

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
<b>Member firm clients</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Client interaction during engagements</li> <li>• Client satisfaction process</li> <li>• Business development activities</li> <li>• Conferences</li> <li>• Proposal responses and follow up on losses</li> <li>• Client questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Publicly traded company clients, including their audit committees and boards of directors</li> <li>• Closely held company clients</li> <li>• Government clients</li> <li>• Nonprofit clients</li> <li>• Past and potential clients</li> </ul>	<ul style="list-style-type: none"> <li>• Service needs of clients</li> <li>• Independence</li> <li>• Ethics</li> <li>• Security and privacy concerns</li> <li>• Value of trusted advisor relationship</li> <li>• Need for industry understanding</li> <li>• Sustainability reporting</li> <li>• Supply chain risks and standards</li> </ul>	<ul style="list-style-type: none"> <li>• New service offerings</li> <li>• Organizing client service around industries</li> <li>• Lead client service roles and responsibility</li> <li>• Adoption of anti-corruption policy</li> <li>• Adoption of policy regarding privacy programs and leadership</li> <li>• IT security policies</li> <li>• Voluntary sustainability reporting</li> <li>• Supply chain policies and codes of conduct</li> <li>• Chief Confidentiality Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics and integrity</li> <li>• Client satisfaction</li> <li>• Governance, risk, and compliance</li> <li>• Protection of public interest</li> <li>• Anti-corruption</li> <li>• Corporate responsibility commitment</li> <li>• Privacy and data security</li> <li>• Environmental performance</li> <li>• Supply chain risks/issues</li> <li>• Value of service</li> </ul>

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<b>Deloitte people, their families, and future talent</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• 24/7 support and emergency hotlines</li> <li>• Internal discussions</li> <li>• Alumni network</li> <li>• Social media, external and internal</li> <li>• Recruiting events</li> <li>• Exit interviews</li> <li>• Confidential ethics hotline</li> <li>• Training sessions</li> <li>• Community involvement and volunteering opportunities</li> </ul> <p><b>Multiple times a year</b></p> <ul style="list-style-type: none"> <li>• Performance reviews</li> <li>• Employee councils</li> <li>• Advisory councils</li> <li>• Town-hall meetings</li> <li>• Affinity groups</li> </ul> <p><b>Annual basis</b></p> <ul style="list-style-type: none"> <li>• People survey</li> <li>• Partner meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Current, former, retired, and prospective employees</li> <li>• Spouses/partners, children, and family members of Deloitte employees</li> </ul>	<ul style="list-style-type: none"> <li>• Job satisfaction elements</li> <li>• Work-life balance</li> <li>• Career advancement</li> <li>• Fair treatment</li> <li>• Privacy</li> <li>• Security</li> <li>• Contributions to society</li> <li>• Environmentally sustainable operations</li> <li>• Access to technology</li> <li>• Diversity</li> <li>• Ethics</li> <li>• Travel and mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible work arrangements</li> <li>• Benefits package changes</li> <li>• Extension of certain services to family members</li> <li>• Mentoring programs</li> <li>• Coaching programs</li> <li>• Opportunities for global deployments</li> <li>• Industry training</li> <li>• Wellness programs</li> <li>• Updates to software and hardware</li> <li>• Education, safety, and support mobile applications</li> <li>• Volunteering programs</li> <li>• Ensuring safety of engagement teams</li> </ul>	<ul style="list-style-type: none"> <li>• Employee development</li> <li>• Diversity and fair treatment</li> <li>• Ethics and integrity</li> <li>• Client satisfaction</li> <li>• Privacy and data security</li> <li>• Governance, risk, and compliance</li> <li>• Corporate responsibility commitment from leadership</li> <li>• Protection of public interest</li> <li>• Public policy positions</li> <li>• Environmental performance</li> <li>• Health and safety</li> <li>• Community engagement</li> <li>• Labor rights</li> <li>• Compensation</li> <li>• Work/life balance</li> <li>• Professional standards</li> <li>• Professional performance</li> </ul>

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<b>Governments and regulators</b>	<p><b>Ongoing and/or ad hoc</b></p> <ul style="list-style-type: none"> <li>• Contribution to shaping of new regulation</li> <li>• Collaboration on policy</li> <li>• Participation in development of standards</li> <li>• Website and current event monitoring</li> <li>• Responsiveness to inquiries</li> </ul> <p><b>Annual or regular recurring basis</b></p> <ul style="list-style-type: none"> <li>• Quality/performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• National financial market regulators</li> <li>• Audit oversight bodies</li> <li>• Finance ministers and central bank governors</li> </ul>	<ul style="list-style-type: none"> <li>• Auditor independence</li> <li>• Transparency</li> <li>• Quality</li> <li>• Competitiveness of markets</li> <li>• Diversity</li> <li>• Corporate governance</li> <li>• Confidentiality and data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in advisory and advocacy groups</li> <li>• Independence policies and monitoring</li> <li>• Audit standards</li> <li>• Responses to reviews</li> <li>• Employee diversity programs</li> <li>• Supplier diversity programs</li> <li>• Issuance of transparency reports</li> </ul>	<ul style="list-style-type: none"> <li>• Protection of public interest</li> <li>• Anti-corruption</li> <li>• Public-policy positions</li> <li>• Ethics and integrity</li> <li>• Diversity and fair treatment</li> <li>• Governance, risk, and compliance</li> <li>• Privacy and data security</li> <li>• Health and safety</li> <li>• Transparency</li> <li>• Environmental performance</li> </ul>
<b>Professional associations</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Involvement in committees and working groups</li> <li>• Representation on leadership councils</li> <li>• Attendance at conferences</li> </ul> <p><b>Ad hoc</b></p> <ul style="list-style-type: none"> <li>• Collaboration on industry white papers</li> <li>• Speaking engagements</li> <li>• Participation in development of standards</li> </ul>	<ul style="list-style-type: none"> <li>• Associations of certified/chartered accountants</li> <li>• Associations of tax professionals</li> <li>• Management consulting professional associations</li> <li>• Financial advisory professional associations</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Barrier-free trade</li> <li>• Sustainable development</li> <li>• Adherence to professional performance standards</li> <li>• Standards for auditing of non-financial information</li> </ul>	<ul style="list-style-type: none"> <li>• Standards for engagement acceptance and performance</li> <li>• Peer reviews</li> <li>• Commentaries on proposed standards</li> <li>• Training</li> <li>• Thoughtware</li> <li>• Strategy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Professional standards</li> <li>• Professional performance</li> <li>• Employee development</li> <li>• Public-policy positions</li> <li>• Ethics and integrity</li> <li>• Governance, risk, and compliance</li> <li>• Protection of public interest</li> </ul>

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<b>Nonprofit organizations and local communities</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>• Board representation</li> <li>• Pro bono engagements</li> <li>• Collaborations</li> <li>• Volunteering</li> <li>• Social media</li> <li>• Electronic mail</li> <li>• Meetings and conferences</li> <li>• Speaking engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Global Business Coalition-Education</li> <li>• Junior Achievement Worldwide</li> <li>• Teach For All</li> <li>• CDP (formerly Carbon Disclosure Project)</li> <li>• International Organization for Migration</li> <li>• Local business and community organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Performance improvement</li> <li>• Funding</li> <li>• Marketing</li> <li>• Specific agendas germane to their cause (e.g., sustainability, education, humanitarian action, diversity, etc.)</li> <li>• Local business promotion</li> <li>• Transparency in reporting</li> <li>• Cross-sector collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Skills-based volunteering</li> <li>• Community volunteering</li> <li>• IMPACT day</li> <li>• Pro bono engagements</li> <li>• Foundation and firm monetary and in-kind gifts</li> <li>• Voluntary sustainability reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Youth education and unemployment</li> <li>• Diversity and fair treatment</li> <li>• Ethics and integrity</li> <li>• Anti-corruption</li> <li>• Human rights</li> <li>• Transparency</li> <li>• Corporate responsibility commitment</li> <li>• Public-policy positions</li> <li>• Privacy and data security</li> <li>• Environmental performance</li> <li>• Community involvement</li> <li>• Protection of public interest</li> <li>• Social progress and equality</li> </ul>

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<b>International multi-stakeholder organizations</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Steering committee memberships</li> <li>Organizational stakeholder meetings</li> </ul>	<ul style="list-style-type: none"> <li>United Nations</li> <li>World Economic Forum</li> <li>World Business Council for Sustainable Development</li> <li>International Integrated Reporting Committee</li> <li>Global Reporting Initiative</li> <li>International Business Leaders Forum</li> <li>Cross-industry business alliances</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of and adherence to international norms</li> <li>Understanding of frameworks and initiatives</li> <li>Economic, social, and humanitarian development</li> </ul>	<ul style="list-style-type: none"> <li>Pro bono engagements</li> <li>Internal and external training</li> <li>Thoughtware</li> <li>Working towards integrated reporting for Deloitte</li> <li>Voluntary reporting on sustainability</li> <li>GHG reduction targets in place or in development (varies across member firms)</li> </ul>	<ul style="list-style-type: none"> <li>Ethics and integrity</li> <li>Anti-corruption</li> <li>Public policy</li> <li>Protection of public</li> <li>Diversity and fair treatment</li> <li>Education</li> <li>Youth unemployment</li> <li>Governance, risk, and compliance</li> <li>Corporate responsibility commitment</li> <li>Privacy and data security</li> <li>Environmental performance</li> <li>Human rights</li> <li>Health and safety</li> <li>Community engagement</li> <li>Physical security</li> <li>Social progress and equality</li> </ul>

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<b>Suppliers</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Negotiations</li> <li>Meetings</li> <li>Proposals</li> <li>Industry meetings</li> </ul>	<ul style="list-style-type: none"> <li>Software suppliers</li> <li>Hardware suppliers</li> <li>Travel service suppliers</li> <li>Consultants</li> </ul>	<ul style="list-style-type: none"> <li>Contract terms including pricing and payment</li> <li>Features and functionality</li> <li>Issue resolution</li> <li>Confidentiality</li> <li>Sales projections</li> <li>Opportunities for (mutual) sustainable solutions</li> <li>Opportunities for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of alliances</li> <li>Establishment of preferred vendors</li> <li>Establishment of green purchasing practices</li> <li>Contracts</li> <li>Supply chain audits</li> </ul>	<ul style="list-style-type: none"> <li>Ethics and integrity</li> <li>Anti-corruption</li> <li>Diversity and fair treatment</li> <li>Privacy and data security</li> </ul>
<b>Industry and market analysts</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Global and member firm-specific program-based engagement strategy involving Deloitte executive leadership, subject-matter specialist, and priority analyst stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Forrester</li> <li>Gartner</li> <li>IDC MarketScape</li> <li>Kennedy</li> <li>Verdantix</li> </ul>	<ul style="list-style-type: none"> <li>Client and market trends</li> <li>Competitive landscape</li> <li>Capabilities</li> <li>Growth strategies</li> <li>Leadership</li> <li>Innovation</li> <li>Priority markets</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing executive/subject matter specialist relationships</li> <li>Dialogue and shared insights</li> <li>Best practice exchanges</li> <li>Market trends analysis</li> <li>Participation in signature evaluative research</li> </ul>	<ul style="list-style-type: none"> <li>Competitive landscape</li> <li>Client value delivered</li> <li>Client satisfaction</li> <li>Ethics and integrity</li> <li>Governance, risk, and compliance</li> <li>Anti-corruption</li> <li>Corporate responsibility commitment</li> </ul>
<b>Educational institutions/academia</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Participation in programs</li> <li>Collaborations</li> <li>Recruiting</li> <li>Guest lecturing and speaking engagements</li> </ul>	<ul style="list-style-type: none"> <li>Students of high potential that receive scholarships from Deloitte</li> </ul>	<ul style="list-style-type: none"> <li>Subject-matter knowledge</li> <li>New perspectives</li> <li>Leading research</li> <li>Career placement</li> </ul>	<ul style="list-style-type: none"> <li>Volunteering</li> <li>Pro bono engagements</li> <li>Matching gifts</li> <li>Guest lecturers</li> <li>Funding of chairs and scholarships at universities</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Ethics and integrity</li> <li>Diversity and fair treatment</li> <li>Employee development</li> <li>Anti-corruption</li> <li>Human rights</li> </ul>

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