

Governor's Council on Women and Girls – Economic Opportunity and Workforce Equity Subcommittee

MEETING MINUTES

Microsoft Teams Virtual Meeting

Thursday August 20th, 2026 at 3:00pm

I. Welcome & Opening Remarks

Morgan Roane, Co-Chair of the Economic Opportunity and Workforce Equity Subcommittee, called the meeting to order at 3:02 PM and welcomed members and participants. Morgan introduced Co-Chair Paul Robertson and Anthony Barrett and invited them to provide brief introductions and background. Morgan then introduced the day's presentation on investing through corporate governance, presented by Julie Zuraw, President and CEO of Invest Ahead, and Jessica Weaver, Deputy Director of Corporate Governance and Sustainable Investments at the State Treasurer's Office.

II. Presentation: 'Investing Through Corporate Governance' - Julie Zuraw, Jessica Weaver

Invest Ahead works with investors and asset owners to advance board diversity, corporate governance, and corporate performance. Jessica Weaver provided an overview of the State Treasurer's Office's partnership with Invest Ahead and explained that the initiative was previously known as the 30% Coalition, which focused on increasing the representation of women on corporate boards. The initiative has since expanded its focus to include people of color and senior executives, including CEOs and other senior leadership positions.

Jessica discussed Invest Ahead's role in supporting the State Treasurer's Office's stewardship initiatives, including identifying corporate leaders and laggards for engagement, engaging with public companies, and advancing corporate disclosure. She noted that Invest Ahead has been a longstanding partner to the State Treasurer's Office and that the work is particularly timely given developments involving the Securities and Exchange Commission (SEC) and the broader federal landscape.

Julie provided an overview of Invest Ahead and explained that the organization differs from other organizations working on board and C-suite diversity that primarily focus on building leadership pipelines or serving as membership organizations. Invest Ahead's members primarily include investors and asset owners, including pension funds, asset managers, and some private equity firms.

Julie explained that Invest Ahead believes diverse boards and C-suite teams are essential to corporate performance and that diverse groups can contribute to stronger decision-making. She described demographic diversity broadly to include gender, race, ethnicity, LGBTQ+ status, disability, and other forms of diversity.

Julie discussed the importance of professional networks in determining who is considered for corporate board positions. She explained that when organizations are identifying potential board members, they often rely on existing personal and professional networks. Julie emphasized the importance of being intentional about expanding these networks to identify a broader and more diverse group of qualified board candidates.

Julie explained that when a larger and more diverse network of qualified candidates is considered through a merit-based process, organizations are more likely to achieve greater diversity in board composition.

Julie also provided data regarding the representation of women on corporate boards. Referencing research from 50/50 Women on Boards and Equilar, she reported that approximately 29.9% of Russell 3000 board seats are held by women. She also reported that approximately 22.8% of board composition changes went to women.

The presentation concluded with discussion of the continued role of investors, asset owners, and corporate governance initiatives in encouraging greater diversity on corporate boards and among senior executives.

III. Announcements

a. Upcoming Subcommittee Meeting Dates:

- i. Economic Opportunity and Workforce Equity Subcommittee: November 17th, 2026, from 3:00 pm to 4:00 pm.

IV. Adjournment

Morgan Roane ended the meeting at 3:35 pm.