

**Deloitte.**



Center for Board Effectiveness

Helping directors deliver value

# Introduction

The Center for Board Effectiveness helps directors fulfill their oversight responsibility to the organizations they serve through a portfolio of high-quality, innovative experiences. Whether an individual is aspiring to board participation or has extensive board experience, the Center's programs can enable them to contribute effectively and become well-versed in important focus areas—like governance, audit, strategy, risk, innovation, compensation, technology, and succession.

## The Center for Board Effectiveness mission:



### Inform

Provide an extensive, suite of governance-focused content that not only educates directors, but helps turn both business goals and career aspirations into realities.



### Connect

Create opportunities for directors to collaborate with peers and subject matter specialists across a wide range of topics.



### Advance

Help develop directors' hard skills—and soft skills—so they can effectively lead organizations and other business leaders, while pursuing their own career opportunities.

# An overview of Deloitte's Center for Board Effectiveness offerings

## Inform

### Recurring insights

A collection of insights, communications, and virtual events that examine topics and issues impacting board and audit committee members.

- [\*On the Board's Agenda\*](#)
- [\*On the Audit Committee's Agenda\*](#)
- [\*Audit Committee Briefs\*](#)
- [\*Deloitte Digest—Board of Directors\*](#)
- [\*Board Governance Webinars\*](#)

### Featured insights

Deloitte's Center for Board Effectiveness also publishes featured insights, often in collaboration with external organizations, that dive deeper into specific topics.

- [\*Audit Committee Guide\*](#)
- [\*Audit Committee Practices Report\*](#)
- [\*Chair of the Future\*](#)
- [\*Missing Pieces Report\*](#)

## Connect

### Deloitte Board Symposium

Board members and corporate governance leaders gather for interactive sessions to discuss topics that are top-of-mind for boards.

### Deloitte Audit Committee Symposium

Examine current and future priorities of audit committees, with the opportunity to share insights with speakers and fellow committee members.

### Deloitte board member & C-suite experience at CES®

Join an exclusive group of experienced board members and C-suite executives at CES®, the world's leading event for consumer technology.

## Advance

### Board & committee education

Customized education for board members, committees, and individual directors that focuses on the board's agenda and areas where the board may need to anticipate innovation, disruption, and uncertainty.

### Board-Ready Programs

Educational and networking programs for executives who are on their way towards a public company board or directorship nomination, but might not have a playbook for starting the journey.

### Board & audit committee labs

Unique experiences designed to help boards and audit committees explore their responsibilities, priorities, and practices, with an emphasis on enhancing effectiveness, especially during times of transition.

# Inform

## ***On the Board's Agenda***

Board-briefing articles that examine a single topic in detail with perspectives from Deloitte subject matter specialists.

Read more: [deloitte.com/us/boardagenda](https://deloitte.com/us/boardagenda)

## ***On the Audit Committee's Agenda***

Audit committee-focused publications that explore topics impacting the audit committee's current responsibilities and priorities.

Read more: [deloitte.com/us/auditcommitteeagenda](https://deloitte.com/us/auditcommitteeagenda)

## ***Audit Committee Brief***

Publications that focus on the timely coverage of issues and insights important to audit committees including corporate governance resource overviews, regulatory and legislative environment outlooks, and technical updates.

Read more & subscribe: [deloitte.com/us/auditcommitteebrief](https://deloitte.com/us/auditcommitteebrief)

## ***Deloitte Digest—Board of Directors***

Succinct monthly communications that feature timely governance takeaways, business insights, and research of interest to boards of directors and senior executives.

Subscribe: <https://lp.response.deloitte.com/LP=616>

## ***Board Practices Quarterly***

Quarterly reports, done in collaboration with the Society for Corporate Governance, that provide pulse survey benchmarks on relevant topics for boards.

Read more: [deloitte.com/us/boardpracticesquarterly](https://deloitte.com/us/boardpracticesquarterly)

## ***Board Governance Webinars***

Webinars for board members and executives to gather and learn in real time about a variety of topics prevalent on many board agendas today.

Register: [deloitte.com/us/boardwebinars](https://deloitte.com/us/boardwebinars)



# Inform

## **Audit Committee Guide**

Extensive guide that dives into the latest audit committee requirements, oversight responsibilities, and possible strategies for promoting effectiveness. Specific topics are explored within each section, with insights that can be leveraged for both US public and private companies.

Read more: [deloitte.com/us/auditcommitteeguide](https://deloitte.com/us/auditcommitteeguide)

## **Audit Committee Practices Report**

Annual report, by Deloitte's Center for Board Effectiveness and the Center for Audit Quality, that explores pressing issues at hand for audit committees today and leading practices to execute their responsibilities effectively.

Read more: [deloitte.com/us/auditcommitteepractices](https://deloitte.com/us/auditcommitteepractices)

## **Climate change governance and the board chair of the future**

Interview-based, global reports that take a closer look at board leadership through conversations with board chairs at leading companies.

Read more: [www2.deloitte.com/us/en/insights/topics/leadership/the-role-of-the-board-in-climate-change-governance.html](https://www2.deloitte.com/us/en/insights/topics/leadership/the-role-of-the-board-in-climate-change-governance.html)

## **Missing Pieces Report**

Studies organized every other year by the Alliance for Board Diversity (ABD) in collaboration with Deloitte for the 2016, 2018, 2020, and 2022 censuses. The report highlights the progress to date that has—or has not—been made in the equitable representation of women and individuals from underrepresented racial and ethnic groups on Fortune 500 boards.

Read more: [deloitte.com/us/missingpieces](https://deloitte.com/us/missingpieces)

To view all content from the Center for Board Effectiveness, visit: [deloitte.com/us/cbe](https://deloitte.com/us/cbe).

# Connect

## **Deloitte Board Symposium**

An annual, invitation-only event that features interactive sessions on topics that are top-of-mind for many board members. Attendees consist of executives and board members who sit on Fortune 500 boards.

Learn more: [deloitte.com/us/boardsymposium](https://deloitte.com/us/boardsymposium)

## **Deloitte Audit Committee Symposium**

An annual, invitation-only event for audit committee members that examines current and future priorities of audit committees. The symposium agenda covers relevant business and board topics for today's audit committee members and provides attendees with numerous opportunities to share insights with speakers and fellow committee members.

Learn more: [deloitte.com/us/auditcommitteesymposium](https://deloitte.com/us/auditcommitteesymposium)

## **Deloitte board member & C-suite experience at CES®**

An exclusive group of experienced board members and C-suite executives that attend CES®—the world's leading event for consumer technology—participate in a curated show floor experience and roundtable discussion with Deloitte executives and other board members. CES® is hosted by the Consumer Technology Association (CTA) and is the global platform for new and emerging consumer technology and business innovation.

Additional questions regarding events? Please reach out to [centerforboardeffectiveness@deloitte.com](mailto:centerforboardeffectiveness@deloitte.com).

# Advance

## **Board and committee education**

Facilitated educational labs—in-person and virtual—for boards and committees to better understand their role and responsibilities, stay on top of matters impacting their companies and the governance landscape, and help meet their required company board educational requirements. Not only that, but learn more about the board's agenda and areas where the board may need to anticipate innovation, disruption, and uncertainty.

## **Board-Ready Programs**

Educational networking programs for current and retired executives who are looking for a public company board or directorship nomination, but who might not have a playbook for starting the journey. Attendees will share and gain insight into how to position themselves for board opportunities. Learn from subject matter specialists—current board members, board committee chairs, and search firms—who share their experiences and insights into becoming a board-viable candidate. A select number of senior executives are invited to each session, making for an intimate and in-depth exchange of ideas along with the opportunity to network with peers.

## **Board and audit committee labs**

Unique experiences designed to help boards and audit committees explore their responsibilities, priorities, and practices, with an emphasis on effectiveness during times of transition. The half- to one-day customized sessions focus on enhancing the performance of board and audit committee members, both as individuals and as part of a high-functioning team. The facilitated programs incorporate leading practices from our research and extensive experience with boards and audit committees, as well as advance input from the participants' key stakeholders.

Want to learn more about our programs and labs?  
Head here: [www.deloitte.com/us/cbe](http://www.deloitte.com/us/cbe)

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## Center for Board Effectiveness

Deloitte's Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high-quality, innovative experiences throughout their tenures as board members. Whether individuals aspire to board participation or have extensive board experience, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation, and succession.

The services described herein are illustrative in nature and are intended to demonstrate our experience and capabilities in these areas; however, due to independence restrictions that may apply to audit clients (including affiliates) of Deloitte & Touche LLP, we may be unable to provide certain services based on individual facts and circumstances.

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