A year of connection, action and impact

STAKEHOLDER ENGAGEMENT SUMMARY
## Stakeholder engagement summary

<table>
<thead>
<tr>
<th>Key stakeholder groups</th>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Type of response (may vary across Deloitte)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Deloitte clients</td>
<td>Ongoing member firm engagement</td>
<td></td>
<td>New service offerings</td>
<td>Ethics and integrity</td>
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<tr>
<td></td>
<td>• Client interaction during engagements</td>
<td>Publicly traded company clients, including their audit committees and boards of directors</td>
<td>Organizing client service around industries</td>
<td>Client satisfaction</td>
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<td>• Client satisfaction process</td>
<td>Closely-held company clients</td>
<td>Alliances</td>
<td>Governance risk and compliance</td>
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<td></td>
<td>• Business development activities</td>
<td>Government clients</td>
<td>Adoption of anti-corruption</td>
<td>Protection of public interest</td>
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<td></td>
<td>• Conferences</td>
<td>Non-profit clients</td>
<td>policy and policy regarding</td>
<td>Anti-corruption</td>
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<td></td>
<td>• Client labs and/or facilitated sessions</td>
<td>Past and potential clients</td>
<td>privacy programs and leadership</td>
<td>Corporate responsibility commitment</td>
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<td></td>
<td>• Proposal responses and follow up on losses</td>
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<td>IT security policies</td>
<td>Privacy and data security (cyber)</td>
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<td></td>
<td>• Client questionnaires</td>
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<td>Creation of sustainability and climate change strategy</td>
<td>Environmental performance</td>
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<td></td>
<td>Supply chain policies and codes of conduct</td>
<td>Climate change</td>
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<td>Creation of Chief Confidentiality Officer positions</td>
<td>Supply chain risks/ issues</td>
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<td>Value of service</td>
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<td>COVID-19 response</td>
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<td>Future of work</td>
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<td>Customer engagement</td>
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<td>Trust</td>
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<td>Cloud and digital</td>
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<td>M&amp;A and distressed assets</td>
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| Deloitte people, their families, and future talent | Ongoing | • Current, former, retired, and prospective employees  
• Spouses/partners, children, and family members of Deloitte people | • 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 | • 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 |
| Multiple times a year |  |  |  |  |
| Annual basis |  |  |  |  |

Note: Most work, and therefore engagement, is currently virtual due to COVID-19
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| Governments and regulators             | Ongoing                                                  | - 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) | - 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 | - Auditing significant management estimates and going concern assumptions given new uncertainties due to COVID-19  
- 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 |
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<td>Professional associations and networks</td>
<td>Ongoing • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences</td>
<td>Peer networks • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations • Trade associations • Sustainability associations</td>
<td>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</td>
<td>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</td>
</tr>
<tr>
<td>Ad hoc</td>
<td>• Collaboration on industry position papers • Speaking engagements • Participation in development of standards</td>
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<tr>
<td>Non-profit organizations and local communities</td>
<td>Ongoing • Local representation • Pro bono engagements • Collaborations • Volunteering • Social media • Electronic mail • Meetings and conferences • Speaking engagements</td>
<td>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</td>
<td>Skills-based volunteering • Community volunteering • Impact Day and Impact Every Day • Pro bono engagements • Foundation and member firm monetary and in-kind gifts • Voluntary sustainability reporting</td>
<td>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</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 (OECD)  
Business 20 (B20)  
US Council for International Business (USCIB)  
International Organization of Employers (IOE) | 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 | 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  
- Negotiations  
- Meetings  
- Supplier sourcing  
- Industry meetings  
- Ongoing relationship management | Technology suppliers  
Travel service suppliers  
Business services suppliers  
Marking suppliers  
Talent-related suppliers  
Consultants and professional services suppliers  
Real estate and facilities suppliers | Establishment of preferred suppliers  
Establishment of green purchasing practices  
Supplier engagement goal for suppliers to set carbon reduction targets  
Contracts | Ethics and integrity  
Anti-corruption  
Equity and inclusion  
Privacy and data security  
Sustainability practices  
Climate change |
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<td>Industry and market analysts</td>
<td>Ongoing • Worldwide engagement strategy involving Deloitte executive leadership, subject matter specialists, and other stakeholders across all geographies, businesses, and industries</td>
<td>• Forrester • Gartner • IDC</td>
<td>• 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</td>
<td>• Cloud • Work transformation • Supply chain • Digital disruption • Technology and emerging technology • Customer experience • Business transformation • Cyber security • People and change • Future of consulting</td>
</tr>
<tr>
<td>Educational institutions/academia</td>
<td>Ongoing • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements</td>
<td>• Students of high potential who receive educational scholarships from Deloitte • Potential recruits post-graduation • Placement officers • Instructors and Professors</td>
<td>• Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities</td>
<td>• Education • Ethics and integrity • Equity and inclusion • Employee development • Anti-corruption • Human rights</td>
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