



Deloitte Global Boardroom Program

Register for our upcoming webinar on “Geopolitics: The reshaping of Europe,” and review our Trust and ESG Survey Findings

To the members of the Deloitte Global Boardroom Program:

This month we bring you details of our next webinar on 16 February on Geopolitics and the Reshaping of Europe, we launch the results of our trust and ESG survey, we include the recording of our discussion on the 2023 Economic Outlook, and we bring you a discussion from Davos “The Chairperson’s Guide to Valuing Nature”. We also highlight the usual program forward look and curated insights.

At our [webinar on 16 February](#) you will be able to hear from an exceptional panel, including: **former US Secretary of Defense Robert Gates**; retired US Navy Admiral and **former Supreme Allied Commander of NATO James Stavridis**; and **former French Minister of Foreign Affairs Hubert Vedrine** where we will discuss what to expect from European geopolitics over the coming year and what board members are doing to get ahead of changing circumstances.

Thank you to those of you who participated in our survey of Trust and ESG in the second half of last year. The results set out in **‘How boards are nurturing and measuring stakeholder trust’** reveal just how much there is to do in this important area. The [report](#) offers practical recommendations on how to get started in a systematic way.

On the heels of the 2023 World Economic Forum, we are pleased to share with you [The Chairperson’s Guide to Valuing Nature](#), a collaborative effort by WEF, Deloitte, and the Climate Governance Initiative to help Chairs explore the risks of nature’s degradation and to highlight opportunities for restoration.

As always, do please forward this note to your boardroom and C-suite colleagues if you think they would be interested to join.

Best wishes,

Dan Konigsburg
Deloitte Global Boardroom Program Leader



Boards and the Trust Frontier: How boards are nurturing and measuring stakeholder trust

Trust powers enterprise performance and influences loyalty, brand perception, and customer behavior. In our latest global survey, board members and executives say they know how important trust is—and they think it’s their responsibility. But few have integrated trust-building across stakeholder groups into their corporate governance strategy. What’s stopping them?

[Read More](#)

Upcoming Global Boardroom Webinar

Geopolitics: Implications for Boards of the shifting landscape in Europe

On the anniversary of Russia’s invasion of Ukraine, there is no lack of challenges for companies operating in Europe today, meaning that boards must navigate an increasing number of difficult decisions. What can we expect from European geopolitics over the coming year? What are the most sophisticated board members doing to get ahead of changing circumstances, or to minimize their effects?

Join our distinguished panel, including **former US Secretary of Defense** Robert Gates; retired US Navy Admiral and **former Supreme Allied Commander of NATO** James Stavridis; and **former French Minister of Foreign Affairs** Hubert Vedrine, in discussion with Rana Foroohar, Global Business Columnist, **The Financial Times** and Global Economic Analyst, **CNN**, as moderator to think through the implications of today’s changing Europe for company boards.



February 16, 2023



16:00 London/11:00 NY

From the Editor's Desk | Deloitte Insights

Curated Reading from the Best of Deloitte

The Chairperson's Guide to Valuing Nature

Although we all depend on nature, business has historically undervalued and overlooked nature, leading to its degradation. Published by the World Economic Forum in collaboration with the Climate Governance Initiative and Deloitte, *The Chairperson's Guide to Valuing Nature* outlines key steps to help chairs incorporate nature as core to business strategy, including questions for chairs to use to navigate nature conversations in the boardroom and with executive leaders.

[Read the report](#)



Elisabeth Sullivan
Editor in chief,
Deloitte Insights

Deloitte 2023 Global Human Capital Trends: New fundamentals for a boundaryless world

In a boundaryless world, work isn't defined by jobs, the workplace isn't a specific place, and many workers aren't traditional employees. Deloitte's 2023 Global Human Capital Trends survey polled 10,000 business and HR leaders across every industry on these issues, with 105 countries participating. The survey data is complemented by interviews with executives from some of today's leading organizations. The insights shaped the trends in this report.

[Read more](#)

Boards, CEOs and Climate Action: Navigating 5 Core Tensions

How to address climate change is one of the most urgent and intractable priorities on the minds of CEOs and board members with whom we speak. But, while 90% of CEOs surveyed by Fortune and Deloitte last year agree on the [critical need to address climate change](#), it's also the priority that most keenly challenges our capacity to balance short- and long-term decisions.

[Read more](#)

Audit Committee Practices Report: Priorities and Committee Composition

Corporate boards are taking a fresh look at their audit committee structures and practices in light of emerging corporate reporting areas and increased risks, according to a new survey and collaborative report from Deloitte's US Center for Board Effectiveness and the Center for Audit Quality (CAQ).

The Audit Committee Practices Report: Priorities and Committee Composition includes survey results of 164 audit committee members of primarily large-cap, public companies in the U.S., and provides insight into shifting oversight priorities. This second edition of the report also discusses cybersecurity, enterprise risk management, and environmental, social and governance reporting among the issues that are topping audit committees' agendas.

[Read more](#)

Board Oversight of the CMO: What are the top priorities of chief marketing officers in navigating economic downturns?

Marketing has gone through a renaissance over the past 10 years, but while much has changed, there is likely much more change still to come. Where there was once only a promise of marketing acting as a driver of accountable growth, today that promise has been realized. This promise is partly due to capabilities such as dynamic, one-to-one personalization, where each customer has the right message at the right time and place; or through better ways of running a marketing organization, where teams and partners can spend more time focused on strategic delivery across the business versus tactical execution. The introduction of technology and data has forever changed marketing, giving it a seat in the boardroom.

[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.

Geopolitics: Implications for Boards of the shifting landscape in Europe

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February 16, 2023



16:00 London / 11:00 NY

Tech Trends for Boards

What are the tech megatrends shaping company tech investments today? How are leading boards thinking about the transformational opportunities from technology? Are companies investing fast enough to keep up with the pace of innovation and competition as the global giants consider which industry to take on next? Our panelists will offer their perspective on how high-performing boards can assist management in thinking about the strategic implications of the latest advances in technology, from artificial intelligence, to cloud and quantum computing, to cyber security and data privacy.

Our distinguished panel includes Marillyn Hewson, former CEO of **Lockheed Martin**; Maria Amparo Moraleda, non-executive Director at **Moller-Maersk, Vodafone Group, Airbus and Caixabank**; and Peter Sany, former CIO at **Novartis, Deutsche Telekom, Swiss Post, and UBS**, in discussion with our moderator Mark Lillie, **Deloitte Global CIO Program leader**.



March 2, 2023



16:00 London / 11:00 NY

Supply, demand, and inflation – a deep dive for boards

Despite efforts by central banks around the world, higher levels of inflation appear to be with us for an extended period. What are the implications of this extended period of inflationary pressure – for government budgets, for consumers, for savings and investment and for companies? Will the impacts look similar from country to country, or will there be regional or country-level differences? For boards, inflation makes long-term strategic planning more challenging, especially assumptions behind investment, pricing and hiring, and much else besides. But will this time of challenge also accelerate other megatrends, such as investment in technology and other innovations?

Our distinguished panel comprises Curtis Dubay, Chief Economist for the **US Chamber of Commerce**; Jason Furman, Advisor to the Asia Group and former member of the **US Council of Economic Advisers** until President Obama; and Jean-Claude Trichet, President of the **European Central Bank** from 2003 to 2011, in discussion with Rana Foroohar, Global Business Columnist, **The Financial Times** and Global Economic Analyst, **CNN**, as moderator.



April 18, 2023



16:00 London / 11:00 NY

Global Economic Update

Looking ahead: Global economic outlook for 2023

This month's Economics Spotlight examines the 2023 outlook for 11 countries, amid several challenges such as record-high inflation, recessionary fears, and labor shortages.

[Read More](#)



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 we have updates on Japan's labor market; China's population; the weakening of the US economy; The US and Europe's climate change policy, and interest rates.

[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.

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



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