

Deloitte.



A new mindset for action
2018 Global Impact Report

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	<p>Ongoing</p> <ul style="list-style-type: none"> • Client interaction during engagements • Client satisfaction process • Business development activities • Conferences • Client labs and/or facilitated sessions • 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 • Nonprofit 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 or subject matter 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 • Alliances • Adoption of anti-corruption policy and 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

Stakeholder engagement summary (continued)

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
Deloitte people, their families, and future talent	<p>Ongoing</p> <ul style="list-style-type: none"> • 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 <p>Multiple times a year</p> <ul style="list-style-type: none"> • Career conversations • Employee councils • Advisory councils • Town-hall meetings • Affinity groups • Leadership videos <p>Annual basis</p> <ul style="list-style-type: none"> • People survey • World meeting and member firm 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 and confidentiality • Security • Contributions to society • Environmentally sustainable operations • Access to technology • Expectation setting • Educational opportunities • Professional development • Diversity and inclusion • Ethics • Travel and mobility • Well-being 	<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 • Learning and professional development • (Leader) development programs • Digital learning offerings • Well-being programs • Updates to software and hardware • Education and safety mobile applications • Volunteering programs • Ensuring safety of engagement teams • Travel safety programs 	<ul style="list-style-type: none"> • Employee 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

Stakeholder engagement summary (continued)

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
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 Engagement on policy development Responding to regulatory and public policy inquiries Quality/performance inspections and reviews Horizon scanning and sensing Meetings and conferences 	<ul style="list-style-type: none"> Audit oversight bodies National financial market regulators Government ministries aligned to topics of common interest, including, among others, finance, economic, labor International law enforcement and security agencies Multinational/ Intergovernmental fora Embassies; diplomatic community Standard-setters Policy “influencers” (e.g., think tanks) 	<ul style="list-style-type: none"> Public interest Audit quality Ethics and integrity Audit of the future 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 Smart regulation 	<ul style="list-style-type: none"> Responses to regulatory inquiries and consultation papers Issuance of transparency and impact reports Independence policies and monitoring Employee diversity programs Supplier diversity programs Threat assessments and safety recommendations Research and insights Thought leadership, facts and insights Advisory and advocacy groups 	<ul style="list-style-type: none"> Protection of public interest Ethics and integrity Audit of the future Innovation and disruptive technologies Privacy and data security Standard setting models Governance, risk, and compliance Anti-corruption Diversity and fair treatment Environmental performance Security threats to operations and people Inclusive growth International trade Future of work Mobility

Stakeholder engagement summary (continued)

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
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 • Ad hoc • 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 • Sustainability associations 	<ul style="list-style-type: none"> • Adherence to professional performance standards • Governance • Open markets • Sustainable development • Standards for auditing of non-financial information • Jobs and skills • Corporate governance • Inclusive growth 	<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 work • Corporate reporting
Nonprofit organizations and local communities	<p>Ongoing</p> <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) • JA Worldwide (Junior Achievement) • United Way Worldwide • One Young World • UNLEASH • 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

Stakeholder engagement summary (continued)

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
International multi-stakeholder organizations	<p>Ongoing</p> <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 Asia-Pacific Economic Cooperation Forum Organization for Economic Co-operation and Development 	<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 Smart regulation 	<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 work Digital economy

Stakeholder engagement summary (continued)

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 • Supplier sourcing • Industry meetings • Ongoing relationship management 	<ul style="list-style-type: none"> • Technology suppliers • Travel service suppliers • Consultants and professional services suppliers • Real estate and facilities suppliers 	<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 preferred suppliers • Establishment of green purchasing practices • Contracts 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security • Sustainability practices
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 all geographies, businesses, and industries 	<ul style="list-style-type: none"> • ALM Intelligence • Forrester • Gartner • IDC <p><i>Representative only</i></p>	<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 • Evidence of scale 	<ul style="list-style-type: none"> • Digital disruption • Technology and emerging tech • Customer experience • Business transformation • Cyber security • People and change • Future of consulting
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 • Placement officers 	<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 inclusion • Employee development • Anti-corruption • Human rights

Contact us

GlobalReport@deloitte.com

Learn more

globalreport.deloitte.com

Stay connected



Deloitte.

"Deloitte," "we," "us" and "our" refer to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries and territories serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 286,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms or their related entities (collectively, the "Deloitte network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2019. For information, contact Deloitte Touche Tohmatsu Limited.