



## Leadership and governance

Deloitte comprises Deloitte Touche Tohmatsu Limited (Deloitte Global), Deloitte member firms and each of their related entities in more than 150 countries and territories and has governance and management structures in place at both the global and member firm levels.

### **The Deloitte Global Executive**

The Deloitte Global Executive, currently composed of 25 senior leaders from Deloitte Global and select member firms, is responsible for embedding Deloitte's Purpose and advancing its aspiration and strategic priorities. The Executive also sets policies and champions initiatives that help Deloitte make an impact that matters for member firm clients, Deloitte people, communities and other stakeholders. The group meets either in person or via conference calls at least 10 times during the year.

Deloitte Global Chief Executive Officer Punit Renjen, who began his second four-year term on 1 June 2019, leads the Executive. Renjen appoints the members of the Executive, subject to approval by the Governance Committee of the Deloitte Global Board of Directors.

### **The Deloitte Global Operating Committee**

The Deloitte Global Operating Committee, composed of senior leaders from Deloitte Global and select member firms, provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently. The group meets either in person or via video conference at least 10 times during the year.

Deloitte Global Chief Operating Officer Mike Dougherty leads the Operating Committee. Its members include Deloitte Global business operations and enabling area leaders and member firm leaders.

### **The Deloitte Global Board of Directors**

The Board of Directors is Deloitte Global's highest governing body and addresses its most-important governance issues, including global strategy, major transactions and the selection of the Deloitte Global CEO. Among its committees is the standing Governance Committee, which exercises periodic oversight in respect of the management of Deloitte Global.

Board composition is multicultural with a proportionate representation of member firms. Board members are designated by individual member firms that are themselves selected based on size, the number of significant clients they serve and other factors. Gender is considered by member firms as they designate individuals to these positions. As of 1 June 2019, the Board had 23 members, seven of whom were women.

Deloitte Global Chair Sharon Thorne began her four-year term of office on 1 June 2019.

### **Member firm leadership**

To foster effective and responsive management within member firms, Deloitte Global has adopted standards describing leadership and governance structures to be implemented by member firms, including:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its strategies with Deloitte Global; and
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice.

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