



Deloitte Global Boardroom Program

Register for our upcoming “can’t miss” webinar discussions, featuring the former President of the European Central Bank and speakers from Meta, BP, ServiceNow, the ISSB, CalPERS and more.

To the members of the Deloitte Global Boardroom Program:

This is a packed March newsletter: you will find links to the recordings and recaps of our February 16 webinar **“Geopolitics: Implications for boards of the shifting landscape in Europe”**, and our 2 March discussion **“Tech Trends for Boards”**; you will also find details of our must see webinars in the coming months, including on 18 April, a topic every board is concerned about **“Supply, demand, and inflation – a deep dive for boards”** featuring the former President of the **European Central Bank**.

The Deloitte Global Boardroom Program has released its latest research as we approach this year’s AGM season [Key Trends in Investor voting policies from the 2022 \(AGM\) season](#). We hope you find this unique analysis of 101 large investor voting concerns from the 2022 AGM season useful.

As always, we also share selected reports and insights with a focus on economic priorities and market outlooks around the globe.

Finally, thank you for the great feedback on the program – do please help us spread the word by sharing these newsletters with your boardroom and C-suite colleagues, and encouraging them to become members by registering for a webinar. If the timing does not work, a recording is sent to all who registered.

Best wishes,

Dan Konigsburg

Deloitte Global Boardroom Program Leader



Key trends in investor voting policies from the 2022 Shareholder Meeting season

The Deloitte Global Boardroom Program analyzed voting policies of 101 large investors, highlighting investor concerns for the 2022 AGM season across a selection of headline topics: environmental, social and governance (ESG), diversity, equity and inclusion (DEI), board composition and board independence, and executive pay. Our analysis revealed that institutional investors across regions are seeking more disclosure on environmental issues from the companies they invest in. Intentions to vote on board diversity and independence are more varied across geographies. And executive remuneration continues to attract scrutiny from institutional investors with many now adopting say-on-pay policies.

[Read more](#)

From the Editor's Desk | Deloitte Insights

Curated Reading from the Best of Deloitte

Contending with the impossibility of deprioritization: The reality of modern-day leadership

Deloitte Insights surveyed C-suite execs around the world to see how they're allocating their corporate investments and found corporate agendas driven by urgent and often conflicting demands. We asked them which of 10 issues they're focusing on now and in their near-term strategies, and how they rank these priorities. Spoiler alert: None of these priorities can be truly deprioritized.

[Read more](#)



Elisabeth Sullivan
Editor in chief,
Deloitte Insights

State of the US Consumer: February 2023

US survey respondents are feeling slightly better about the direction of the economy, but spending intentions continue to signal near-term caution. Read more for key insights about US consumers from Deloitte's State of the Consumer Tracker.

[Read more](#)

China economic outlook: February 2023

China's management of COVID-19 saw a dramatic transformation toward the end of 2022. The infrastructure of mass PCR testing and movement tracking through telephone carriers was phased out, and the government encouraged those yet to recover from the infection to return to work. In 2023, China's borders, which have effectively been closed for nearly three years, also reopened. Without doubt, the government's decision to bring an end to their policy of zero tolerance toward COVID-19 raises questions over how the economy will perform as a result.

[Read more](#)

Emerging markets outlook: February 2023

The outlook for emerging market economies in 2023 will largely be dictated by inflation. Eastern Europe, Latin America, and much of Africa have faced a more pronounced inflationary cycle over the last year. Higher interest rates amid the spike in cost of living is expected to weaken domestic demand in these regions. However, Middle Eastern and Asian economies are expected to fare better as inflationary pressures have been more benign, and their central banks have been able to keep interest rates relatively low. The war in Ukraine, China ending its zero-tolerance COVID-19 policy, and the growth trajectory for the United States and European Union pose risks to this outlook.

[Read more](#)

Optimizing digital transformation could capitalize on large market gains

Research reveals that getting digital transformation right takes more than just ambition and bold investments. If every Fortune 500 company optimally combined three core digital transformation actions, they could unlock as much as US\$1.25 trillion in additional market capitalization. But the wrong combinations can erode market value, putting over US\$1.5 trillion at risk.

Deloitte used artificial intelligence to analyze 10 years of financial disclosures from more than 4,000 global organizations, looking for correlations between how companies explained their digital transformation plans and what valuations they saw. The research looked at investor communications, which serve as a proxy for digital transformation intentions and the actions taken by the enterprise. The result: a much clearer picture of actions that can drive value and those that can destroy it.

[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.

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

Despite efforts by central banks around the world, higher levels of inflation may 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

Lessons from the Boardroom: Driving Outperformance from Digital Transformation

Boards face an increasingly urgent question: How to maintain a competitive advantage in a way that doesn't just keep up with technology but embraces it to generate new strategic possibilities and increasing returns? The strategic rationale is clear: From competitors with disruptive technology, to pandemics, social unrest, and climate change, how can organizations—and their boards—invest and adapt to drive outperformance? How do leading boards provide oversight of investment in digital transformation to ensure real value generation for shareholders? And what kind of technology expertise do stakeholders expect to see on the Board?

To answer these questions, we will be joined by Teresa Briggs, Board member, **Snowflake Inc.**, **DocuSign Inc.**, **ServiceNow Inc.**, **Warby Parker**, and Angie Gifford, Vice President EMEA at **Meta**, in discussion with Tim Bottke, Deloitte Digital TMT industry leader to learn more.



May 9, 2023



16:00 London / 11:00 NY

Thorny topics for the Audit Committee

The audit committee's work is key to trust, but its agenda is developing fast: What are the thorny topics audit committees are wrestling with? How should boards be thinking about forecasts in this challenging economic and geopolitical environment? How can audit committees make judgements with markets shifting so rapidly? What is the audit committee's role in driving to net zero? How will the ISSB's recently announced climate-related disclosure standards affect how audit committees address ESG reporting? How can audit committees manage these with an already full agenda, including broader risk management responsibilities, oversight of cyber defenses, broader internal controls, and an ever-changing regulatory landscape?

Join our distinguished panel, which includes Janine Guillot, Special Advisor to the **International Sustainability Standards Board (ISSB)** Chair, Tushar Morzaria, Non-executive director **BP plc, Legal & General plc**, and Chairman of EMEA Investment Banking at **Barclays plc**, and Theresa Taylor, Board President, **CalPERS**, in discussion with Joe Ucuozglu, **Deloitte Global CEO** as moderator to learn more.



June 7, 2023



16:00 London / 11:00 NY

Challenges for Remuneration Committees

This year's remuneration committee agenda will likely continue to be dominated by topics related to net zero and other ESG matters, including employee well-being. How transparent is executive pay? Are windfall gains included in executive pay? How are remuneration committees balancing the interests of all stakeholders while attracting executive talent? What will be the forward-looking issues for remuneration committees tomorrow?

In this webinar, we will be joined by a panel of board and remuneration committee experts to help answer these crucial questions.



June 22, 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.

[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



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