

## On the Board's agenda

### Top of mind topics for board members

We bring you curated topics that are top of mind for boards and senior management in the financial services industry globally, supported by our global team of Deloitte subject matter experts.



#### Future-ready boards

Board effectiveness is more than structures and processes. It is also about the dynamics and behaviours of the individuals comprising the board and its committees. A future-ready Board has the potential to value add by enhancing the identification of opportunities for an organisation, while fulfilling their responsibilities to their investors and stakeholders.

We focus on the characteristics that define a future-ready Board, looking at governance, role, agenda, mindset and capabilities.

1. Identify key knowledge and skill areas that are critical for their industry
2. Assess the Board against these areas to identify gaps and opportunities
3. Develop capabilities through awareness raising and motivate for self-learning and growth



#### Building a formidable tax governance strategy

As Malaysia begins to take a step into tax corporate governance, it is crucial for business leaders to present taxation within the context of their organisation's purpose, value and sustainable business strategy. A clear framework for accountability, risk management and operational excellence aims to promote the credibility of organisations and foster trust with authorities.

We explore recent developments in Malaysia's tax governance guidelines and provide insights into how leaders can develop their governance framework, identify and manage risks, and leverage on digital solutions to build a strong and holistic tax governance strategy.



#### Driving growth through operational resilience

Financial institutions face mounting pressures to transition to more digitally-enabled business models for greater cost control and customer satisfaction. For many, enhancements layered over 'legacy' systems may also impede them from achieving their full digital transformation potential. As they revamp their systems architecture, it will be critically important to embed operational resilience into their planning and implementation processes.

We highlight the importance of establishing a holistic operational resilience strategy and discuss how to identify and prioritise key business areas, establish impact tolerances, and ensure set levels are maintained, as well as look into streamlining roles and responsibilities.



#### Digital Frontier: Technology and the Board

As businesses emerge from the global pandemic, many are finding that adoption of new ways of working, seizing new opportunities, and facing new challenges will expose organisations to new digital risks. Cyber risk and cyber crime remain a critical threat to businesses, and a key area of concern for the Board.

We address key questions for Board members to consider when navigating the evolving digital risk landscape.

- What are our critical digital threats?
- How do leading boards provide oversight of investment in digital transformation?
- What kind of technology expertise do our stakeholders expect to see join the Board?



#### Tech Trends 2022: Data sharing made easy

Increasingly, privacy-sharing computing and advanced data-sharing technologies are helping organisations extract more value from data in addressing all data management requirements and challenges. Organisations need to assess their data sharing capability, efficiency and security, to help monetise their own information assets, together with other ecosystem data, towards accomplishing their goals.

We discuss these key questions for Board's considerations.

1. Which data assets could you share within your organisation to tackle common challenges and pursue mutually beneficial revenue, operational and research opportunities?
2. Have you leveraged external data from data marketplace platforms to augment your own data assets? How did access to more information enhance your decision-making process?
3. How has or would the ability to analyse data enable new use cases and innovative experimentation?

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