



Deloitte Global Boardroom Program

Register for upcoming 03 July Webinar:
The Chairperson's Guide to Climate Integrity

To the members of the Deloitte Global Boardroom Program:

Join us for a thought-provoking discussion about “The Chairperson’s Guide to Climate Integrity” on 3 July, live from **London Climate Action Week**. Join Deloitte’s Global Chair, Anna Marks, as she moderates a panel of leading board members and experts from **Rio Tinto and the World Economic Forum (WEF)**, discussing the latest WEF report. The report describes how company boards can enhance shareholder value by ensuring integrity of the climate and sustainability practices of an organization.

We are also excited to announce our webinar lineup for the remainder of 2023, covering with topics spanning climate, talent, and geopolitics, and featuring chairs and directors from **Société Générale, Teck Resources, Bell Canada, Mastercard, Adecco, Vista Outdoor, Lincoln National, Orange, and the former US Ambassador to the EU**. Please see below for the full listing, including our first webinar after the summer holidays, scheduled for 12 September, titled, The Climate Challenge: Role of the Chair.

As always, we are excited to share selected reports and insights covering a wide range of topics and market outlooks from around the globe. In case you missed it, we have included recaps and links to the recordings of our highly informative webinars held on 7 June and 22 June. As many of you in the Northern Hemisphere look ahead to summer holidays, we understand the pressing issues at the forefront of board and c-suite agendas. Please note that this will be our last newsletter until September.

We encourage you to share this newsletter with your colleagues and we thank you for your continued support of the Global Boardroom Program.

Best wishes,

Dan Konigsburg

Deloitte Global Boardroom Program Leader

Webinar recap and recording | 7 June 2023

Thorny Topics for Audit Committees

If you missed this discussion with Janine Guillot, former CEO of **SASB** and former Special Advisor to the **International Sustainability Standards Board (ISSB)**; Tushar Morzaria, Non-Executive Director **BP plc**, **Legal & General plc**, and Chairman of EMEA Investment Banking at **Barclays plc**; Séverine Neervoort, Global Policy Director **ICGN** and Theresa Taylor, Board President, **CalPERS**, in discussion with Joe Ucuozglu, **Deloitte Global CEO**, a recap of the session, including a link to the recording, can be found below.

Recap

Janine Guillot put into context the growing focus on sustainability disclosures as a means of providing investors with comprehensive information for evaluating risks and opportunities. Recognizing the limitations of traditional financial accounting, she underscored the significance of sustainability disclosures in providing information about intangible assets crucial for evaluating organizational performance. Janine discussed how the sustainability disclosure landscape is maturing, including the upcoming investor-focused standards from the ISSB and the EU's Corporate Sustainability Reporting Directive's global coverage, which emphasizes companies' societal impact.

Theresa Taylor emphasized CalPERS's focus areas, and how they differ compared to other institutional investors, given CalPERS's position as a pension fund with nearly two million members. She highlighted their commitment to human capital management, leveraging AI and machine learning, and promoting diversity. Theresa also emphasized the importance of climate change within CalPERS's portfolios, with California in particular experiencing significant climate-related impacts.

Tushar Morzaria highlighted the importance of producing high-quality sustainability information, considering its significance to investors and society. He also acknowledged the challenge of making corporate disclosures understandable and relevant amidst their increased complexity. He emphasized the importance of ESG reporting, and the role that technology plays in accounting. Overall, Tushar recognized that achieving these goals is a long-term journey that requires careful consideration and continuous improvement.

Séverine Neervoort noted that proper corporate governance is vital for addressing systemic crises and sustainability risks. She acknowledged the gap between sustainability standards and regulatory policy, along with concerns about irregularities in sustainability-related disclosure, and data quality concerns. Séverine was optimistic about increased voluntary adoption of ISSB standards and hoped for mandatory adoption. She stressed the importance of having an Audit Committee with independent directors and financial expertise, especially when it comes to understanding sustainability risks and their impact on financial reporting.

Webinar recap and recording | 22 June 2023

Challenges for Remuneration Committees

If you missed this discussion, please find a recap of the session, including a link to the recording, below. The panel featured Annet Aris, Vice Chair of the Supervisory Board, **ASML**, Supervisory Board Member, **Randstad Holding NV**, Jungheinrich AG; Senior Affiliate Professor of Strategy at **INSEAD**; Academic Director of INSEAD'S Corporate Governance Centre; Silvia Gatti, Director of Research, Central & Eastern Europe, **Glass Lewis**; and Sheri McCoy, Compensation Committee Chair, **AstraZeneca**, **Kimberly Clark**, Lead Independent Director, **Stryker Corp**, Board member, **Galderma**, **Laronde**; Chair, **Parexel International Corp**, in discussion with Mitul Shah, **Deloitte Global Reward Leader**.

Recap

Annet Aris highlighted the challenges faced by boards in Europe regarding executive compensation, which make implementing US-style compensation difficult. She emphasized the importance of well-founded arguments and early engagement to secure investor approval of remuneration. She highlighted the value of engaging with various stakeholders, such as workers' councils, to gain a comprehensive understanding of executive compensation. She also discussed the challenges in finding relevant and meaningful KPIs for measuring societal impact and employee well-being.

Silvia Gatti emphasized the need for meaningful disclosure in remuneration reports, particularly regarding executive compensation and operations in the US. Silvia mentioned the challenges of catering to clients with many different perspectives and the importance of maintaining independence of the company in discussions with investors and clients. Silvia acknowledged the difficulty of assessing sustainability metrics and the potential for overcompensation. She emphasized the need for clear disclosure to avoiding ambiguity.

Sheri McCoy highlighted the importance of understanding global investors' perspectives and aligning sustainability goals with company strategy. She emphasized the need for comprehensive disclosure, including both financial and non-financial aspects, such as ESG initiatives and strategic initiatives. Sheri acknowledged the challenges of navigating different regulations and markets but emphasized the importance of creating value, motivating teams, and attracting talent. She mentioned the significance of performance-based and measurable goals, considering short-term and long-term perspectives. She also discussed the need to balance investor expectations with governance and policies while striving for continuous improvement in sustainability metrics.

From the Editor's Desk | Deloitte Insights

Curated Reading from the Best of Deloitte

The audit committee's role in ethics and compliance oversight

The audit committee's remit with respect to ethics and compliance is broad and deep and may be difficult to address without focusing on the most important risks. This issue of Deloitte's *On the audit committee's agenda* examines the committee's responsibilities in monitoring ethics and compliance activities and overseeing the effectiveness of related policies.

[Read more](#)



Elisabeth Sullivan
Editor in chief,
Deloitte Insights

FASB Proposes Guidance on Crypto Assets

This Deloitte *Heads Up* article discusses the provisions of a proposed accounting standards update that may have wide-reaching effects: the accounting for and disclosure of certain crypto assets. Under the proposed amendments, an entity would no longer account for certain crypto assets at historical cost less impairment; rather, an entity would be required to measure such assets at fair value.

[Read more](#)

Emerging trends in ESG governance for 2023

For audit committees and for boards alike, there's no one-size-fits-all solution to overseeing environmental, social, and governance (ESG) matters—and for good reason. Each company must navigate its own uniqueness related to its organizational structure, global reach, environmental impact, business circumstances, and industry requirements. Further, the broad constellation of topics comprising ESG often doesn't fit neatly into any one board committee's charge. As a result, companies increasingly are opting for ESG governance frameworks that allocate responsibilities to various combinations of board committees and the full board. Read more in this emerging trends report on ESG for 2023.

[Read more](#)



UPCOMING 2023 GLOBAL BOARDROOM PROGRAM WEBINARS

Deloitte Global Boardroom Program discussions are open to Board members and Senior Executives. Please do share the invitation with your Board and Executive Committee colleagues who may be interested. If you are unable to attend because of time zone differences or scheduling conflicts, please register for the session and we will send you a link to the recording to watch at your convenience.

The Climate Challenge: The Role of the Chair

The role of chair continues to evolve. Now, more than ever, the chair's role is recognized—as strategic partner of the CEO, as the ambassador for the company, as a leader of culture and talent, and of course as the board conductor—and all have become critical to success. But what is the chair's role with respect to climate?

With climate and other ESG considerations increasingly at the forefront of many companies' agendas, momentum is building around ambitions to reduce emissions, phasing out fossil fuels, and achieving a net-zero carbon footprint. Many chairs are asking questions such as, are we doing enough on climate? What do our stakeholders think about our progress? How can we effectively demonstrate to our stakeholders, shareholders, and regulators that we are committed to reducing emissions? How do we

balance investment in the necessary transformation with short term results pressures? How can I, as chair of the board, advocate for meaningful change?

To help answer these questions we will be joined by a distinguished panel of chairs including Lorenzo Bini Smaghi, Chair of the Board of Directors, **Société Générale**; Sheila Murray, Board Chair, **Teck Resources**, Board Member **BCE Inc**, **Trustee Granite REIT** and Jennifer Steinmann, **Deloitte Global Sustainability & Climate leader** in discussion with Sharon Thorne, Former Chair, **Deloitte Global**, as moderator. We will hear about Deloitte research into the changing role of board chairs around the world with respect to the climate challenge.



September 12,
2023



16:00 London/11:00 NY

Talent and the Board

The Great Resignation, quiet-quitting, pandemic-related convulsions in the workforce: in the post-pandemic economy, Talent is on the Board's agenda as never before. But how do the best boards work with management, the CHRO and the rest of the HR and Talent team to bring these issues to the fore? How can board members' experiences elsewhere usefully be brought to bear?

Join our distinguished panel, which includes Jean-Christophe Deslarzes, Chair, Adecco Group and Constellium; Michael Fraccaro, Chief People Officer, Mastercard Inc; Bernard Ramanantsoa, Board member, Orange Belgium SA, Dean Emeritus HEC Paris and Lynn Utter, Board member, Vista Outdoor Inc., Lincoln National Corp, Operating Partner, Atlas Holdings LLC to learn more.



October 17,
2023



16:00 London/11:00 NY

Global Economic Update

Weekly Global Economic Update

What's happening this week in Economics? Deloitte's team of economists examines news and trends from around the world. This week we have good news and bad news for the US economy.

[Read more](#)



Dr Ira Kalish
Chief Global Economist,
Deloitte

How to register or refer a colleague to become a member:



Dan Konigsburg
Deloitte Global
Boardroom Program

Thank you for sending referrals to the Deloitte Global Boardroom Program. To make introductions to board or executive committee colleagues who would benefit from membership of the Global Boardroom Program, please just invite them by sending this link [here](#). As always, please get in touch if you have any questions or suggestions.

About the Deloitte Global Boardroom Program

The Deloitte Global Boardroom Program brings together the knowledge and experience of Deloitte member firms around the world to address critical topics of universal interest to company boards and management. Supplementing country programs, its mission is to promote dialogue between corporations and their boards and management, investors, the accounting profession, academia, and government. In addition to the publication of thought-pieces on critical topics, the Deloitte Global Boardroom Program hosts a series of must-see webinar discussions with eminent panelists to help boards and management of global companies to stay current and challenge perceived wisdom.

To become a member of the Global Boardroom Program, click [here](#). For more information contact globalboardroomprogram@deloitte.com



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte’s approximately 415,000 people worldwide make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2023. For information, contact Deloitte Global.

Designed by CoRe Creative Services. RITM1340202_230511