

Deloitte.

A year of
connection,
action
and impact

**STAKEHOLDER
ENGAGEMENT SUMMARY**



Stakeholder engagement summary

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
Deloitte clients	Ongoing member firm engagement <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 • Non-profit clients • Past and potential clients 	<ul style="list-style-type: none"> • New service offerings • Organizing client service around industries • Alliances • Adoption of anti-corruption policy and policy regarding privacy programs and leadership • IT security policies • Creation of sustainability and climate change strategy • Supply chain policies and codes of conduct • Creation of Chief Confidentiality Officer positions 	<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 (cyber) • Environmental performance • Climate change • Supply chain risks/ issues • Value of service • COVID-19 response • Future of work • Customer engagement • Trust • Cloud and digital • M&A and distressed assets

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
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 <p>Note: Most work, and therefore engagement, is currently virtual due to COVID-19</p>	<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"> • 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 • Mental health programs • Workplace safety awareness programs • Updates to software and hardware • Education and safety mobile applications • Volunteering programs • Supporting safety of engagement teams • Travel safety programs • ALL IN: Equity and inclusion strategy, supporting programs and measurement • WorldClass societal impact program • WorldClimate climate change global strategy 	<ul style="list-style-type: none"> • Employee development • Equity and inclusion • Racial injustice • 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 • Climate change • Health and safety • Community engagement • Labor rights • Compensation • Work/life balance • Professional standards • Professional performance • Well-being • Mental health

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
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 securities agencies • Multinational/Inter-governmental fora • Embassies; diplomatic community • Standard-setters • Policy influencers (e.g., think tanks) • Professional bodies such as the International Federation of Accountants (IFAC), etc. • Investor-led Governance Bodies - Deloitte is represented on Board of Governors of International Corporate Governance Network (ICGN) and Asian Corporate Governance Association (ACGA) 	<ul style="list-style-type: none"> • Issuance of COVID-19 materials - point of views, webcasts, etc. • Direct engagement with the regulators, standard-setters, professional bodies, etc.; 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"> • Auditing significant management estimates and going concern assumptions given new uncertainties due to COVID-19 • Remote environment (remote audit execution, remote access to data, remote practice reviews and regulatory inspections, etc.) • Protection of public interest, conflicts of 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 • Equity and inclusion • Environmental performance • Security threats to operations and people • Inclusive growth • International trade • Future of work • Mobility

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
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 position 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"> • 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
Non-profit 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 • World Resource Institute • The Science Based Targets initiative • The World Wide Fund for Nature • Social Progress Imperative • JA Worldwide (Junior Achievement) • United Way Worldwide • One Young World • Local business and community organizations 	<ul style="list-style-type: none"> • Skills-based volunteering • Community volunteering • <i>Impact Day</i> and <i>Impact Every Day</i> • 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 • Equity and inclusion • Ethics and integrity • Anti-corruption • Human rights • Transparency • Corporate responsibility commitment • Public policy positions • Privacy and data security • Environmental performance • Climate change • Community involvement • Protection of public interest • Social progress and mobility

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
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 Asia-Pacific Economic Cooperation Forum Organization for Economic Co-operation and Development (OECD) Business 20 (B20) US Council for International Business (USCIB) International Organization of Employers (IOE) 	<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 Greenhouse Gas (GHG) emission reduction targets in place Policy recommendations supporting growth and development Policy statements of support Speakers and presenters for events 	<ul style="list-style-type: none"> Ethics and integrity Trusted financial systems Equity and inclusion 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 Sustainability Climate change
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 Business services suppliers Marketing suppliers Talent-related suppliers Consultants and professional services suppliers Real estate and facilities suppliers 	<ul style="list-style-type: none"> Establishment of preferred suppliers Establishment of green purchasing practices Supplier engagement goal for suppliers to set carbon reduction targets Contracts 	<ul style="list-style-type: none"> Ethics and integrity Anti-corruption Equity and inclusion Privacy and data security Sustainability practices Climate change

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Type of response (may vary across Deloitte)	Key topics and concerns
Industry and market analysts	Ongoing <ul style="list-style-type: none"> Worldwide engagement strategy involving Deloitte executive leadership, subject matter specialists, and other stakeholders across all geographies, businesses, and industries 	<ul style="list-style-type: none"> Forrester Gartner IDC 	<ul style="list-style-type: none"> Ongoing 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"> Cloud Work transformation Supply chain Digital disruption Technology and emerging technology 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 Potential recruits post-graduation Placement officers Instructors and Professors 	<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 Equity and inclusion Employee development Anti-corruption Human rights



Deloitte.

“Deloitte,” “us,” “we” and “our” refer to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. 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 global network of member firms and related entities in more than 150 countries and territories (collectively, the “Deloitte organization”) serves four out of five Fortune Global 500® companies. Learn how Deloitte’s more than 345,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) 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 representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2021. For information, contact Deloitte Global.