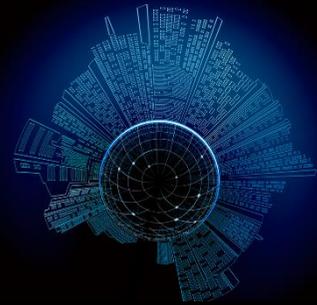


Insights from Deloitte

December 2020



As Citi and Deloitte continue to collaborate as part of the OCC's Project REACH to strengthen Minority Depository Institutions (MDIs), we are happy to share the December edition of Deloitte's newsletter to keep MDI executives on top and ahead of industry trends. The list below is a compilation of thought leadership that aligns to MDI initiatives/interests. Topics include: marketing and brand management, retail banking, project management, product distribution and management, operating efficiencies, technology in banking operations and processes, talent, COVID-19 banking industry trends, reimagining capital optimization, and board governance.

To customize your experience even further, we invite you to create a [My Deloitte profile](#). My Deloitte serves as a central source that gives professionals at MDIs and women-owned banks access to a wide range of topics and trends they care about through various media on the go. My Deloitte resources are available to all professionals, free of charge. Through My Deloitte, you can:

- Personalize your content feed by selecting your topics of interest
- Bookmark articles and videos and access them whenever you're ready
- Subscribe to newsletters, webcasts, and more to be delivered straight to your inbox

I encourage you to [view](#) the just released 2021 financial services industry outlooks and [register](#) for the 2021 banking & capital markets outlook Dbriefs webcast on January 26 at 11AM ET.

We hope you find this content valuable. Please reach out with any other content you would like to see or any questions you may have.

Wishing you a very happy & healthy holiday season.

Bonnie Kantor
Managing Director
Deloitte Services LP

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Content

Board governance

Dbriefs webcast | How workday can enable a future-ready finance function

January 20 – 2pm ET

If there's one thing business leaders have learned from 2020, it's that disruption can come from anywhere at any time. How can CFOs leverage new ERP systems to deliver more accurate real-time financial data and insights to enable faster analysis, planning, and decision-making? Participants will walk away with key considerations when embarking on a Workday finance transformation journey that can help lead to more agile and resilient organizations.

[Register here](#)



Dbriefs webcast | Quarterly accounting roundup: Q4 2020 update on important developments

December 14 – 1pm ET

Participants will gain a new understanding of the issues standard-setters and regulators have been addressing lately, and other important accounting issues and developments for the quarter.

[Register here](#)



Dbriefs webcast | Controllership year in review: The times they are a-changin' (on demand)

Economic impacts, global pandemic, and industry disruption have accelerated existing trends in transition to digital finance, all while reshaping the view of how work gets done. Register for this upcoming Dbriefs webcast to discover insights about the ongoing transformation and explore expectations for the new year and future of controllership.

[Listen to the recording](#)



How boards can support the black workforce: As published in 'NACD Directorship' magazine, November/December 2020

As individuals reflect on their roles in perpetuating systems of racial injustice, they're calling on organizations to do the same. This has created a special moment in history for boards and executive leadership as they respond to demands for addressing workforce inequities and bolstering broader diversity, equity, and inclusion (DE&I) programs. To address these issues internally, boards and executive leaders may want to focus on the four following actions: listen, engage, acknowledge, and do.

[Read more](#)



On the Board's Agenda | Time to act: Applying discretion to outstanding incentive awards in the era of COVID-19 - December 2020

When COVID-19 first began impacting the US economy, many companies faced unclear financial forecasts and uncertainty on whether incentive plans would appropriately reward executives and employees for their contributions, pre- and post-COVID-19. Rather than overhaul in-flight incentive plans at a time of great uncertainty, many companies decided to take a "discuss now, act later" approach.

[Read more](#)



CEO compensation in a COVID-19 world

COVID-19 has considerably altered the dynamics around CEO compensation. How are investors, compensation committees, and CEOs themselves approaching this question in the current environment?

[Read more](#)



On the Board's Agenda | Cyber: New challenges in a COVID-19 - disrupted world

The pandemic and the many disruptions it has caused have created new challenges for boards to consider. In addition, an increasing focus on areas such as the use of data, privacy, and artificial intelligence (AI) ethics has further expanded the areas that boards need to address. This On the board's agenda discusses the nature of those changes and how boards can adapt to the new environment, supporting a resilient response to the new challenges and opportunities of cyber.

[Read more](#)



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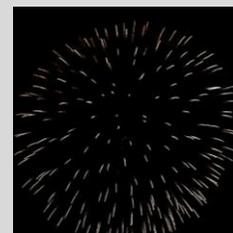
COVID-19 banking industry trends

Dbriefs webcast | Outlook 2021: Strengthening resilience and accelerating transformation

January 26 – 11am ET

COVID-19 is reshaping the global banking industry. Banks will need to bolster their resilience—capital, technology, and talent— as they confront the ongoing challenges from the pandemic in the short term. Participants will explore what banks need to do now to prepare for a post-pandemic future in 2021 and beyond.

[Register here](#)



Dbriefs webcast | SEC hot topics: Year-end update (on demand)

After an unprecedented year, it is critical that SEC registrants be prepared to provide insight to investors through relevant and transparent disclosure. What are key considerations for year end? Participants will identify relevant new and existing regulatory interpretations and requirements, while assessing potential impacts on their organizations.

[Listen to the recording](#)



2021 banking and capital markets outlook: Strengthening resilience, accelerating transformation

In our 2021 banking and capital markets outlook, 200 industry leaders weighed in on their companies' COVID-19 recovery efforts. How can the emerging lessons serve as a catalyst for business transformation?

[Read more](#)



Agile for financial institutions: Focus on progress, not perfection

Through Agile, DevOps, and cloud, financial services seem to be taking the leap toward new ways of working in hopes of delivering fast and frequent value. Small Agile experiments often deliver promising results, but organization-wide initiatives are less of a sure thing. Agile transformations in financial services can fail when such considerations as scaling, globally distributed teams, third-party service providers, and legacy infrastructure aren't properly addressed.

[Read more](#)



Serving small businesses in a time of crisis: How banks can help

Co-authored with Doblin, this report explores how might banks serve small businesses in a time of crisis and the 5 things banks can do to address shifting needs of the SMB segment.

[Read more](#)



A path ahead: Navigating financial services sector performance post-COVID-19

While the economic impact of COVID-19 may have some similarities to the 2007–09 financial crisis, the implications for financial firms' performance are likely to be different. Developed by the Deloitte Center for Financial Services, this series explores the pandemic's financial impacts on specific financial services industry sectors to help leaders find the right path forward.

This series includes: [Forecasting the performance of the US banking industry](#), [Impact on US banks' commercial real estate loan portfolios](#), [Impact on office property owners and operators](#), [Impact on homeowners' insurance premiums](#), [Impacts on mortgages and the housing market](#), [Impact on workers' compensation](#), and [Impact on personal and commercial auto insurance](#)

[Read more](#)



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Marketing and brand management

2021 Global Marketing Trends: Find your focus

Constant technological change and increasing reliance on digital can leave people wanting for human connection. These seven trends can help build connection to drive engagement and growth for brands in an unprecedented 2021.

[Read more](#)



A brave new world with virtual worlds: How virtual worlds are the next evolution in communication and collaboration

With people still leery of travel and conferences, organizations are fostering engagement and collaboration through participation in three-dimensional virtual worlds.

[Read more](#)



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Operating efficiencies

Dbriefs webcast | Driving the digital age: Scaling programs through risk management (on demand)

While some organizations are focused on the basics of automating and digitizing existing processes, others have started to broadly reassess and transform talent and operating models, as humans and machines co-exist to drive strategic outcomes. View our on-demand webcast to examine organizational risk impacts



and explore how to further assure, advise, and anticipate related risks in today's digital age.

[Listen to the recording](#)

Revolutionizing enterprise service delivery

The days when a CFO's job was mainly about providing day-to-day financial support are long gone. Finance chiefs for years have been leading transformations that touch nearly all parts of the business. So what's different today? A lot.

[Read more](#)



Anti-money laundering (AML) program effectiveness: Transforming AML programs to enhance outcomes for law enforcement

The Financial Crimes Enforcement Network (FinCEN) recently signaled a potential shift in the primary focus for AML programs from maintaining technical compliance to improving outcomes for law enforcement in priority areas. While reforms will take years to implement, this signal presents an opportunity for financial institutions to rethink how they will drive AML program effectiveness in line with the direction outlined by FinCEN.

[Read more](#)



Four traditional business orthodoxies to challenge in 2021

IN 2020, our organizations quickly changed a lot about how they operate, both to respond to and recover from the pandemic. What I experienced—both with our clients and internally at Deloitte Consulting—was that many traditional business orthodoxies no longer applied. While many of those long-standing beliefs and practices were upended as a direct result of the pandemic, I'd argue that most should have been eradicated a long time ago.

[Read more](#)



Cybersecurity risk for financial institutions: 5x5 - Insights and actions for CISOs

While the challenges presented by the current operating environment are vast, how can CISOs stay focused on broader, longer-term organizational objectives? Explore five insights and actions to help financial institutions manage the current cybersecurity landscape.

[Read more](#)



Rebooting risk management: Making risk relevant in a world remade by COVID-19

Today's environment is one not only of heightened risk, but of prolonged uncertainty. Blurring the lines between business-as-usual risk management, crisis management, and resilience can enable agility in the face of an uncertain future.

[Read more](#)



Save-to-Thrive: Enterprise transformation and performance improvement strategies during the COVID-19 pandemic

To better understand the short- and long-term impacts of the COVID-19 on organizations around the world—from both a transformation and performance improvement perspective—we recently surveyed 1,089 executives with direct involvement in their companies' cost management and enterprise transformation efforts, and who represent a broad range of industries and global geographies.

[Read more](#)



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 **Dbriefs webcast | Working capital management and cash flow forecasting amidst disruption** (on demand)

Tune into our Dbriefs webcast to learn about developing a preliminary roadmap and approach to improving working capital management that can help create more resilient organizations.

[Listen to the recording](#)



Real-time payments and implications of the COVID-19 pandemic: Increased competition, adoption of contactless payments

COVID-19 showed us why and how real-time payments can make a tremendous difference in the payments ecosystem—and instantly aid millions of personal and professional needs. Deloitte explores the current state of real-time payments processing in the United States and how the pandemic is influencing the transformation, use cases, and ecosystem participants.

[Read more](#)



US consumer payments in a post-COVID-19 world: How to bolster payments institutions' growth in challenging times

COVID-19 has challenged the payments industry's growth momentum, making recovery a priority. But at the same time, reimagining the post-COVID-19 world in payments could create new opportunities for payments institutions.

[Read more](#)



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Retail banking

The future of retail banking: The hyper-personalization imperative

With the ever-changing technological landscape, consumers are increasingly expecting a highly-personalized service determined by their individual requirements. We believe that hyper-personalization is an imperative for banks, enabling them to respond to customers' manifest and latent needs.

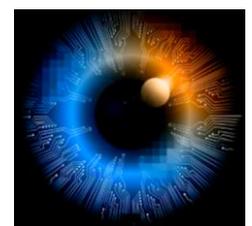
[Read more](#)



The future of retail banking: Uncertain times accelerate banking transformation

The US retail banking sector has been transforming at a fast pace, like the rest of consumer financial services. And the COVID-19 crisis has only accelerated consumer shifts toward digital. With a depressed macro environment, banks have little choice but to embrace digital transformation. Explore 10 key shifts transforming the future of retail banking.

[Read more](#)



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Talent

 **Dbriefs webcast | Global Human Capital Trends: The social enterprise in a world disrupted**

January 27 – 2pm ET

Participants will learn results of Deloitte's 2021 Global Human Capital Trends and explore tangible ways to help their organization thrive as they face ongoing disruption.

[Register here](#)



Dbriefs webcast | Global equity update: Preparing for 2021 stock compensation activity

January 13 – 1pm ET

A significant amount of stock compensation activity, from grants to vests, often takes place in the first quarter each year. With the global uncertainty created by the COVID-19 pandemic in 2020, how ready is your company for 2021? Participants will learn about important new trends in equity compensation as well as tax planning and compliance considerations for 2021 stock releases.

[Register here](#)



The journey of resilient leadership: Building organizational resilience

Resilient organizations rapidly and successfully cycle through three phases—Respond, Recover, Thrive—not just for COVID-19 but for every crisis. Here are four actions to improve organizational resilience.

[Read more](#)



If we rebuild, will they come back? Understanding how trust considerations influence workplace return intentions

Business leaders have been rethinking and changing their office spaces, but have they considered how workers have changed? Organizations recognizing their workforce's evolution and developing reentry strategies based on trust can make the return safe and satisfying.

[Read more](#)



Global payroll benchmarking survey report: Examining strategies, operations, service delivery, processing, technologies, and employee experiences

The global payroll benchmarking survey gives an in-depth, multi-level deep-dive into the trends shaping the payroll of the future.

[Read more](#)



Integrating tech and wellbeing: The vital role of technology executives

With much of the business world shifting to a work-from-home model, sustaining employee well-being is increasingly challenging for enterprises. Integrating technology into well-being strategies may hold the key—with tech leaders playing a pivotal role in driving the adoption of such tools.

[Read more](#)



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Technology in banking operations and processes

Dbriefs webcast | Now trending: Technology trends for 2021 and beyond (on demand)

Tech Trends, Deloitte's annual flagship report entering its 12th year of publication, is focused on helping business and technology leaders move forward in their technology journeys with confidence. View our on-demand webcast to get an early look at the insights provided within the report to confidently guide you through the digital journey ahead.

[Listen to the recording](#)



Automation with intelligence: Pursuing organisation-wide reimagination

Our global intelligent automation survey looks at the impact of COVID-19 on automation strategies and the use of cloud and automation-as-a-service to ensure scalability and rapid deployment.

[Read more](#)



The product shift: Rewiring the organization to maximize business value

Technology is rapidly changing the world around us and, as a result, the rules of engagement. The modern tech-infused business requires organizations to radically shift their orientation to customers and value. Leaders should adjust their operating models, ways of working, and cultures to support this transformation.

[Read more](#)



Conquering AI risks: Unpacking and alleviating concerns that threaten AI advancement

AI is already transforming organizations across industries, but emerging risks are generating real unease—and slowing AI adoption. Fortunately, leaders' concerns can be both managed and alleviated.

[Read more](#)



Forging new pathways: The next evolution of innovation in financial services

This report, a collaboration between the World Economic Forum and Deloitte, explores the multiplicative impacts that emerging technologies will have on the financial services industry when they are clustered together and deployed strategically against key business challenges.

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