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<tbody>
<tr>
<td><strong>Member firm clients</strong></td>
<td>Ongoing</td>
<td>Publicly traded company clients, including their audit committees and boards of directors</td>
<td>Service needs of clients</td>
<td>New service offerings</td>
<td>Ethics and integrity</td>
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<td></td>
<td>• Client interaction during engagements</td>
<td>• Closely-held company clients</td>
<td>• Independence</td>
<td>• Organizing client service around industries</td>
<td>Client satisfaction</td>
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<td>• Client satisfaction process</td>
<td>• Government clients</td>
<td>• Ethics</td>
<td>• Lead client service roles and responsibility</td>
<td>Governance risk and compliance</td>
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<td></td>
<td>• Business development activities</td>
<td>• Nonprofit clients</td>
<td>• Security and privacy concerns</td>
<td>• Alliances</td>
<td>Protection of public interest</td>
</tr>
<tr>
<td></td>
<td>• Conferences</td>
<td>• Past and potential clients</td>
<td>• Value of trusted advisor relationship</td>
<td>• Adoption of anti-corruption policy and policy regarding privacy programs and leadership</td>
<td>Anti-corruption</td>
</tr>
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<td></td>
<td>• Client labs and/or facilitated sessions</td>
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<td>• Need for industry or subject matter understanding</td>
<td>• IT security policies and protection</td>
<td>Corporate responsibility commitment</td>
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<td>• Proposal responses and follow up on losses</td>
<td></td>
<td>• Sustainability reporting</td>
<td>• Voluntary sustainability reporting</td>
<td>Privacy and data security</td>
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<td>• Client questionnaires</td>
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<td>• Supply chain risks and standards</td>
<td>• Supply chain policies and codes of conduct</td>
<td>Environmental performance</td>
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<td>• Chief Confidentiality Officer</td>
<td>Supply chain risks issues</td>
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<td>Value of service</td>
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## Stakeholder engagement summary

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</thead>
</table>
| **Deloitte professionals, their families, and future talent** | **Ongoing**  
- Social media (external and internal)  
- Recruiting events  
- Internal discussions  
- 24/7 support and emergency hotlines  
- Confidential ethics hotline  
- Professional development sessions  
- Coaching  
- Performance check-ins/reviews  
- Community involvement and volunteering opportunities  
- Exit interviews  
- Alumni network  
**Multiple times a year**  
- Career conversations  
- Employee councils  
- Advisory councils  
- Town-hall meetings  
- Affinity groups  
- Leadership videos  
**Annual basis**  
- People survey  
- World meeting and member firm partner meetings | • Current, former, retired, and prospective professionals  
• Spouses/partners, children, and family members of Deloitte professionals | • Job satisfaction elements  
• Work/life balance  
• Career advancement  
• Fair treatment  
• Privacy and confidentiality  
• Security  
• Contributions to society  
• Environmentally sustainable operations  
• Climate change  
• Access to technology  
• Expectation setting  
• Educational opportunities  
• Professional development  
• Diversity and inclusion  
• Ethics  
• Travel and mobility  
• Well-being | • Flexible work arrangements  
• Benefits package changes  
• Extension of certain services to family members  
• Mentoring programs  
• Coaching programs  
• Opportunities for global deployments  
• Learning and professional development  
• (Leader) development programs  
• Digital learning offerings  
• Well-being programs  
• Updates to software and hardware  
• Greenhouse gas reduction goals  
• Education and safety mobile applications  
• Volunteering programs  
• Ensuring safety of engagement teams  
• Travel safety programs | • Professional development  
• Diversity and fair treatment  
• Inclusive leadership  
• Ethics and integrity  
• Client satisfaction  
• Privacy and data security  
• Governance, risk, and compliance  
• Corporate responsibility commitment from leadership  
• Protection of public interest  
• Public policy positions  
• Environmental performance  
• Health and safety  
• Community engagement  
• Labor rights  
• Compensation  
• Work/life balance  
• Professional standards  
• Professional performance  
• Well-being |
## Key stakeholder groups

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<tbody>
<tr>
<td>Governments and regulators</td>
<td>Ongoing</td>
<td>• Audit oversight bodies</td>
<td>• Public interest</td>
<td>• Responses to regulatory inquiries and consultation papers</td>
<td>Protection of public interest</td>
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<td></td>
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<td>• National financial market regulators</td>
<td>• Audit quality</td>
<td>• Issuance of transparency and impact reports</td>
<td>Ethics and integrity</td>
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<td>• Government ministries aligned to topics of common interest, including, among others, finance, economic, labor</td>
<td>• Ethics and integrity</td>
<td>• Independence policies and monitoring</td>
<td>Audit of the future</td>
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<td>• International law enforcement and security agencies</td>
<td>• Audit of the future</td>
<td>• Employee diversity programs</td>
<td>Innovation and disruptive technologies</td>
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<td>• Multinational/Inter-governmental fora</td>
<td>• Auditor independence</td>
<td>• Supplier diversity programs</td>
<td>Privacy and data security</td>
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<td>• Embassies; diplomatic community</td>
<td>• Transparency</td>
<td>• Threat assessments and safety recommendations</td>
<td>Standard setting models</td>
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<td>• Standard-setters</td>
<td>• Innovation</td>
<td>• Research and insights</td>
<td>Governance, risk, and compliance</td>
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<td>• Policy influencers (e.g., think tanks)</td>
<td>• Market competitiveness</td>
<td>• Thought-leadership, facts and insights</td>
<td>Anti-corruption</td>
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<td>• Corporate governance</td>
<td>• Advisory and advocacy groups</td>
<td>Diversity and fair treatment</td>
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<td>• Data, confidentiality and privacy</td>
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<td>• Crisis management</td>
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<td>Security threats to operations and people</td>
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<td>• International trade</td>
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<td>Inclusive growth</td>
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<td>• Jobs and skills</td>
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<td>International growth</td>
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<td>• Responsible tax</td>
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<td>Future of work</td>
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<td>• Inclusive growth</td>
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<td>Mobility</td>
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<td>• Smart regulation</td>
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<td>• Horizon scanning and sensing</td>
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<td>• Meetings and conferences</td>
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<td>• Proactive engagement with regulators and policymakers on topics impacting the profession and the capital markets</td>
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<td>• Contribution to shaping of new regulation</td>
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<td>• Engagement on policy development</td>
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<td>• Responding to regulatory and public policy inquiries</td>
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<td>• Quality/ performance inspections and reviews</td>
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| **Professional associations and networks** | Ongoing | • Peer networks  
• Associations of certified/chartered accountants  
• Associations of tax professionals  
• Management consulting professional associations  
• Financial advisory professional associations  
• Trade associations  
• Sustainability associations | • Adherence to professional performance standards  
• Governance  
• Open markets  
• Sustainable development  
• Standards for auditing of non-financial information  
• Jobs and skills  
• Corporate governance  
• Inclusive growth | • Standards for engagement acceptance and performance  
• Peer reviews  
• Commentaries on proposed standards and policy issues  
• Policy recommendations  
• Training  
• Thought-leadership, facts and insights  
• Strategy formulation | • Protection of public interest  
• Ethics and integrity  
• Governance, risk, and compliance  
• Professional standards  
• Professional performance  
• Professional development  
• Public policy positions  
• Open markets  
• Digital economy and technology  
• Future of work  
• Corporate reporting |
| **Ad hoc** | • Involvement in committees and working groups  
• Representation on leadership councils  
• Attendance at conferences | • Peer networks  
• Associations of certified/chartered accountants  
• Associations of tax professionals  
• Management consulting professional associations  
• Financial advisory professional associations  
• Trade associations  
• Sustainability associations | • Adherence to professional performance standards  
• Governance  
• Open markets  
• Sustainable development  
• Standards for auditing of non-financial information  
• Jobs and skills  
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<td>Nonprofit organizations and local communities</td>
<td>Ongoing</td>
<td>CDP (formerly Carbon Disclosure Project)</td>
<td>Training, Performance improvement, Funding, Marketing, Specific agendas germane to their cause (e.g., sustainability, education, humanitarian action, diversity), Local business promotion, Transparency in reporting, Cross-sector collaboration</td>
<td>Skills-based volunteering, Community volunteering, Impact Day, Pro bono engagements, Foundation and member firm monetary and in-kind gifts, Voluntary sustainability reporting</td>
<td>Youth education and unemployment, Diversity and fair treatment, Ethics and integrity, Anti-corruption, Human rights, Transparency, Corporate responsibility commitment, Public policy positions, Privacy and data security, Environmental performance, Community involvement, Protection of public interest, Social progress and equality</td>
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<tr>
<td></td>
<td>Local representation, Pro bono engagements, Collaborations, Volunteering, Social media, Electronic mail, Meetings and conferences, Speaking engagements</td>
<td>JA Worldwide (Junior Achievement), United Way Worldwide, One Young World, UNLEASH, Local business and community organizations</td>
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| International multi-stakeholder organizations | Ongoing  
• Steering committee memberships  
• Organizational stakeholder meetings  
• Meetings, conferences and correspondence  
• Taskforce and working group participation | • United Nations Global Compact  
• World Economic Forum  
• World Business Council for Sustainable Development  
• International Integrated Reporting Committee  
• Global Reporting Initiative  
• Cross-industry business alliances  
• Asia-Pacific Economic Cooperation Forum  
• Organization for Economic Co-operation and Development | • Establishment of and adherence to international norms  
• Understanding of frameworks and initiatives  
• Economic, social, and humanitarian development  
• Climate change  
• Trusted financial system  
• Innovation  
• Jobs and skills  
• International trade  
• Inclusive growth  
• Smart regulation | • Pro bono engagements  
• Internal and external training  
• Thought-leadership, facts and insights  
• Changes to global report content  
• Voluntary reporting on sustainability  
• Greenhouse gas reduction goals  
• Policy recommendations supporting growth and development  
• Policy statements of support | • Ethics and integrity  
• Trusted financial systems  
• Diversity and fair treatment  
• Education  
• Youth unemployment  
• Governance, risk, and compliance  
• Data, security and privacy  
• Environmental performance and climate change  
• Human rights  
• Community engagement  
• Physical security  
• Social progress and equality  
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• Open markets  
• Future of work  
• Digital economy |
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<td>Suppliers</td>
<td>Ongoing</td>
<td>Technology suppliers</td>
<td>Contract terms including pricing and payment</td>
<td>Establishment of preferred suppliers</td>
<td>Ethics and integrity</td>
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<td>Travel service suppliers</td>
<td>Features and functionality</td>
<td>Establishment of green purchasing practices</td>
<td>Anti-corruption</td>
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<td></td>
<td>Consultants and professional services suppliers</td>
<td>Issue resolution</td>
<td>Contracts</td>
<td>Diversity and fair treatment</td>
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<td>Real estate and facilities suppliers</td>
<td>Confidentiality</td>
<td></td>
<td>Privacy and data security</td>
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<td>Opportunities for (mutual) sustainable solutions</td>
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<td>Sustainability practices</td>
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<td>Opportunities for collaboration</td>
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<td>Industry and market analysts</td>
<td>Ongoing</td>
<td>ALM Intelligence</td>
<td>Capabilities (e.g. digital, risk/cyber, change, innovation, technology, transformation)</td>
<td>On-going relationships</td>
<td>Digital disruption</td>
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<td>Forrester</td>
<td>Client and market trends</td>
<td>Dialogue and shared insights</td>
<td>Technology and emerging tech</td>
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<td>Gartner</td>
<td>Competitive landscape</td>
<td>Formal analyst inquiry and briefings</td>
<td>Customer experience</td>
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<td>IDC</td>
<td>Strategy</td>
<td>Analyst events and advisory sessions virtual and in-person</td>
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<td>Representative only</td>
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<td>Participation in evaluative research</td>
<td>Cyber security</td>
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<td>Evidence of scale</td>
<td>People and change</td>
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<td>Future of consulting</td>
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<tr>
<td>Educational institutions/academia</td>
<td>Ongoing</td>
<td>Students of high potential who receive educational scholarships from Deloitte</td>
<td>Subject matter knowledge</td>
<td>Volunteering</td>
<td>Education</td>
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<td></td>
<td>Collaborations</td>
<td>New perspectives</td>
<td>Pro bono engagements</td>
<td>Ethics and integrity</td>
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<td>Recruiting</td>
<td>Leading research</td>
<td>Matching gifts</td>
<td>Diversity and inclusion</td>
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<td>Guest lecturing and speaking engagements</td>
<td>Career placement</td>
<td>Guest lecturers</td>
<td>Employee development</td>
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<td>Funding of chairs and scholarships at universities</td>
<td>Anti-corruption</td>
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<td>Human rights</td>
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