

Innovations in the Quest for Board Diversity

Presenter Bio

Herman E. Bulls, Vice Chairman, Americas JLL

Herman Bulls is Vice Chairman, Americas, as well as an International Director and the founder of JLL's highly acclaimed Public Institutions Business Unit, which specializes in delivering comprehensive real estate solutions to federal, state and local governments, economic development & nonprofit organizations and higher education institutions. He works with the firm's largest public and corporate clients to devise and implement integrated real estate strategies to lower occupancy costs and increase productivity. During over 29 years at JLL, Mr. Bulls has worked in the areas of development, investment management, asset management, facilities operations and business development/retention. He has developed relationships with many of the firms leading public and corporate clients. He provides thought leadership and strategic guidance to senior level executives for real estate issues. Mr. Bulls has also served as an expert witness on real estate matters in court as well as testified before Congressional committees on real estate issues.

Mr. Bulls co-founded and served as President and CEO of Bulls Capital Partners, a multi-family financing company. Additionally, he founded Bulls Advisory Group, LCC, a management and real estate advisory firm.

Prior to joining JLL, Mr. Bulls completed almost 12 years of active duty service with the United States Army. His last active duty assignments were working in the Office of the Assistant Secretary of the Army for Financial Management at the Pentagon and as an Assistant Professor of Economics and Finance at West Point. He has completed the Army's Airborne, Ranger and Command and General Staff College courses and served overseas in the Republic of Korea. He retired as a Colonel in the U.S. Army Reserves in 2008.

Mr. Bulls received a BS degree in engineering from the United States Military Academy at West Point and an MBA in finance from Harvard Business School. He is a member of the Executive Leadership Council, an organization of senior African American business executives from Fortune 500 companies, and former Chairman of the Executive Leadership Foundation. Mr. Bulls is a long-standing member of Leadership Washington and the Real Estate Executive Council (REEC). Mr. Bulls is a founding member and served as the

inaugural President of the African American Real Estate Professionals (AAREP) of Washington, D.C. and serves on the University Development Council of the Urban Land Institute (ULI).

Mr. Bulls serves on several public, private and not for profit boards. Corporate boards include Comfort Systems, USA (NYSE:FIX), USAA, the American Red Cross National Board of Governors, Rasmussen College, the Real Estate Advisory Committee for New York State Teachers' Retirement System, the West Point Association of Graduates where he previously served as Vice Chairman, the Board of Directors of the Thayer Leader Development Group, and the Military Bowl.

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Sophie L'Helias, President, LeaderXXchange

An international governance expert with extensive experience in shareholder activism and investor campaigns in Europe, the United States and Canada. Sophie was a cross-border M&A attorney in New York and Paris and later joined an activist hedge fund as Managing Director, building and managing shareholder campaigns to bring about change.

She is co-founder of the [International Corporate Governance Network](#) a global organization of investors with assets under management in excess of US \$26 trillion.

Sophie currently serves on the board of directors of [Kering SA](#), one of the world's leading luxury group that includes Gucci, Saint Laurent and Stella McCartney among its global brands. She is a member of the Advisory Board of the Lazaridis Institute for the Management of Technology Enterprises in Waterloo, Canada and the Editorial Board of the Hawkamah Governance Institute in Dubai. Sophie is a Senior Fellow of the Conference Board, Governance Center in New York. Previously, she was a Senior fellow at the Samuel Heyman Center for Corporate Governance at Cardozo Law School, New York and served on the Board of Governors of the University of Ottawa, Canada. Sophie is a regular contributor to global media outlets and speaker at international forums.

She holds an MBA from INSEAD, an LLM from the University of Pennsylvania Law School, a Masters of Laws from the University of Pantheon-Sorbonne, and studied at the European Law Institute of the University of Saarbrücken, Germany.

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Belen Gomez-Russum, Vice President, Strategic Initiatives & Communications, Equilar

Belen is the Vice President of Strategic Initiatives & Communications and oversees operations and partnerships related to Equilar's corporate governance research. She also leads Equilar's Diversity Network (EDN) initiative focused on increasing diverse representation in boardrooms across the globe. Through the EDN program, Belen established partnerships with leading ethnic and gender diversity-focused organizations creating a "registry of registries" of board-ready executives. EDN partners include Catalyst, 30% Club, CalPERS and CalSTRS, Committee of Economic Development, among others.

With more than ten years in the corporate governance industry, Belen has extensive experience working with boards and senior executives from Silicon Valley start-ups to Fortune 500 companies. Prior to joining Equilar, she managed executive leadership development and board recruitment practices where she worked closely with board leadership and potential candidates to place top board talent.

Belen often speaks publicly on board diversity and corporate governance matters, including events hosted by the Society for Corporate Governance, NASDAQ, Stanford Women on Boards, National Association of Stock Plan Professionals (NASPP), and Global Equity Organization (GEO). Her research on board composition and executive compensation has been cited in several regional, national, and trade publications, including The Wall Street Journal, Directorship, Directors & Boards, and Agenda.

She earned her Bachelor's degree and MBA from Santa Clara University.
