



Board and Committee Memberships

Board of Directors	Audit	Compensation	Executive	Finance and Risk	Governance and Corporate Responsibility	Investment
Cheryl W. Gris�	x	c	x		x	
Carlos M. Gutierrez				x		x
Carla A. Harris					x	x
Gerald L. Hassell		x		x		x
David L. Herzog	c	x	x	x		
R. Glenn Hubbard (cm)			x		x	x
Jeh C. Johnson	x				x	
Edward J. Kelly, III	x	x	x	c		
William E. Kennard			x	x		c
Michel A. Khalaf			c			
Catherine R. Kinney	x	x		x		
Diana L. McKenzie	x	x		x		
Denise M. Morrison		x	x		c	x
Mark A. Weinberger	x				x	

Key: cm= Chairman, c= Committee Chair, x= Member

As of February 28, 2023