



Deloitte Global Boardroom Program

Last chance to register for our upcoming webinars on Climate and Environmental, Social and Governance (ESG) and a special Asia Pacific focused webinar

Dear members of the Deloitte Global Boardroom Program:

September is the return to work for many of you in the Northern hemisphere, after restful summer holidays. The Deloitte Boardroom program is back at it, too, providing you with actionable insights – including two webinars with a focus on Climate, ESG and Trust. For those of you in the Asia-Pacific and EMEA regions, please take **this last opportunity** to register for a special **Asia Pacific time zone webinar** discussion on **6 September** on ESG, Climate, and Trust: The Board's Role.

We also invite you to join us on **12 September** for a webinar at our normal time (11 am New York/4 pm London) on The Climate Challenge: The Role of the Chair. We will also preview early results of Deloitte's research into the changing role of board chairs around the world, with respect to climate and sustainability.

Please continue to share these newsletters with your boardroom and C-suite colleagues where you can.

Best wishes,

Dan Konigsburg

Deloitte Global Boardroom Program Leader

OUR UPCOMING WEBINARS IN SEPTEMBER

Special Asia Pacific time zone webinar: ESG, Climate, and Trust: The Board's Role

Businesses find themselves at a critical juncture as shareholders, regulators, governments, and other stakeholders are increasingly focused on climate and sustainability. How can boards ensure a sustainable, long-term future for their organizations, while reinforcing trust among customers, shareholders, employees, and the wider public?

In this webinar we will be joined by a distinguished panel of leaders, Chris Lu, board member, **Weibo Corporation, Honma Golf Ltd**; global COO/CFO, **FIT Hon Teng Ltd**; and Hina Nagarajan, board member, **BP PLC**; managing director and CEO, **United Spirits Limited (Diageo India)**; member of the global executive committee, **Diageo PLC**; in conversation with David Hill, **Deloitte** Asia Pacific CEO. They will examine what leading boards are doing to establish a meaningful ESG, climate, and trust agenda in the boardroom, and lessons learned about how to build and retain trust.

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?

To help answer this question, 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.



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.

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?

To answer these questions, we will be joined by 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**.



October 17,
2023



16:00 London/11:00 NY

Geopolitics in the year ahead: The US, Europe, and Asia in 2024

2023 saw devastation in eastern Europe, rising tensions between China and the US, high energy costs and food security concerns driven by the war in Ukraine. As we look towards 2024, what geopolitical landscape should companies expect? How will the looming US presidential election affect the geopolitical landscape? What can we expect from Europe and an expanded NATO? What will happen inside Russia? How is China thinking about its role in the world?

In this discussion, we will explore emerging geopolitical themes in the US, Europe, and China that boards should consider as they look forward to 2024. Our distinguished panel includes Anthony L Gardner, US ambassador to the **European Union** (2014-2017); second vice-chair, **Iberdrola**; executive adviser, **Brookfield Asset Management**; senior adviser, **Brunswick Group** and Shahira Knight, **Deloitte** US managing principal of policy & government relations, and former director of **White House legislative affairs**.



November 8,
2023



16:00 London/11:00 NY

From the Editor's Desk | Deloitte Insights

Curated Reading from the Best of Deloitte



Elisabeth Sullivan
Editor in chief,
Deloitte Insights

Future of tech: Artificial intelligence (AI)

Artificial intelligence (AI) is not new, but rapidly expanding technologies and evolving consumer digital preferences and expectations have generated intense interest in leveraging AI to help achieve efficiencies, increase competitive advantage, and enhance engagement with customers/clients and other stakeholders. This *Board Practices Quarterly* article from the Deloitte US Center for Board Effectiveness presents findings from a survey of members of the Society for Corporate Governance that focused on aspects of AI, including where in the organization AI resides, use policies/framework, risk mitigation measures, education and training, and board oversight.

[Read more](#)

EU regulation drives the sustainability transition

The push for a more sustainable world is growing, but not fast enough. We are on track to miss the goal of keeping global warming under 1.5 degrees celsius by 2050. This means companies across industries are under more pressure from consumers, investors, and employees to speed up the shift to net zero and handle the associated risks and opportunities.

[Read more](#)

Green hydrogen: Energizing the path to net zero

According to Deloitte's recent economic analysis, green hydrogen holds significant potential in attaining net-zero goals by 2050. Embracing green hydrogen could provide a crucial opportunity to effectively decarbonize the planet, surmounting current constraints and issues associated with fossil fuels and emission-intensive technologies. Acting promptly on this prospect can lead to both economic and environmental advantages for those who seize it.

[Read more](#)

Beyond Productivity: The journey to the quantified organization

In recent years, work has undergone a significant shift, with the hybrid workforce becoming standard and data and AI transforming how we operate. Utilizing these new data sources effectively can offer a comprehensive organizational perspective by focusing on meaningful measurements rather than mere possibilities. This article argues that now is the opportune moment to leverage technology, empower your workforce, and generate shared value for your organization, people, and society at large.

[Read more](#)

As workforce well-being dips, leaders ask: What will it take to move the needle?

This Deloitte well-being at work survey highlights the importance of empowering managers, promoting accountability, and prioritizing human outcomes. It provides valuable insights for leaders to drive positive change in the workplace.

[Read more](#)

Summer 2023 Fortune/Deloitte CEO Survey Insights

Despite geopolitical disruption and looming economic concerns, CEOs remain focused on navigating through uncertainty. While the challenges are many, today's CEOs demonstrate incredible resilience through their ability to navigate external factors and continue to explore and invest in emerging technologies. Read on for highlights from the most recent fortune/Deloitte CEO survey.

[Read more](#)

Global Economic Update



Dr Ira Kalish
Chief Global Economist,
Deloitte

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's update covers potential interest rate hikes in the US, a potential slowdown to the US and Eurozone economies, and more.

[Read more](#)

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.

Preparing for Succession: Deloitte's Next Generation CEO Program equips aspiring CEOs

Deloitte's NextGen CEO program is an invitation-only event designed for senior executives aspiring and expecting to become CEOs within 3-5 years. **Participants engage with peers and CEO-level faculty in interactive sessions as they explore: Why do I want to be a CEO? What does it mean to be CEO? How do I become CEO?**

Interested in next steps?

Engage with your Deloitte partner to discuss program details and sponsorship from your CEO/CHRO/Board of Directors or email NextGenCEO@deloitte.com

The program has several upcoming sessions in North America, EMEA and Asia Pacific. Please note that the request for attendance will be carefully evaluated upon nomination.

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.

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.