LARKIN STREET

YOUTH SERVICES

SAN FRANCISCO BUSINESS TIMES

ADVERTISING SUPPLEMENT
SEPTEMBER 29, 2023

CFO OF THE YEAR AWARDS

2023 Lifetime Achievement

HARMIT SINGH

Levi Strauss & Co.

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A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF LARKIN STREET YOUTH SERVICES

With smart partnerships, we can solve youth homelessness

As we celebrate the 17th Bay Area CFO of the Year Awards, I find myself humbled and deeply inspired. Being a part of an event that values both business prowess and an unwavering commitment to social responsibility is an honor.

I want to take this opportunity to acknowledge the invaluable partnership we have enjoyed with the San Francisco Business Times over the years. This partnership has been instrumental in ensuring the success of this event and has helped us amplify the impact of our shared goals.

As the Chief Executive Officer of Larkin Street, I am acutely aware of the crucial role businesses play in championing community and social initiatives. This year's theme, "Empowering the Present, Securing the Future," echoes our mission at Larkin Street. Indeed, our commitment to empowering the young people we support, offering them the resources to overcome homelessness and secure a better future, is a goal we cannot fully realize without the essential support of events like this and our community at large.

The Bay Area CFO of the Year Awards holds significant importance for us at Larkin Street, acting as a catalyst for expanding our network of supporters. Since its inauguration in 2006, the event has been instrumental in rallying support and generating over $7 million in funding. These funds have been pivotal in our mission to help young people overcome homelessness.

CFOs have undergone a profound transformation amidst shifting dynamics. They are no longer solely financial guardians but have emerged as vital change agents and standard-bearers of corporate accountability. As a community, we must uphold this accountability, challenge existing paradigms, and strive relentlessly for a sustainable and equitable world.

I extend my heartfelt congratulations to Harmit Singh, the Hall of Fame Lifetime Achievement Award recipient, and all 15 finalists. Your innovative forays into the financial world, coupled with your commitment to the greater good, highlight the influence thoughtful leadership can have.

As we chart our path forward, we must remember the teachings of this celebration. We are collectively responsible for empowering our present and securing a future where businesses and communities prosper in tandem.



SHERILYN ADAMS
Chief Executive Officer
Larkin Street Youth Services



Coming together is the beginning of great things

It's amazing what we can achieve when a community unites.

We salute Larkin Street Youth Services for supporting a common cause that's making our community a better place.

Let's celebrate Bay Area CFO of the Year Awards.

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WELLS FARGO

LARKIN STREET

YOUTH SERVICES



9 out of 10 youth who complete our comprehensive programs **exit to stable housing**

WHAT WE DO

HOUSING

HEALTH AND WELLNESS

EMPLOYMENT

EDUCATION

for more information,
please visit **larkinstreetyouth.org**

A MESSAGE FROM THE PUBLISHER OF THE SAN FRANCISCO BUSINESS TIMES

Bay Area CFOs Make a Difference

Congratulations to all of the honorees of the 2023 Bay Area CFO of the Year Awards. The San Francisco Business Times team is proud to partner with Larkin Street Youth Services in celebrating your accomplishments and the important role CFOs play in the business landscape today. We're also pleased to highlight Larkin Street's vital efforts in providing essential services to homeless youth.

As you'll read in the following articles, our winners and finalists embody the best of the CFO profession. Their professional aptitude, integrity and leadership shine throughout their work in their companies and communities. I know you'll enjoy getting to know them as much as I have.

The CFO of the Year Awards nominating committee sought nominations from across the Bay Area and worked tirelessly to analyze nominations and compile summaries for the award's independent selection panel. The panel evaluated tenure, range of duties, leadership, guardianship of the company's business model and influence within the company as part of their exhaustive review. The company's financial performance, sustained positive stock performance and recognition from outsiders also were considered.

We have had the pleasure of working with Larkin Street on this program for more than 15 years, and each year creates an opportunity to introduce a group of outstanding executives to the wider business community. This program has catalyzed business relationships culminating in volunteerism, board recruitment, funding and other forms of support for Larkin Street.

On behalf of the entire Business Times team, I'd like to thank all the sponsors who generously contributed to making this recognition program possible and simultaneously supporting Larkin Street Youth Services. Follow the Business Times for updates about next year's awards, and visit Larkin Street Youth Services' website (www.larkinstreetyouth.org) to learn more about the remarkable outcomes achieved by this globally recognized organization.



MARY HUSS
Bay Area Market President & Publisher
San Francisco Business Times
& Silicon Valley Business Journal

BAY AREA CFO OF THE YEAR AWARDS

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LARKIN STREET YOUTH SERVICES: AN INVESTMENT IN OUR FUTURE, CHAMPIONED BY BAY AREA CFOS



Each year, at the Bay Area CFO of the Year Awards, we come together not only to celebrate those who've excelled in financial stewardship but also to rally behind an organization that transforms the narrative for young people experiencing homelessness in San Francisco: Larkin Street Youth Services.

A Beacon of Hope in San Francisco

Since its inception in 1984, Larkin Street Youth Services has steadfastly worked to give young people experiencing homelessness and at-risk youth a chance at a better life. With a comprehensive approach that encompasses everything from emergency shelter to long-term housing, wellness programs and education and employment training, Larkin Street provides a spectrum of support that allows young people to reclaim their futures. Today, nine out of ten young people who exit Larkin Street's comprehensive housing programs move on to safe and stable housing.

The staggering statistics underscore the urgency of their mission: In San Francisco alone, nearly 1,100 young people find themselves on the streets.

CFOs: A Partnership Beyond the Ledger

The Bay Area CFO of the Year Awards serves not only as a platform for acknowledging the region's top financial leaders but also as a catalyst for change in the community. All proceeds go directly to Larkin Street Youth Services, ensuring that the organization continues its essential work.

For CFOs and attendees of the award ceremony, this partnership represents an understanding that societal investments yield long-term dividends. By supporting Larkin Street, the business community plays an instrumental role in breaking the cycle of homelessness and creating an environment where every young person can achieve their potential.

A Tangible Impact

Through the funds raised at the Bay Area CFO of the Year Awards, Larkin Street has been able to expand its reach and fortify its programs. These contributions have:

Strengthened Housing Programs: With more resources, Larkin Street has been able to offer a broader range of housing solutions, from emergency shelters to transitional living programs, ensuring that every young person has a safe space.

Enhanced Educational Opportunities: From GED preparation to college access services, the funds have enriched Larkin Street's educational initiatives, bridging the academic gap faced by many young people experiencing homelessness.

Bolstered Employment Training: Through hands-on workshops and partnerships with local businesses, Larkin Street equips youth with the skills they need to secure stable employment and build a brighter future.

Prioritizing Mental and Physical Wellness: Recognizing that well-being is multifaceted, Larkin Street also provides comprehensive mental and physical wellness programs. These initiatives provide trauma-informed care, counseling sessions, and therapeutic activities to address the mental health needs of young people experiencing homelessness. Additionally, physical wellness is promoted through fitness activities, cooking classes and access to medical care, ensuring that young people are holistically cared for and are on a path not just to recovery, but to flourishing.

A Call to Action for the Bay Area Business Community

By investing in the potential of every young person, we're not just shaping individual destinies — we're crafting the future story of the San Francisco Bay Area. With the business community's commitment to champion Larkin Street Youth Services, every young person will have the chance to rewrite their story.

LARKIN STREET IN ACTION



Larkin Street youth and staff enjoy playing cards at the service hub.



Larkin Street youth, Mariah Dixon and Emanuel Rosario, at the 2022 Bay Area CFO of the Year Awards.


Traci West, a standout youth from Larkin Street's program, poses for a portrait.


Young people and dedicated staff come together at Larkin Street's service hub at 134 Golden Gate Ave.

2023
BAY AREA
CFO OF THE YEAR
AWARDS

CONGRATULATIONS TO
THE 2023 RISING STARS

Erik Lund of BRIDGE Housing

Micah Reinhold of Robert Half

Tim Muindi of ServiceNow

Rising Stars are individuals who excel in their roles and demonstrate significant career promise.

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LIFETIME ACHIEVEMENT AWARD



HARMIT SINGH LEVI STRAUSS & CO.

CHARTING A NEW COURSE FOR LEVI STRAUSS

As a young teenager in Delhi, India, Harmit Singh wanted what every teenager in a non-Western market wanted: a pair of those coveted, all-American, independent-spirit-loving Levi Strauss blue jeans. Little did he know that his love of numbers, supported by an encouraging father, would fuel a career that would land him amongst the top executives of that iconic brand.

"I had to choose pretty early what I wanted to do," Singh said. "In India, when you are moving into 11th grade, you have to choose a path. Science takes you into engineering or being a doctor. Liberal arts takes you into finance and commerce."

From a family of engineers and doctors, Singh was the first to choose finance. He says, "I like finance and numbers because you can see everything. Then you decide if you want to make an impact based on what you see."

Turns out, Singh is good at making decisions based on what he sees. From his first job in India at American Express to higher positions at Yum! Brands and Hyatt Hotels, he has been busy for over 30 years shaping the futures of significant consumer brands. After leading Hyatt through a successful IPO and sustained growth, Singh got the call from Levi's. The brand that had embodied the spirit of the American West for nearly 150 years needed a transformation.

"I like finance and numbers because you can see everything. Then you decide if you want to make an impact based on what you see."

"It's always been a value-oriented company," Singh said. "But a key clear desire to get back and lead the industry" was also apparent, and that was appealing. He joined the company as CFO in 2013, first tackling Levi's debt load and turning around declining revenues. Next came strategic planning for taking out costs, reinvesting in the business and developing the blue jean brand into a lifestyle company for both men and women.

Levi Strauss became a public company in 1971 but remained majority owned by descendants of its founder. In the mid-1980s, the family took the company private again. Thirty-four years later, in 2019, the family decided that under the leadership of Singh and the other executives it was time once again to launch an IPO.

"Going public is always a means to an end, not a strategy," Singh said. "Our strategy was set in stone. The IPO was about getting public shareholders and getting the company to interact differently. Then COVID-19 happened."

HARMIT SINGH
Levi Strauss & Co.

TITLE Chief Financial and Growth Officer

TENURE 10+ years

BACKGROUND Hyatt Hotels, Yum! Brands, American Express, Buffalo Wild Wings

For Singh, the pandemic was another opportunity for transformation. "We have to think about emerging stronger," Singh told the board. "When we get out of this, we'll be more digital; we will have connected with our consumers, especially the younger consumers. We'll be a more diverse organization."

Singh and his team focused on growing the direct-to-consumer (DTC) business and engaging directly with customers. In 2021, Levi Strauss & Co. had its best financial year on record.

This past January, Singh's role at Levi's widened to chief financial and growth officer, giving title to the work that already comes naturally to him. Part of that strategy is developing more options for women, as well as tops and accessories to complement all those denim bottoms.

"We are really driving DTC through our stores and international e-commerce," with a focus on lifestyle Singh said. "The transformation of the company has been my most rewarding project."

Additionally, Singh is deeply committed to promoting sustainability in the business world. In 2019, he joined the Accounting for Sustainability (A4S) project, a global initiative aimed at integrating environmental, social and governance factors into financial decision-making.

Singh played a vital role in establishing the U.S. Chapter of A4S and mobilizing other financial leaders to champion the business case for sustainability. He currently serves as the U.S. co-chair

BAY AREA CFO OF THE YEAR AWARDS

Benefiting Larkin Street Youth Services

TITLE SPONSORS

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PUBLIC COMPANY, LARGE WINNER



GINA MASTANTUONO SERVICENOW INC.

BLENDING INNOVATION WITH SOCIAL RESPONSIBILITY

GINA MASTANTUONO
ServiceNow Inc.

TITLE Chief Financial Officer

TENURE 3+ years

BACKGROUND Ingram Micro Inc., Revlon Inc., InterActiveCorp., Ernst & Young

"Done well, ESG is a strategic business imperative with tangible growth, value creation and risk management at its core."

The software company ServiceNow has been on a significant growth trajectory, with revenue on pace to increase nearly 150% from 2019 to 2023. The company, which offers a cloud-based workflow automation platform for large organizations, expects to close the fiscal year with sales of $8.5 billion. Virtually all of that growth has been organic, the result of investments in technological innovation, expanding its addressable market and attracting and retaining the right talent.

At the helm of the company's financial performance is CFO Gina Mastantuono.

"Our financial performance and results give us great confidence in 2023 and beyond," Mastantuono said. The company joined the Fortune 500 this year and reported its first $2 billion sales quarter in the first quarter. "These milestones don't happen overnight. We have had to continuously disrupt ourselves and set new standards across our business to get here."

In May 2023, Mastantuono was part of the leadership team that facilitated an engineering partnership between ServiceNow and NVIDIA Corp., a technology company that specializes in designing and selling graphics processing units and is expanding rapidly in artificial intelligence. The goal is to develop hundreds of industry-specific, large-language AI models that can solve significant business problems.

"In putting our forces together, we're doing remarkable things for our customers," Mastantuono said, "helping them work faster, better and more securely than ever before."

Mastantuono also led ServiceNow to adopt its environmental, social and governance (ESG) framework in 2020. In January 2021, the company launched the $100 million ServiceNow Racial Equity Fund, with the goal of driving generational wealth creation through funding homeownership, entrepreneurship and neighborhood revitalization within Black communities in 10 regions across the United States. A year later, the company launched RiseUp with ServiceNow, a program to reskill 1 million people by the end of 2024.

"Purpose and profit are not mutually exclusive," Mastantuono said. "Done well, ESG is a strategic business imperative with tangible growth, value creation and risk management at its core."

Prior to joining ServiceNow, Mastantuono most recently served as executive vice president and CFO at the global technology and supply chain services company Ingram Micro Inc., a role she held for three years. Her career also has included finance roles with increasing responsibilities at the cosmetics, skincare, fragrance and personal care company Revlon Inc. and the media and internet company InterActiveCorp.

Beyond her financial expertise, Mastantuono is also passionate about fitness, wellness, mental health and mentoring women in finance. She served on the board of directors for Susan G. Komen from 2018 to 2020 and currently serves on the boards of Roblox Corp and Gong. Two of her mentees recently became CFOs.

PUBLIC COMPANY, LARGE FINALIST

"We need to supply traditional energy that is in high demand today while developing new energy solutions that will be a bigger part of a lower carbon future."



PIERRE BREBER
Chevron

TITLE Chief Financial Officer

TENURE 4+ years

BACKGROUND Joined Chevron in 1989, Board Chair of United Way Bay Area

FUELING GROWTH WHILE LOWERING CARBON

Pierre Breber has built a more than 30-year career at Chevron, starting as a financial analyst in 1989 and working his way up. He led global and multinational business units with annual after-tax profits exceeding $1 billion for eight years before assuming his current role as CFO in April 2019.

The purpose, values and work-life balance at Chevron has kept him engaged. "I've had a chance to work with people from all around the world, live in Asia and Europe and learn and grow in finance and P&L leadership roles," he said.

When Breber took on the role of CFO, energy stocks were out of favor with investors due to a lack of capital discipline and an unclear strategy for a lower carbon future. He and his team have championed the company's simple message of "higher returns, lower carbon," which has resonated well. In 2022, Chevron's stock reached a number of record highs, up around 50%, with a sector-leading valuation and reputation.

"'Higher returns, lower carbon' is short-hand communication to our stakeholders that Chevron will maintain capital discipline while growing traditional and new energy businesses and sustain higher returns in a lower carbon future," Breber said. "It works because we follow it up with our actions, for example, growing dividends at 6% per year and becoming the second-largest U.S. producer of bio-based diesel fuel."

In 2022, Chevron recorded its highest U.S. oil and gas production in history, more than doubled earnings compared to 2021 and increased its annual dividend per share for the 36th consecutive year.

Breber is a trusted advisor to Chevron's CEO, particularly when evaluating potential acquisitions. The company's approach is to focus on three criteria - asset quality, do-ability and valuation. "It's a straightforward approach," he said. "The key is execution."

Beyond his financial expertise, Breber is a principal driver of Chevron's environmental, social and governance (ESG) initiatives that aim to balance shareholder returns with positioning Chevron into new energy businesses where it has competitive advantages. "It's important because Chevron needs to supply traditional energy that is in high demand today while developing new energy solutions that will be a bigger part of a lower carbon future," Breber said.

Breber also is involved in philanthropic endeavors, serving as the chair of the board of directors of the United Way Bay Area and a board member of the Thurgood Marshall College Fund. He also co-chaired the 2021 Juvenile Diabetes Research Foundation NorCal Walk.

"It reflects my personal values and the values of Chevron – the S in ESG," he said. "I'm proud of the work of the UWBA to build equitable pathways to prosperity in the Bay Area and of TMCF to help HBCU students succeed."

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Leadership that inspires

At Deloitte, we believe in building a culture of purpose and inspiring leadership within and outside our organization.

We are proud to work with Larkin Street Youth Services and extend congratulations to the Bay Area's top CFOs finalists.

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PUBLIC COMPANY, LARGE FINALIST

"I feel fortunate that I entered the company in a role that really allowed me to learn the business from the ground up."



MICHAEL BUCKLEY
Robert Half

TITLE Executive Vice President, Chief Financial Officer

TENURE 3+ years

BACKGROUND Joined Robert Half in 1995, prior work in public accounting

NAVIGATING THROUGH CRISIS TO SUCCESS

When a mentor called him in 1995 about a project management role at Robert Half, Michael Buckley jumped at the chance. Over the next three decades, he moved up through various roles, including IT, corporate accounting, controller, treasurer, chief administrative officer, and, most recently, executive vice president and chief financial officer.

"I feel fortunate that I entered the company in a role that really allowed me to learn the business from the ground up," Buckley said. "It continued to provide opportunity, and the more I really understood about Robert Half and what we do, that's what caused me to stay."

The pandemic struck just a few months after Buckley took on the role of CFO, upending the business landscape. Massive job losses across multiple industries in the wake of lockdowns resulted in quarterly revenue declines of up to 27% in the second quarter of 2020 as compared to second quarter 2019.

Buckley helped keep the company's cost structure in line with revenue, achieving robust operating margins and positive operating cash flow throughout the pandemic. Maintaining the company's financial health was the top priority, he said, and that began with protecting their most-successful employees.

"Early on, we took the approach like many companies did to furlough employees, which meant we maintained all of their benefits, and we did a lot of evaluation around how can we protect them as much as we can," he said. "...Then, as the pandemic began to wane, we were able to bring those people back."

After a tough 2020, Robert Half had a tremendous 2021, achieving record revenues and earnings. Full-year global revenues for 2021 were $6.46 billion, representing an increase of 26% from 2020.

In 2022, full-year revenues and earnings per share further grew by double digits from 2021, achieving new record levels for each. Additionally, Protiviti, Robert Half's global business consulting subsidiary, achieved revenues of $1.98 billion and extended its streak of multiple years of consecutive growth.

"One of the competitive advantages that Protiviti has is the ability to access hard-to-find skills or people to fill positions on engagements that they might not need full-time," Buckley said.

Buckley is also a champion of Robert Half's annual Season of Service, a 10-week period each year during which the company organizes a variety of virtual and in-person activities for employees to support their local communities. This year, one of Buckley's favorite activities was spending a day pulling weeds at a farm in Livermore for Sunflower Hill, an organization that co-develops affordable housing communities for adults with intellectual and developmental disabilities. "It was a great way to help everyone feel connected to not just a bigger cause and what we were volunteering for, but be connected with each other and be connected with the company," he said.

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PUBLIC COMPANY, SMALL TO MEDIUM WINNER



JOHN RETTIG BILL INC.

CREATING A FOUNDATION FOR SUCCESS BEYOND THE IPO

JOHN RETTIG
BILL Inc.

TITLE Chief Financial Officer and Executive Vice President, Finance and Operations

TENURE 9+ years

BACKGROUND Exponential Interactive, Inc. Reflect.com, Achieva.com/Kaplan, Inc., E-Global Network, Inc. Excite@ Home

"Our growth is a function of the value we're creating for small to medium-sized businesses every day, which is what guides our investment philosophy."

CFO John Rettig plays a pivotal role in developing BILL Inc.'s financial infrastructure and managing its rapid growth. The company simplifies financial processes for small and mid-sized businesses with cloud-based software and attracts a diverse customer base ranging from startups to established brands across various industries. BILL's emphasis on technology was a big motivator in Rettig's decision to join the company.

"The tech industry is incredibly dynamic," Rettig said. "You're working with smart and energetic people who are driving forward innovation that will make a real impact. Technology is at the center of how we live, work and engage with each other."

Rettig has been the CFO of BILL since 2014. During that time, he helped build the company's financial infrastructure and operational capabilities ahead of its IPO in December 2019. The IPO was an important milestone, but Rettig and the team did not approach it as a finish line, he said. "As a team, we focused on ensuring BILL was positioned to succeed as a public company over the long term. That involves curating the business model and positioning, building financial infrastructure and processes, investing in a great team with strong domain expertise, and beginning to operate like a public company when private."

Since then, Rettig has continued to help lead BILL through exponential growth, with revenue increasing more than 10-fold. In 2021, the company completed and integrated two acquisitions, Divvy and Invoice2go, followed by Finmark in November 2022.

"The growth we've experienced since the IPO is a reflection of the market beginning to take off, digital transformation for financial operations is a relatively new category, but it's here to stay," he said. "At the same time, our growth is a function of the value we're creating for small to medium-sized businesses every day, which is what guides our investment philosophy."

Beyond his role at BILL, Rettig serves on the board of Arcadia, a technology company working in the clean energy space, and chairs its audit committee. He said he was drawn to the company's mission to stop climate change by increasing access to clean energy.

"There are also interesting parallels with the work we do at BILL," Rettig said. "Like BILL, Arcadia is harnessing the power of technology and data in new and innovative ways to drive impactful change in traditionally fragmented industries ripe for disruption."

Before joining BILL, Rettig served in senior finance roles at e-commerce, software and internet companies. He most recently was CFO of Exponential Interactive Inc., an advertising intelligence and digital media solutions company.

PUBLIC COMPANY, SMALL TO MEDIUM FINALIST

"We are a company that thrives on being daring and innovative and by being willing to expand into new markets."



LORI BEAUDOIN
The Duckhorn Portfolio

TITLE Executive Vice President and Chief Financial Officer

TENURE 14 years until Retirement in June 2023

BACKGROUND Hain Celestial Group

DEVELOPING A LUXURY WINE PORTFOLIO

A lot has changed at The Duckhorn Portfolio in the 14 years since Lori Beaudoin joined as executive vice president and CFO, with the business transforming from a small luxury wine producer to a luxury wine powerhouse.

The key, Beaudoin said, has been an unwavering focus and commitment to delivering the highest quality wines consistently and reliably.

"While this focus on excellence is the foundation that Duckhorn is built on, our founders Dan and Margaret Duckhorn also instilled a belief in the importance of innovation, creativity and exploration that has served us incredibly well over the years," she said. "Just as important, even in challenging times, we are always looking for new opportunities and new ways to grow and evolve in the luxury wine category."

Previously, Beaudoin was the senior vice president and chief financial officer of the personal care products category at Hain Celestial Group Inc., a $4 billion organic products company. Duckhorn presented an opportunity to help a world-class company with high-quality, luxury products grow in a sustainable way that maintained its family-like culture, she said.

"Despite joining the company during the Great Recession, I found the dynamic culture of The Duckhorn Portfolio to be inspiring," she said. "The more I understood the industry and the uniqueness of Duckhorn's business model, the more I was able to leverage my knowledge and expertise to guide The Duckhorn Portfolio to where it is today, which is something I am very proud of."

Working closely with the company's president and CEO, Beaudoin was instrumental in executing multiple major vineyard acquisitions, including purchasing the famed Three Palms Vineyard and two of the world's most iconic pinot noir producers: Calera and Kosta Browne. In addition to acquisitions, she played a key role in launching the Greenwing and Postmark brands and guiding the growth of Decoy, which has become an industry juggernaut.

Beaudoin led Duckhorn's sale to TSG Consumer Partners in 2016. The company has achieved significant revenue and gross profit growth of 58% and 71%, respectively, from 2019 to 2022 – the last three fiscal years.

One of the most significant achievements in Beaudoin's career was managing the company's entrance into the public equity markets in 2021, resulting in the wine industry's first IPO of note in 20 years. The IPO totaled $300 million and set the foundation for a long-term ownership structure that serves consumers and employees alike, Beaudoin said.

"A publicly traded company, with a long-term view of building value, offered the perfect combination to provide our employees with a solid, reliable foundation to continue to create exceptional wines," she said. "We are a company that thrives on being daring and innovative and by being willing to expand into new markets."

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Outstanding leader?
That's Mike.

On behalf of all of us at Robert Half, big congratulations to Mike and all of the 2023 Bay Area CFO of the Year Awards nominees. Mike, we couldn't be more pleased, and we're grateful for your leadership and hard work. Thank you!

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Michael C. Buckley,
Executive Vice President, Chief Financial Officer

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PUBLIC COMPANY, SMALL TO MEDIUM FINALIST

"We had the benefit of great timing. Our IPO was right around the market peak in November 2021."



CLAIRE MCDONOUGH
Rivian Automotive Inc.

TITLE Chief Financial Officer

TENURE 2+ years

BACKGROUND J.P. Morgan, Fairway Market, Credit Suisse

DRIVING CHANGE IN EV INDUSTRY

Claire McDonough has been instrumental in Rivian Automotive Inc.'s rapid growth since joining the company as CFO in January 2021. She has led the electric vehicle manufacturer and automotive technology company's efforts to raise funds to support exponential growth in revenue and vehicle production.

Less than a year after McDonough joined the company, it raised $13.7 billion in the sixth-largest IPO in U.S. history at the time. The success was the result of a strategic approach to the investor community, strong support from pre-IPO shareholders and market timing.

"We also benefitted from strong support from our pre-IPO investor base, including Amazon, T. Rowe Price, Coatue, D1, Third Point, Soros and Dragoneer, who indicated interest to purchase up to $5 billion as cornerstone investors when we launched our IPO," she said. "And finally, we had the benefit of great timing. Our IPO was right around the market peak in November 2021."

In the most recent quarter, Rivian reported revenues of over $660 million, an increase of nearly 600% from the same period in 2022 and an estimated production of 50,000 vehicles in 2023.

Beyond the financial growth and vehicle production ramp-up, McDonough was instrumental in helping the organization effectively scale its employee headcount from 3,000 people at the end of 2020 to 14,000 at the end of 2022.

"My approach to scaling our (finance) team was to prioritize hiring several senior leaders who could bring the right people and processes together for public company readiness and our start of production and go-to-market operations," McDonough said.

McDonough's experience in retail and consumer investment banking helped Rivian navigate supply-chain issues and increase its focus on profitability. Launching production in September 2021 required hundreds of suppliers to ramp production of thousands of parts, particularly power semiconductors.

In addition to her CFO role, McDonough is treasurer of the Rivian Foundation, called Forever, which focuses on preserving natural systems for future generations. She helped establish the foundation with 8 million shares of Rivian equity at IPO, making the natural world a stakeholder in Rivian's success. The aim, she said, is to advance a transition to clean mobility that is inclusive, equitable and nature-positive.

Before her finance career, McDonough worked as a professional pastry chef in France.

"After college, I worked at the Hotel du Cap-Eden-Roc, which is one of the most exclusive hotels in the world," she said. "We focused on achieving quality and customer experiences consistently. The organization, attention to detail and ability to execute under pressure are key principles I have carried over into my career."

KPMG

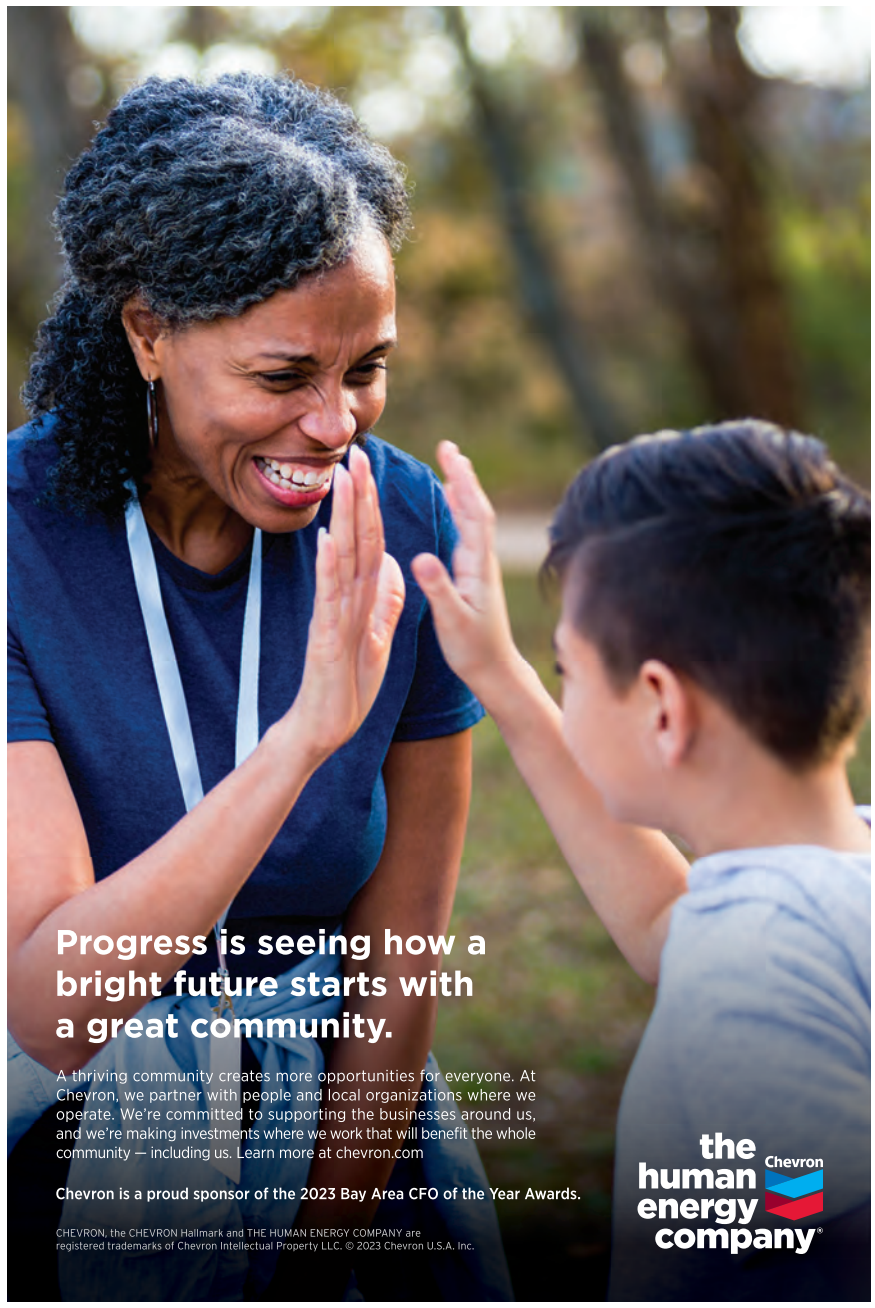
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KPMG is proud to support Larkin Street Youth Services and the CFO of the Year awards. KPMG congratulates all of this year's finalists, and applauds the Rising Stars on being recognized as future industry leaders.

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NON-PUBLIC COMPANY WINNER



ED LU FANDOM

GIVING VOICE TO GAMING FANS WORLDWIDE

ED LU
Fandom
TITLE Chief Financial Officer
TENURE 5 years
BACKGROUND Outpost Games, Machine Zone

"The most interesting thing about gaming is its continual evolution, from gameplay to art style to revenue generation."

Fandom CFO Ed Lu stands out in the dynamic gaming and entertainment world.

Fandom is the world's largest gaming and entertainment fan community platform, with 350 million unique visitors per month and more than 250,000 fan-powered communities packed with in-depth information on pop culture, gaming, TV and film, as well as a rich gaming division. Since Lu joined Fandom in 2018, the company has more than tripled its revenue and doubled its employees to 500.

"The future for Fandom is to become the gaming and entertainment fan's first choice for community and experience," Lu said. To do so, he explained, the company is leveraging its trillions of first-party data – which it calls FanDNA – to build a one-stop-shop destination that takes fans from discovery all the way to making purchase transactions.

Under Lu's leadership, Fandom has made several acquisitions that have positioned the company for future growth. Also, in a significant divestment move, Fandom sold Dungeons & Dragons Beyond (DDB) to Hasbro, enabling the company to focus on its core strengths and strategic priorities.

"Given Fandom is private-equity controlled, our acquisition lens is driven partly by company strategy and partly by valuation attractiveness," he said. "Strategically, we tend to look at intent-centric media and platform assets that help complete the fan consumer journey in genres such as gaming, television, movies and anime. Operationally, we think about how these assets will help with fan discovery and engagement but also drive conversion to our direct-to-consumer business."

Before joining Fandom, Lu amassed extensive experience in the online gaming and platform industry. He served as the CFO and a member of the board of directors at Outpost Games, an audience-interaction gaming platform company. Prior to that, he held the position of CFO at Machine Zone, a mobile gaming and platform technology company. There, he oversaw substantial revenue growth, from $8 million to a staggering $1.7 billion and helped scale the company from 30 employees to more than 1,000.

"The most interesting thing about gaming is its continual evolution, from gameplay to art style to revenue generation," Lu said. "I find it challenging but fun to build structure around what is ultimately the genesis of a creative process and figure out how to effectively layer in a set of complex engineering, live operations, marketing and customer service functions."

NON-PUBLIC COMPANY FINALIST

"The Clase Azul story begins and ends with its culture, and I have total confidence that we will be able to maintain it in everything we do."



PATRICK CARNEY
Clase Azul

TITLE Chief Financial Officer

TENURE 8 years

BACKGROUND PE-owned clothing company based in Modesto, Visa, CEMEX

BALANCING RICH CULTURE WITH STRONG GROWTH

Clase Azul, the luxury spirits brand known for its high-quality tequilas and mezcal, has seen exponential growth over the past five years. One of the keys to its success has been the financial strategy overseen by CFO Patrick Carney.

Carney joined Clase Azul in 2015 and has been instrumental in raising capital to support the company's growth and helping to manage tax and estate planning for the company's ownership.

"I had met the owners a number of years prior, but in 2015 they approached me to join as they were changing strategy in the U.S. and were hoping for strong growth," Carney said. "I had great respect for what they had already achieved, and it sounded like an ideal opportunity to apply my experience and contribute to building something new."

One of the things that make Clase Azul stand out amongst its competitors is its commitment to promoting and preserving Mexico's artisan culture. Every decanter is molded and hand-painted by local artisans, and many of its limited-edition products focus on specific points in Mexican history.

"There is great clarity in the organization, starting at the very top and flowing all the way down, that is perfectly captured in our purpose – to captivate the world through the magic of Mexican culture while transforming ourselves into better human beings," Carney said. "The Clase Azul story begins and ends with its culture, and I have total confidence that we will be able to maintain it in everything we do."

Carney takes a hands-on approach to managing the 50 people on his teams, teaching them to never lose sight of the entrepreneurial spirit that differentiates Clase Azul from the conglomerate-owned brands with which it competes.

"After nearly eight years in the role, it is gradually changing as the team gets bigger and responsibilities are increasingly delegated," he said. "I still enjoy interacting with the team, but now in more of a coach or mentor role."

Carney helped arrange financing and capital planning that grew Clase Azul's revenues more than 30-fold. He has been instrumental in helping the company grow in financial and operational sophistication from a small start-up to a global brand by identifying vendors and service providers that fit the company's long-term outlook. In 2022, he spearheaded a complex six-bank debt syndication to support planned capital projects.

"In a company experiencing hyper-growth like we have over the last few years, the key is adaptability," he said. "Things can change very quickly, and we need to be able to react quickly based on the available information and continuously monitor results."

Prior to joining Clase Azul, Carney held senior finance positions at companies such as Visa and CEMEX in Monterey, Mexico. He was also the CFO of a private-equity-owned clothing company in Modesto, where he oversaw all finance operations.

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NON-PUBLIC COMPANY FINALIST

"Profitability is critical because we can't operate without it, but I have to find ways to balance that appropriately."



SHANNON McLAREN
Frog's Leap Winery

TITLE Chief Financial Officer

TENURE 3+ years

BACKGROUND Huneeus Vintners, Crimson Wine Group, Wente Family Estates

UNCORKING THE POTENTIAL OF SUSTAINABLE GROWTH

When Shannon McLaren joined Frog's Leap Winery as CFO in 2020, she brought more than two decade's experience in finance and accounting, including nine years in the wine industry. All of that was put to the test when the pandemic up-ended business operations less than two months later.

"We were not technologically forward when I joined," McLaren said. "We literally had two employees with laptops; I was one of them. So, it was quite the scramble."

McLaren played a crucial role in the company's pandemic response. Frequent, thorough communication was vital, she said. Frog's Leap's lone human resources employee reported to McLaren, who also interpreted and implemented the everchanging health guidelines, led the effort to receive CARES Act funding and established work-from-home capabilities for eligible employees.

Since the pandemic, McLaren has made significant contributions to the company's long-term prospects. Frog's Leap has been family owned and operated since its first vintage in 1981. It farms approximately 200 acres and has annual production of roughly 50,000 cases, with a focus on organic agriculture, sustainable business practices and full-time, fair-wage employment.

McLaren has transitioned Frog's Leap from operating with a short-term view of one to three years to using a 10-year plan. This long-range plan includes key decisions on channel mix and volume opportunities as well as contingency and mitigation plans to deal with potential grape shortage scenarios that might arise due to drought, fire, climate change and other factors.

Her dedication to sustainability is evidenced through her support of various initiatives, such as co-leading the project to audit greenhouse gas emissions and create a plan to reduce the company's emissions even further by 2030. Her current projects include determining how to ensure all employees are receiving a living wage and finding a different way to present the company's financial statements to show the value of the company's investments in the environment and employees in addition to traditional assets and liabilities.

"It's not just about the financial bottom line here," she said. "Profitability is critical because we can't operate without it, but I have to find ways to balance that appropriately."

Prior to joining Frog's Leap, McLaren held CFO positions with Huneeus Vintners and Crimson Wine Group. She also worked at Wente Family Estates as a corporate controller. Outside of work, she fulfills her passion for helping others by serving on the board of Girls on the Run North Bay, a non-profit that empowers girls to pursue their dreams. She also has volunteered with Whiskers, Tails and Ferals in Napa to reduce the feral cat population and with Junior Achievement to inspire and prepare young people for success.

Congratulations, Kristina!



Ripple is proud to have Kristina Campbell as our Chief Financial Officer.

Please join us in congratulating this year's winners and nominees, and the ongoing support for the important work being done by Larkin Street Youth Services.

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EMERGING COMPANY WINNER



WILL JOHNSON ITERABLE

AMPLIFYING SUCCESS IN THE MARKETING WORLD

WILL JOHNSON
Iterable

TITLE Chief Financial Officer

TENURE 4+ years

BACKGROUND Inking, GuideSpark, Workday, DemandTec, In-Q-Tel, JPMorgan Partners

"I have witnessed firsthand how our values play a pivotal role in shaping a thriving work culture that, in turn, propels remarkable growth."

With more than 30 years of experience across finance, corporate development and investing, CFO Will Johnson brings a diverse skill set to the cross-channel marketing platform Iterable.

"For Iterable, the adage 'culture eats strategy for breakfast' holds weight," Johnson said. "I have witnessed firsthand how our values play a pivotal role in shaping a thriving work culture that, in turn, propels remarkable growth."

Iterable helps such consumer brands as SeatGeek, DoorDash, Cinemark, Priceline and Glassdoor acquire and activate customers. In early 2022, the company announced it had surpassed 1,000 total customers and expects to exceed $200 million in annual recurring revenues in 2023. If market conditions are favorable, Iterable plans to become a public company candidate.

"We kicked off our IPO readiness assessment a few quarters back," Johnson said. That effort led to a company-wide project involving collaboration between finance, accounting, legal and human resources to be ready for the demands of being a public company. "We remain focused on navigating the market conditions and ensuring that when the right opportunity arises, we will be well-positioned to take advantage of it."

Thanks to Johnson's leadership, Iterable has raised $360 million in 3 series of equity financings, plus $80 million in debt financing.

"I'm a firm believer that fundraising goes beyond the presentation of metrics and financials," Johnson said. "While these data points indeed serve to support our positioning, they are a supporting cast in the Iterable story. Investors choose to back a compelling vision and a team that they believe can seize opportunity."

While Johnson spent a decade as a venture investor in a variety of enterprise software, SaaS, security, IT Infrastructure and internet businesses, perhaps the most unique skill Johnson brings to Iterable: musician, playing guitar in the '90s tribute band Midlife Crisis. In his most recent live appearance, Johnson joined Iterable VP of Technical Support Neil Smith and his band, Citizen Flannel, on stage at Iterable's conference in San Francisco. "I had a blast playing for our customers, partners and employees and sharing the stage with some of my teammates," he said.

EMERGING COMPANY FINALIST

> *Software and technology are core to a company's business, so it's important that both of these teams are represented in financial decision-making processes.*



CHITRA BALASUBRAMANIAN
CircleCI
TITLE Chief Financial Officer
TENURE 4+ years
BACKGROUND RetailNext

TAPPING EMPATHY, COMPASSION TO NAVIGATE CHANGE

As CFO at CircleCI, Chitra Balasubramanian has been leading the company through immense growth. The company has become a leading software delivery engine using continuous integration and continuous delivery (CI/CD), all while navigating the pandemic and other economic and societal challenges.

Today's workforce has gone through drastic changes over the past few years, from workplace settings to macroeconomic shifts, Balasubramanian said. "This has impacted almost everyone in one way or another. To keep pace with the ever-evolving business environment, I've tried to prioritize consistent communication at all levels, strengthen personal connections and keep the needs of our employees in mind. I've found that leading with empathy and compassion is particularly important in periods of immense change and/or growth."

Balasubramanian started her career in public accounting and developed a passion for technology through her work at PricewaterhouseCoopers' Center for Advanced Research division, an innovation think tank responsible for the design and development of advanced technologies.

"From there, my love of technology grew," she said. "I became fascinated by cutting-edge, innovative technology, so naturally, I quickly found myself in the startup world."

One of those startups was the in-store shopper analytics platform RetailNext. She worked there for six years, most recently as vice president, head of finance and accounting, before joining CircleCI.

A key for CFOs in the technology field is to work closely with their counterparts in product and engineering, she said. "Software and technology are core to a company's business, so it's important that both of these teams are represented in financial decision-making processes."

At CircleCI, Balasubramanian has played a critical role in investor relations and fundraising alongside her CEO and has led the company through multiple rounds of financing, raising more than $215 million throughout her tenure.

"I've always approached investor relations with a transparency-first philosophy," Balasubramanian said. "We have a strong group of existing investors and a board I'm proud to work with. We've developed a great rapport over the years, and I'm never afraid of sharing good or bad news with them."

Balasubramanian also helped CircleCI acquire several entities whose technology is contributing to the improvement of their products and services.

Outside of her role at CircleCI, Balasubramanian is also on the board of the Computer History Museum and is actively involved in philanthropic endeavors. "The Computer History Museum is a remarkable hub that showcases the history of computers and continues to chronicle new advances in technology," she said. "... It's incredibly valuable and rewarding to be able to help advise on long-term strategy and be able to give back to this community to help explore the history of computing and its ongoing impact on society."



Congratulations to
TATIANA BLANK FOR BEING NOMINATED AS A FINALIST IN THE 2023 BAY AREA CFO OF THE YEAR AWARDS

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EMERGING COMPANY FINALIST

"Ripple is unique in that some of the broader crypto landscape has been so volatile. We're addressing a need that has existed for years."



KRISTINA CAMPBELL
Ripple

TITLE Chief Financial Officer

TENURE 2+ years

BACKGROUND PayNearMe, Green Dot Corp., Avery Dennison, Bain & Co., Saybrook Capital, Citigroup

BREAKING BOUNDARIES IN FINTECH

When Kristina Campbell joined her first fintech company in 2010, she worked with prepaid debit cards to help consumers without ready access to traditional banking. Fast-forward to 2021, and the technology landscape — and Campbell's role — had changed dramatically. Instead of physical plastic payment cards, she was now working to build a blockchain-based global digital payment network as the CFO of Ripple.

Joining Ripple, she said, was an opportunity to lay the groundwork for a new system of financial service — one with more equitable access and convenience than ever before. "I don't know as a CFO how you turn down the opportunity to be at a crypto company, given how undefined the industry is in terms of accounting standards and regulation," she said. "Being able to sit at the front seat of that was really exciting."

Ripple was one of the first enterprise blockchain companies with products in commercial use and has built a significant global payment network, including more than 280 customers across more than 55 countries and six continents. In 2022, the company transferred approximately $9.3 billion in payment volume across its network.

In 2022, the company also continued to hire at a time when many businesses in the digital currency field slashed their workforces. Its focus on helping companies manage cross-border payments has been a key to its stability, Campbell said.

"Ripple is unique in that some of the broader crypto landscape has been so volatile," she said, with the volatility often stemming from speculative use cases, alleged fraud or leverage models. "We're addressing a need that has existed for years."

Before joining Ripple, Campbell served as CFO of the billing and payments platform PayNearMe. There, she oversaw multiple equity financings, led debt refinancings, divested a business unit, created the foundation for company-wide strategic and annual planning and overhauled board reporting. Before that, she spent nearly six years at the financial technology and bank holding company Green Dot Corp.

Outside her work at Ripple, Campbell is a founding member of The F Suite, an invitation-only network for CFOs of leading high-growth technology companies and venture capital funds. She also is an advisory board member for Make-A-Wish Foundation in the Greater Los Angeles area and a board member and secretary of the 1,000 Dreams Foundation.

She encourages young financial professionals to seek opportunities to get involved in the community in ways that excite them. "Find those opportunities that speak to you," she said. "Those are the ones that are most likely to give you energy and where you're going to have the most impact."



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Congratulations to all of the 2023 Bay Area CFO of the Year finalists on their well-deserved recognition. Thank you for your drive, dedication and commitment to the Bay Area community.

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NON-PROFIT ORGANIZATION WINNER



JULIE MAHOWALD HOUSING TRUST SILICON VALLEY

SHAPING THE FUTURE OF AFFORDABLE HOUSING

JULIE MAHOWALD
Housing Trust Silicon Valley

TITLE Chief Financial Officer and Head of Partnerships and Strategy

TENURE 7+ years

BACKGROUND Oracle, Maxtor, Celestica, multiple start-ups

"For developers who are our customers, we feel like we can have a nice aggregation of capital to offer. We have low cost but we're also very nimble."

Julie Mahowald was working as a fractional CFO with venture-backed startups and volunteering with two school districts on opposite sides of Highway 101 when she became increasingly distressed about the economic inequality she saw in the community.

"I was digging into school finances and seeing some of the systemic ways that some were disadvantaged over others," she said. "I really wanted to pivot and do something about the economic divide."

When she learned about Housing Trust Silicon Valley, it was the perfect fit. Mahowald has been the organization's CFO since early 2016, using her experience in both corporate finance and non-profit management to drive growth and innovation. Today, Housing Trust Silicon Valley is a leading community development finance institution (CDFI) with total assets of approximately $250 million. She has developed strategic and operating plans, built a strong accounting team with robust controls and modernized cash management practices.

"For developers who are our customers, we feel like we can have a nice aggregation of capital to offer," she said. "We have low cost but we're also very nimble. They can count on us getting them the loan they need in the time they need it to acquire some property where they might be vying with for-profit developers."

Under Mahowald's leadership, Housing Trust launched the TECH Fund in 2017 to give large employers and philanthropic organizations a way to contribute to affordable housing goals by providing developers with flexible financing. So far, it has raised $117.8 million in investments and financed nearly 5,000 homes.

It is a novel approach. Organizations and individuals purchased community impact notes in the form of a Reg D Offering, which is a private placement to accredited investors, giving them a way to make investments that also create a positive impact on the community. These funds have covered much of Housing Trust's lending over the past five years. The success has sparked similar funds in the Bay Area, Seattle and Ireland.

Google first invested in the TECH Fund in 2019 and, a year later, committed $50 million to a fund of its own with the Housing Trust. Mahowald negotiated the off-balance-sheet fund, called the Google Launch Initiative, and has stewarded it to grow to more than $70 million today. Other investors include Apple and other technology companies, philanthropists and other businesses.

In addition to her CFO responsibilities, Mahowald has served as interim CEO twice, including during the early months of the pandemic. She also provides partnership support to several other funds and spearheaded the origination of the Sonoma County Housing Fund, a response to the fires in the county and the continued need for affordable housing.

NON-PROFIT ORGANIZATION FINALIST

"Eden Housing also created and implemented a strategic plan. Our target is to build 10,000 new homes in 10 years, a goal that is well underway."



TATIANA BLANK
Eden Housing

TITLE Chief Financial Officer

TENURE 7+ years

BACKGROUND ROEM Development Corp., Novogradac & Co.

ADVANCING AFFORDABLE HOUSING SOLUTIONS

Tatiana Blank came to the Bay Area in 1991 when she, her sister, parents and grandparents left Ukraine after the collapse of the Soviet Union. She remembers regularly traveling by Muni bus with her grandparents to help them apply for various affordable senior apartment building waiting lists. It took a few years, but her grandparents were approved for an apartment at 711 Eddy, where they lived for more than 15 years, making friends and enjoying various social activities, English and computer classes, and holiday celebrations.

Today, as the CFO of the non-profit affordable housing organization Eden Housing, Blank is working to support thousands of people like her grandparents.

"My office is located on the ground floor of a building, much like 711 Eddy, which Eden Housing built in Hayward, just across a bridge from where my grandparents spent most of their life in the United States," she said. There, seniors just like her grandparents are enjoying living independently as they participate in a variety of social programs. "Seeing them while I'm at the office reminds me of my grandparents, and it all comes full circle."

Eden houses 22,000 low-income residents, making it one of the top affordable housing owners in the nation. When the pandemic struck, Eden's residents were among the most vulnerable people in California. Blank and her team created a device lending library to support students and adults who were suddenly navigating remote school and work, added or upgraded Wi-Fi in common areas, implemented remote check-ins with tenants to help lessen the feeling of isolation and strengthened partnerships with groups that provided fresh grocery delivery.

"Eden Housing also created and implemented a strategic plan," Blank said. "The plan highlights our mission of developing and sustaining high-quality, affordable housing communities that advance equity and opportunity for all. Our target is to build 10,000 new homes in 10 years, a goal that is well underway."

Under Blank's financial leadership, Eden has grown to more than 11,000 affordable housing units statewide. Her work includes working across multiple business functions, including housing development, asset management, resident services and property management. She has built a robust team that supports all facets of Eden's operations, including general counsel, asset management and accounting, and she has also increased the organization's internal investment fund, which now has an asset base of more than $2 billion in real estate.

Blank serves on the "Strength Matters" Advisory Committee, a collaborative, peer-led effort to improve the financial practices and oversight of affordable housing. Her vision is for all stakeholders to work together to develop streamlined, innovative approaches to financing the development of new affordable housing projects.

NON-PROFIT ORGANIZATION FINALIST

"Our approach is not to do something because it is the way we used to do things. Instead, we need to think through an approach that makes sense for our present context."



DELPHINE SHERMAN
BRIDGE Housing Corporation

TITLE Executive Vice President and Chief Financial Officer

TENURE 3+ years

BACKGROUND University of California, Aspire Public Schools, EDTECH, Cambridge Associates

GROWING THE DOUBLE BOTTOM LINE OF AFFORDABLE HOUSING

As a non-profit developer and owner of affordable housing, BRIDGE Housing Corp. has an extensive property portfolio. Delphine Sherman has been leading its financial operations as executive vice president and CFO since April 2020, working to solidify the financial health of an organization that provides homes for 30,000 people.

BRIDGE operates with a business mindset but also focuses on the social returns on its investment. This double-bottom line approach aligns with Sherman's professional ethos, and the energy and dedication of BRIDGE employees and board members attracted her to the role.

"When I got a call for the position at BRIDGE Housing, I was immediately excited to be part of an organization that builds affordable homes and communities in my city of Berkeley and up and down the West Coast," she said. "During the pandemic, I would run past one of BRIDGE's new developments in Berkeley on my jogging route. I was just so excited by the impact that the building would have on the community I live in."

Sherman's journey to BRIDGE began in the world of finance and consulting. Most recently, she served as the CFO for the University of California at Berkeley's Haas School of Business. Before that, she served as CFO of Aspire Public Schools, a non-profit charter management organization serving 16,000 students in low-income communities. Those experiences taught her how to find new opportunities to use existing balance sheet assets to fund growth.

Sherman's tenure at BRIDGE has been marked by significant achievements. She spearheaded the successful issuance of a first-of-its-kind $100 million ESG bond. She also has driven organization-wide efficiencies, reducing the number of banking relationships from nine to three and introducing a process for evaluating the profitability of new development projects. Additionally, she streamlined accounts payable processing using AI products, outsourcing and new workflows.

Today, Sherman and her team have their eyes set on growth. Standard & Poor's recently upgraded BRIDGE to A+, and that improved credit rating will open up new opportunities. The organization has more than 8,000 homes in its development pipeline.

"A principle that is very important to me and the BRIDGE leadership team's approach is not to do something because it is the way we used to do things," she said. "Instead, we need to think through an approach that makes sense for our present context. While exciting and impactful, it does mean that my team is always working on something new."

Sherman also is a strong advocate for diversity, equity and inclusion. Increasing spending on minority-owned businesses, analyzing salary and benefits to ensure pay equity, allocating funds to DEI efforts and showing stakeholders the result of this work is all important, she said. "Leading with a DEI lens is incredibly important to me."


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