until the early 1970s □ it was then half the pre-war level
- Began rising again through the 1980s and 1990s
- Peaked in 2000 when the average Executive Compensation rate was 330 times the average earnings in the economy

Why Executive Compensation is Important *(cont'd)*

- Executive Compensation Composition, Historically
- Executive Compensation has historically, generally been composed of salaries and current bonuses, long term bonus payments, and stock options
 - There have been changes over the years in the relative composition with these components
- 1936 - 1950: direct compensation was nearly the entirety of total compensation
- 1950s: emergence of long term bonuses and stock options
 - i.e., 1% in the 1940s, 5% in the 1960s and 25% by 2000
- 1990s – 2000s: stock options saw a rapid growth as component of Executive Compensation

Why Executive Compensation is Important *(cont'd)*

Executive Compensation Composition, Historically

- After the economic boom of the 1980s came to a halt, failing corporations scrambled to secure top executive talent □ compensation grew and companies began making loans to executives for things ranging from relocation to the exercise of stock options
- A number of corporate scandals came out of these Executive Compensation packages, i.e., Enron, Tyco and WorldCom
- Sarbanes-Oxley Act (“SOX”) was enacted in 2002 after these scandals and others
 - Included corporate and accounting reforms and had a significant impact on Executive Compensation
 - SOX bans companies from making pers

Why Executive Compensation is Important *(cont'd)*

Tax Rate Impact on Executive Compensation

- 1940s through mid-1960s: executives typically taxed at 70 to 80%
- This steadily decreased to 35 to 40% by the 1990s

The tax rate influenced how Executive Compensation was structured

- When the tax rate was higher, companies had to provide significant increases in Executive Compensation for the executives to realize small increases in after-tax compensation

Details on Performance-Based Executive Compensation

Elements of Executive Compensation:

- Base salary (cash)
- Annual incentive
- Restricted stock grant (time-based and performance-based)
- Stock options
- Long-term performance plan
- Deferred compensation
- Retirement benefits
- Basic benefits
- Severance pay
- Special benefits (“perks”)

Details on Performance-Based Executive Compensation (*cont'd*)

Metrics:

- Objective vs. standard
- Qualitative vs. quantitative
- Absolute vs. relative
- Short vs. long term
- Should be a balance of financial and nonfinancial metrics
- Between five to ten metrics is generally the right amount
- List of metrics should be comprehensive but also focused on particular key value drivers to the company

How Executive Compensation is Tied to Performance

- Executive Compensation now = Pay for Performance
 - But pay for what performance
- TSR (Total Shareholder Return)
 - Executives are in the same boat with shareholders
 - Rewarding when things are good and penalizing when things go bad
 - TSR can be problematic because there are ways to artificially increase stock price
 - ✓ i.e., increase cash-generating capacity, earnings management, strategic release of good news, overly optimistic earnings guidance, etc.
 - Generally, only 10 to 20% of stock price can be attributed to management over the course of a year
 - It can take up to five years for good management to be reflected in stock price
 - Distinction between stock price as a metric and use of equity as a reward
 - ✓ Providing equity encourages executives to align interests with shareholders

How Executive Compensation is Tied to Performance *(cont'd)*

- Primary alternative to TSR-based Executive Compensation is the use of accounting-based measures
 - Revenues, earnings, returns on net assets, etc.
 - Easier for investors and executives to understand the performance being rewarded
- Use of income statement items above the bottom line (revenue, gross margins, EBIDTA)
 - Easy for executives to understand and enhances motivation
- Items beyond bottom line are more comprehensive indicators (return on capital, economic profit)
 - More disclosure is required to implement these as metrics
- Measures of earnings and profits are most often used

Details on Performance-Based Executive Compensation

Financial:

- Profits/margins
- Return on investment
- Working capital
- Revenue growth
- Cash flow
- Capital expenditures
- Earnings per share
- EBITDA
- TSR
- Working capital

Details on Performance-Based Executive Compensation *(cont'd)*

Nonfinancial:

- Business development
- Community engagement/ corporate social responsibility
- Competition/market share
- Corporate culture
- Customer satisfaction
- Environment, health & safety
- Ethics
- Executive talent management/succession
- Human capital
- Innovation/innovative culture
- Legal/regulatory compliance
- Logistics capabilities
- M&A execution & integration
- Operations
- Product quality
- Reputation
- Risk management
- Tone at the top

Details on Performance-Based Executive Compensation (*cont'd*)

Variable vs. fixed compensation

- It may be better for some companies to make Executive Compensation a variable instead of fixed cost (i.e., smaller, high growth companies with tighter cash constraints)
- Use of sales or EBITDA as a metric for Executive Compensation when cash is a concern makes sense because then bonuses are essentially self-funding
- Can also offer equity
- The variable cost of Executive Compensation can help decrease financial risk and also has an incentive effect
 - Helps to restore alignment of interests between shareholders and executives
- Can have stretch goals within context of industry

Details on Performance-Based Executive Compensation (*cont'd*)

- Another component of variable compensation: the board maintains discretion as to compensation, i.e., up to 20% of the annual bonus
- If this is the case, the discretion must be communicated to the marketplace
- The percentage of the discretion and general reasons beyond the exercise of discretion must be disclosed
- Must undertake every effort to make discretionary payments as transparent as possible

Details on Performance-Based Executive Compensation (*cont'd*)

- Benchmarks as distinguished from metrics
 - Metric = performance indicator specific to a company
 - Benchmark = metric compared against same metrics for companies in peer group
- Consultants should be used in selecting peer group
 - Size
 - Business characteristics
 - Other factors (business complexity, global operations, etc.)
 - Competition for talent
- Peer group of between 15 and 20 companies
 - Not so small such that one company in peer group can skew comparisons
 - Not so big that there is little similarity of features amongst companies in peer group

Laws, Rules & Regulation

Rules and regulations governing Executive Compensation come from many sources:

- SEC
- SOX
- Dodd-Frank Act
- NYSE
- NASDAQ

Laws, Rules & Regulation *(cont'd)*

Sarbanes-Oxley Act of 2002

- Prohibits publicly-traded companies from making or arranging loans to their executive officers;
- Expedites SEC reporting of insider trades;
- Prohibits executive officers from trading employer securities during a plan blackout period with respect to those securities; and
- Requires ERISA-covered individual account plans to provide 30 days notice of blackout periods

Laws, Rules & Regulation (cont'd)

Dodd-Frank Act of 2010

- To be implemented by SEC
- Pay ratio rules – companies must disclose CEO's compensation relative to the mean compensation of that company's employees (FINAL)
- Board Compensation Committee consultant independence – Compensation Committees must evaluate independence of consultants (FINAL)
- Compensation Committee independence – Enhanced independence standards and specific disclosure requirements (FINAL)
- Say-on-Pay: Companies are required to hold shareholder advisory votes on Executive Compensation (FINAL)
- Clawback rules – NYSE and NASDAQ are required to enact rules that require a company to clawback incentive Executive Compensation where a company's financial statements are found to have material errors (PROPOSED)
- Pay-for-Performance – Required disclosure of company's performance relative to Executive Compensation (TSR)

Laws, Rules & Regulation (*cont'd*)

SEC

- Listing standards for Compensation Committees
- Implementation of Dodd-Frank requirements

Laws, Rules & Regulation (cont'd)

NYSE

- Compensation Committee has authority to retain independent advisers – a number of factors must be considered in assessing independence
- Shareholders must be given opportunity to vote on all equity compensation plans and material revisions thereto (with limited exceptions)
- Compensation Committee members must satisfy objective and subjective independence criteria
 - Subjective factors include:
 - ✓ The source of each director's compensation (including consulting, advisory, etc. fees paid by company);
 - ✓ Whether each director is affiliated with the company, subsidiary or an affiliate of any subsidiary; and
 - ✓ Whether each director has a relationship that, in the opinion of the board, would interfere with the director's exercise of independent judgment

Laws, Rules & Regulation (cont'd)

NASDAQ

- Compensation Committee has authority to retain independent adviser; a number of factors must be considered when assessing independence
- Imposes structural requirements on Compensation Committees
 - Must be composed of at least two directors ☐ enhanced independence requirements
 - Must have a formal written charter that sets forth certain responsibilities and authority
 - ✓ Must review and assess adequacy of charter annually

Laws, Rules & Regulation (cont'd)

NASDAQ

- Independence of directors on Compensation Committee is assessed via objective and subjective factors
 - Subjective factors include:
 - ✓ Director has no relationship, that, in the opinion of the board, would interfere with the exercise of independent judgment
 - ✓ No member of the Compensation Committee may accept, directly or indirectly, any consulting, advisory, etc. fees from the company or any subsidiary (exclusive of compensation for board and committee service) □ this factor is distinct from similar factor NYSE uses in that it does not allow for board discretion in making the determination

Executive Compensation – Best Practices

DISCLOSURE IS KEY

- Proxy statement CD&A (compensation discussion and analysis)
 - Conveys board's focus on performance objectives and resulting executive pay
 - Reinforces understanding of board's role in enforcing pay-for-performance
 - SEC requires this disclosure in the absence of competitive harm to the company
- Must explain the board's definition of performance and how it is measured
 - This is required by Dodd-Frank
 - List metrics, categories and measurements
 - Disclose whether they were met, exceeded or missed
 - ✓ Do not have to disclose how goals are being achieved to competition
 - Must be careful not to disclose non-public information

Compensation Committees

- For public corporations, the Compensation Committee must be made up of entirely independent directors
- Compensation Committee is subject to scrutiny by
 - Shareholders
 - Proxy advisors
 - Policymakers
 - Media
- Independent consultants are critical
 - Dodd-Frank, SEC, NASDAQ and NYSE all have guidelines for assessing independence

Compensation Committees (*cont'd*)

Dodd-Frank Rules that Impact the Compensation Committee

- Bank D&O clawbacks
- Advisory shareholder vote on Executive Compensation (Say on Pay)
- Independent compensation committees and consultants
- Pay-for-performance disclosure
- Pay ratio disclosure
- Executive pay clawbacks
- Employee or director hedging

Compensation Committees (*cont'd*)

SEC 2009 Rule Expansion

- Mandates disclosure of any practices that are “reasonably likely to have a material adverse effect” on the company
- Requires annual risk assessment of compensation plans
 - Identify any high risk practices or mitigating factors

Compensation Committees (*cont'd*)

- Independent Compensation Committees are required for most companies that are listed on NASDAQ and NYSE
- Three to five directors seems to be most effective size for Compensation Committees
- Important factors to consider for Compensation Committee composition
 - Diversity of experience and perspective
 - Diligence
 - Expertise
 - Courage

Compensation Committees (*cont'd*)

Some considerations to be made by the Compensation Committee:

- Do the performance metrics support the company's basic strategy?
- Does the requisite performance fall within the scope of industry performance and economic projections?
- Are the performance metrics incentivizing team work or individual merit?
- Have we reviewed performance metrics as disclosed in our competition's proxy statement?
- What are the weights of varying business units – have we placed too much emphasis on one particular unit?
- Have we placed too much emphasis on a particular individual performance factor – have we ensured that no one metric dominates?

Shareholder Activism and Executive Compensation

Shareholder activism is predicted to be one of the key influencers on the dialogue surrounding Executive Compensation

- The most significant rise in shareholder activist activity has come from those investment managers concerned with shareholder value creation
- Shareholder activists are concerned with Executive Compensation for two reasons
 - Highlight alleged weak governance
 - Cite to an impediment to financial and strategic decisions they think should be considered
- There appears to be no general type of Executive Compensation plan preferred by shareholder activists

What to do about Shareholder Activism

- Think like a shareholder activist
- The Compensation Committee should consider:
 - Whether pay for performance holds up: is the basis for the rewards durable and appropriate AND is it clear in the CD&A?
 - Whether the relative security or risk in the program is appropriate for the type of company and its strategy.
 - Whether governance-related issues can be legitimately refuted.
 - Whether peripheral issues are appropriately addressed, i.e., whether a peer group was appropriately selected, etc.

Sources

Roger Brossy and Blair Jones, *Activists at the Gate of Executive Pay*, DIRECTORS AND BOARDS ANNUAL REPORT (2015).

Carola Frydman and Raven E. Sake, *Historical Trends in Executive Compensation 1936-2003*, UNIVERSITY OF CHICAGO GRADUATE SCHOOL OF BUSINESS (Nov. 15, 2005).

Jeremy L. Goldstein, *Shareholder Activism and Executive Compensation*, HARVARD LAW SCHOOL FORUM ON CORPORATE GOVERNANCE AND FINANCIAL REGULATION (2015).

Kathryn Steward Lehman, *Executive Compensation Following the Sarbanes-Oxley Act of 2002*, 81 N. C. L. REV. 2115 (2003).

John F. McGuinness, *Impact of Sarbanes-Oxley Act on Benefits and Executive Compensation*, 8 J. OF DEFERRED COMPENSATION 2 (Winter 2003).

Incentives and Risk Taking, NACD Compensation Committee Chair and Risk Oversight and Advisory Councils, NACD (2010).

Report of the NACD Blue Ribbon Commission on the Compensation Committee, NACD (2015).

Report of the NACD Blue Ribbon Commission on Performance Metrics; Understanding the Board's Role, NACD (2010).

Questions or Comments?

If you have any questions about this webinar that you did not get to ask during the live premiere, or if you are watching this webinar [On Demand](#), please do not hesitate to email us at info@financialpoise.com with any questions or comments you may have. Please include the name of the webinar in your email & we will do our best to provide a timely response.

IMPORTANT NOTE: The material in this presentation is for general educational purposes only. It has been prepared primarily for attorneys & accountants for use in the pursuit of their continuing legal education & continuing professional education.

*** This PowerPoint was produced in connection with a video webinar that premiered on 10/08/2025. If you are reading this without the benefit of having attended, then you are missing its real value. You can access the webinar on-demand at [West Legal Ed Center](#) (for attorneys or accountants seeking CLE or CPE) or [Financial Poise](#) (for everyone else).

Meet The Faculty

Daniel Cotter - dcotter@agdglaw.com



A member in the firm's Chicago office, Daniel Cotter's practice encompasses a range of roles, including a pivotal tenure as general counsel for a major life insurance company and extensive private practice experience. His clientele spans insurance firms, financial institutions, IT/consulting enterprises, and nonprofits.

Since 1996, Dan has been deeply involved in privacy and cybersecurity matters, notably contributing to the formulation of terms and conditions as well as disclaimers for Fortune 500 websites in the late 1990s. His roles as a chief privacy officer across various companies and law firms underscore his depth in these evolving domains.

Dan's proficiency extends to navigating intricate insurance regulatory matters, overseeing substantial reorganizations within holding company systems, and negotiating a myriad of contracts, ranging from simple to elaborate, including outsourcing agreements. [Read More.](#)

Neil Lappley - nlappley@lappley.com



Neil specializes in design of employee compensation delivery systems. Neil has over 25 years of experience in compensation and human resources. He has worked with a wide variety of companies in the manufacturing, consumer product, service, chemical and pharmaceutical industries. Prior to starting his own consulting business in 1996, Neil was a VP with Hay Management Consultants. Neil has a BS in mechanical engineering and an MS in industrial engineering from the University of Wisconsin-Madison.

Andrea Powers - apowers@bakerdonelson.com



With over 30 years' experience, Andrea Bailey Powers represents employers in all aspects of executive compensation and employee plans matters, including the design and administration of qualified retirement plans, health and welfare benefit plans, and non-qualified executive compensation and equity plans.

Ms. Powers focuses heavily on the health care industry and routinely addresses issues related to controlled and affiliated service groups. She helps create solutions for benefits issues that arise in complicated organizational structures, including MEWA analysis.

She advises on the design of equity and phantom programs to compensate executives. Ms. Powers also counsels on compensation issues for both for-profit and tax-exempt employers, including IRC §§ 409A, 162(m), and 280G (Golden Parachute). She routinely works with buyers and sellers to coordinate benefits issues transactions, including retirement plan mergers, change of control payments, and mid-year health plan issues.

Ms. Powers is a frequent speaker and applies a practical business-like approach to compliance. She believes that it is essential to understand the client's business in order to provide useful guidance.

Elizabeth Richert - erichert@muchlaw.com



Elizabeth Richert is an executive compensation and employee benefits attorney who calls on 20+ years of experience to advise executives and businesses. She prides herself on being a proactive counselor, helping her clients avoid problems before they arise and successfully plan for the future.

Elizabeth crafts and negotiates equity, equity-based, and non-equity-based compensation arrangements. She guides clients through the design of employment agreements, including separation, consulting, transition, change-in-control, equity, incentive, and restrictive covenant agreements.

Clients also turn to Elizabeth for advice on compliance and benefits issues. She regularly advises on all aspects of welfare benefit plan administration, such as health insurance programs, long-term disability programs, long-term care programs, and severance agreements, including counseling on issues such as COBRA, HIPAA, VEBAs, flexible-spending accounts, and cafeteria plans.

Thank You To Our Sponsor...



Restructuring & Insolvency Professionals • Bankruptcy Trustees
• Chapter 11 Debtors • Assignees • Receivers • Article 9 Sellers

A Better Way to Conduct Single Asset Sales Online!

DailyDAC™ is excited to announce its partnership with [maxXasset™](#), a simpler, easier & better way to conduct asset sales.

Take charge of your sales process! Choose the auction date, set the terms, & establish the closing timeline to suit your needs. Create & upload relevant sale documents behind confidentiality agreements, review every bidder's credentials, decide whether to approve or deny them, & monitor the bidding in real time.

No need to schedule a zoom or have the sale in an office. Now, interested parties can bid anytime, from anywhere! [maxXasset™](#) is also perfect to use in conjunction with real-time auctions, with use cases that include using it as a tool to select a stalking horse or as a tool for a first & or second round in a two-round process.

About Financial Poise



The primary mission of Financial Poise™ is to provide reliable plain English business, financial, & legal education to individual investors, entrepreneurs, business owners, & executives, & to help trusted advisors do the same.

*Newsletter subscribers are occasionally offered free webinars. Subscribers never receive more than one email per week & their information is never shared.

Sign up for our free weekly e-newsletter [here](#)*.

Learn how to write or speak for Financial Poise [here](#).
The antithesis of “pay-to-play.”

Check out our other webinars [here](#).

Send any other inquiry to info@financialpoise.com

Thank you to our co-producer

THE NATIONAL LAW REVIEW

The National Law Review (NLR) is a premier legal news website offering in-depth analysis on a wide range of legal and business topics. Established in 1888, NLR has evolved into a **trusted resource** for legal professionals, business leaders, and the general public, providing timely and relevant information on legislative changes, court decisions, and regulatory developments

Visit *The National Law Review* to learn more
- <https://natlawreview.com/>

Comprehensive Coverage: NLR covers nearly every legal topic, including litigation, AI & the Law, employment law, IP Law, real estate, energy, health care, bankruptcy and much more.

Expert Analysis: Articles are authored by experienced attorneys and legal professionals, ensuring accurate and insightful commentary.

Daily Updates: NLR provides hourly legal news updates, keeping readers informed about the latest developments in the legal world.