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**The bigger the challenge,
the bigger the opportunity**
Stakeholder engagement summary

FY2016 Stakeholder engagement summary

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

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

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Governments and regulators	<p>Ongoing</p> <ul style="list-style-type: none"> • Proactive engagement with regulators and policymakers on topics impacting the profession and the capital markets • Contribution to shaping of new regulation • Collaboration on policy development • Participation in development of standards • Responsiveness to regulatory and public policy inquiries • Annual or regular recurring basis • Quality/performance reviews • Horizon scanning and sensing 	<ul style="list-style-type: none"> • Audit oversight bodies • National financial market regulators • Government ministries aligned to topics of common interest, including inter alia, finance, economic, labor • International law enforcement and security agencies • Multinational/Inter-governmental fora • Embassies; diplomatic community • Standard-setters • Policy “influencers” (e.g., think tanks) 	<ul style="list-style-type: none"> • Audit quality • Auditor independence • Transparency • Innovation • Market competitiveness • Corporate governance • Diversity and inclusion • Data, confidentiality and privacy • Crisis management • International trade • Jobs and skills • Responsible tax • Inclusive growth and innovation • Smart regulation 	<ul style="list-style-type: none"> • Audit standards • Advisory and advocacy groups • Responses to regulatory inquiries • Issuance of transparency reports • Independence policies and monitoring • Employee diversity programs • Supplier diversity programs • Threat assessments and safety recommendations • Research and insights • Thought-leadership, facts and insights 	<ul style="list-style-type: none"> • Protection of public interest • Governance, risk, and compliance • Anti-corruption • Ethics and integrity • Diversity and fair treatment • Data and privacy • Transparency • Environmental performance • Security threats to operations and people • Inclusive growth • International trade • Future of workforce • Mobility

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Professional associations and networks	<p>Ongoing</p> <ul style="list-style-type: none"> • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences <p>Ad hoc</p> <ul style="list-style-type: none"> • Collaboration on industry white papers • Speaking engagements • Participation in development of standards 	<ul style="list-style-type: none"> • Peer networks • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations • Trade associations 	<ul style="list-style-type: none"> • Adherence to professional performance standards and standard setting • Governance • Open markets • Sustainable development • Standards for auditing of non-financial information • Jobs and skills • Corporate governance 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Protection of public interest • Ethics and integrity • Governance, risk, and compliance • Professional standards • Professional performance • Employee development • Public policy positions • Open markets • Digital economy and technology • Future of workforce

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Non-profit organizations and local communities	Ongoing <ul style="list-style-type: none"> • Local representation • Pro bono engagements • Collaborations • Volunteering • Social media • Electronic mail • Meetings and conferences • Speaking engagements 	<ul style="list-style-type: none"> • CDP (formerly Carbon Disclosure Project) • The Red Cross and Red Crescent Movement • Junior Achievement Worldwide • Teach For All • United Way Worldwide • Local business and community organizations 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Skills-based volunteering • Community volunteering • IMPACT day • Pro bono engagements • Foundation and member firm monetary and in-kind gifts • Voluntary sustainability reporting 	<ul style="list-style-type: none"> • 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

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International multi-stakeholder organizations	Ongoing <ul style="list-style-type: none"> • Steering committee memberships • Organizational stakeholder meetings • Meetings, conferences and correspondence • Taskforce and working group participation 	<ul style="list-style-type: none"> • United Nations Global Compact • World Economic Forum • World Business Council for Sustainable Development • International Integrated Reporting Committee • Global Reporting Initiative • Cross-industry business alliances • Private sector conduits into Asia-Pacific Economic Cooperation • Private sector conduits into Organization for Economic Co-operation and Development • Private sector conduits into G20 	<ul style="list-style-type: none"> • Establishment of and adherence to international norms • Understanding of frameworks and initiatives • Economic, social, and humanitarian development • Trusted financial system • Innovation • Jobs and skills • International trade • Inclusive growth 	<ul style="list-style-type: none"> • Pro bono engagements • Internal and external training • Thought-leadership, facts and insights • Changes to global report content • Voluntary reporting on sustainability • GHG reduction targets in place or in development (varies across member firms) • Policy recommendations supporting growth and development • Policy statements of support 	<ul style="list-style-type: none"> • Ethics and integrity • Trusted financial systems • Diversity and fair treatment • Education • Youth unemployment • Governance, risk, and compliance • Data, security and privacy • Environmental performance • Human rights • Community engagement • Physical security • Social progress and equality • Trade and investment • Inclusive growth • Open markets • Future of workforce • Digital economy

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
Suppliers	Ongoing <ul style="list-style-type: none"> • Negotiations • Meetings • Proposals • Industry meetings 	<ul style="list-style-type: none"> • Software suppliers • Hardware suppliers • Travel service suppliers • Consultants 	<ul style="list-style-type: none"> • Contract terms including pricing and payment • Features and functionality • Issue resolution • Confidentiality • Sales projections • Opportunities for (mutual) sustainable solutions • Opportunities for collaboration 	<ul style="list-style-type: none"> • Establishment of alliances • Establishment of preferred vendors • Establishment of green purchasing practices • Contracts • Supply chain audits 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security
Industry and market analysts	Ongoing <ul style="list-style-type: none"> • Global engagement strategy involving Deloitte executive leadership, subject matter specialists, and other stakeholders across geographies, capabilities, and industries 	<ul style="list-style-type: none"> • Forrester • Gartner • IDC • Kennedy • Source for Consulting 	<ul style="list-style-type: none"> • Capabilities (e.g. Digital, Risk/Cyber, Change, Innovation, Technology, Transformation) • Client and market trends • Competitive landscape • Strategy 	<ul style="list-style-type: none"> • On-going relationships • Dialogue and shared insights • Formal analyst inquiry and briefings • Analyst events and advisory sessions virtual and in-person • Participation in evaluative research 	<ul style="list-style-type: none"> • Digital disruption • Customer experience • Business transformation • Security and privacy • Change and people issues • Consulting business model innovation
Educational institutions/ academia	Ongoing <ul style="list-style-type: none"> • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements 	<ul style="list-style-type: none"> • Students of high potential who receive educational scholarships from Deloitte 	<ul style="list-style-type: none"> • Subject matter knowledge • New perspectives • Leading research • Career placement 	<ul style="list-style-type: none"> • Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities 	<ul style="list-style-type: none"> • Education • Ethics and integrity • Diversity and fair treatment • Employee development • Anti-corruption • Human rights

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