

## Impact Report: Stakeholder engagement FY17

Key stakeholder group	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Themes and areas of higher concern
<b>Our Clients</b>	<ul style="list-style-type: none"> <li>Ongoing and/or ad hoc</li> <li>Client delivery</li> <li>Thought leadership publications</li> <li>Sharing insight and industry knowledge</li> <li>Deloitte Academy</li> <li>Business Chemistry</li> <li>CFO &amp; other C-suite programmes</li> <li>Deloitte Relationship Managers (DRMs)</li> <li>Strategy development</li> <li>Client service assessments</li> <li>Bid debriefs</li> <li>Meetings and conferences</li> <li>Web site &amp;</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Current clients</li> <li>Former clients</li> <li>Potential clients</li> <li>Audit Committee chairs</li> <li>CFOs &amp; other C-suite</li> <li>Procurement</li> <li>Delivery partners</li> </ul>	<ul style="list-style-type: none"> <li>Auditor independence</li> <li>Transparency</li> <li>Quality</li> <li>Corporate governance &amp; risk</li> <li>Client satisfaction</li> <li>Brexit</li> <li>Operational effectiveness/cost reduction</li> <li>Data analytics</li> <li>Digital transformation</li> <li>Robotics &amp; automation</li> <li>Cyber security</li> <li>Contributions to society</li> <li>Diversity</li> <li>Regulation &amp; ethics</li> </ul>	<ul style="list-style-type: none"> <li>Client service</li> <li>Build “deeper” relationships and deliver best people and teams</li> <li>Provide greater challenge and act as sounding board</li> <li>Invest in higher value skills and knowledge transfer</li> <li>Bring insight and thought leadership</li> <li>Leverage depth of capability and global reach</li> <li>Lead in innovation and quality</li> <li>Provide culture of opportunity and growth</li> <li>Robust approach to governance, risk and exposure to regulatory change</li> <li>Independence, ethics and integrity</li> <li>Transparent sustainability reporting (as a pre-condition for some industries)</li> </ul>
<b>Deloitte people and their families</b>	<ul style="list-style-type: none"> <li>Ongoing and/or ad hoc</li> <li>Yammer &amp; other social media</li> <li>Intranet</li> <li>External online, print and broadcast media</li> <li>People Survey</li> <li>Partner meetings</li> <li>Performance Reviews/ regular check-ins</li> <li>Charity Champions &amp; surveys</li> <li>Mental Health Champions</li> <li>Respect &amp; Inclusion Champions</li> <li>Green Journey Champions</li> <li>Alumni forums</li> <li>Recruiting events</li> <li>Exit interviews</li> <li>Training sessions</li> <li>Confidential ethics hotline</li> <li>Internal diversity networks</li> </ul>	<ul style="list-style-type: none"> <li>Current, former, retired, and prospective employees</li> <li>Spouses/partners, children, and family</li> <li>Partners</li> <li>Employees</li> <li>Contractors</li> </ul>	<ul style="list-style-type: none"> <li>Job satisfaction</li> <li>Work-life fit</li> <li>Purpose</li> <li>Career advancement</li> <li>Development</li> <li>Fair treatment</li> <li>Contributions to society</li> <li>Environmentally sustainable operations</li> <li>Access to technology</li> <li>Robotics / AI</li> <li>Diversity</li> <li>Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Agile working options (processes and technology to support)</li> <li>Embed change in culture towards flexible working &amp; work-life balance</li> <li>Gender pay gap</li> <li>Working hours, stress and wellbeing</li> <li>Mental health</li> <li>Apprenticeships</li> <li>London housing – support for graduates</li> <li>Ease of referrals for (business and recruitment)</li> <li>Access to high quality networking events, training and insight</li> <li>Clear career path options &amp; remuneration</li> <li>Coaching, volunteering &amp; fundraising opportunities</li> <li>Clear communication of our impact both internal and external with transparent reporting</li> <li>Brexit and international mobility</li> <li>Future of work – impact of technology</li> <li>Impact of buildings on the health and productivity of people who work in them</li> </ul>

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<b>Government</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Sharing insight and thought leadership</li> <li>• Contributing to policy development through consultations</li> <li>• Responsive to inquiries and reviews</li> <li>• Participation in advisory groups</li> <li>• Annual Stakeholder Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Finance and business ministers and associated civil servants</li> <li>• Local Govt.</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Competitiveness of markets</li> <li>• Diversity</li> <li>• Sustainability</li> <li>• UK competitiveness</li> <li>• Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Economic growth</li> <li>• Confidence in UK capital markets</li> <li>• Brexit</li> <li>• The UK as a global financial centre</li> <li>• Trust in business</li> <li>• Corporate responsibility</li> <li>• Tax avoidance</li> <li>• Access to finance for SMEs</li> <li>• Direct and indirect employment</li> <li>• Social mobility</li> <li>• Gender pay gap</li> <li>• Skills</li> <li>• Responsible supply chain (min wage, modern day slavery, sustainability)</li> <li>• Austerity</li> <li>• Smart cities</li> <li>• Energy efficiency and carbon reduction</li> <li>• Cybersecurity</li> </ul>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Annual Stakeholder Forum</li> <li>• Participation in development of standards</li> <li>• Quality reviews</li> <li>• Website</li> <li>• Participation in consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Financial market regulators</li> <li>• Audit oversight bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Audit quality and independence</li> <li>• Transparency</li> <li>• Independence policies and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Independence policies and monitoring</li> <li>• Embedding ethics &amp; integrity</li> <li>• Audit standards</li> <li>• Improving audit quality</li> <li>• Responses to reviews &amp; comment on proposed standards</li> <li>• Transparency Reports</li> <li>• Responsible business growth</li> <li>• Contingency planning</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Ongoing / ad hoc</li> <li>• Roundtable events</li> <li>• Deloitte Academy events</li> <li>• Briefings for investment houses</li> <li>• Annual Stakeholder Forum</li> <li>• Transparency reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Investment houses (corporate governance specialists, fund mgrs. and analysts)</li> <li>• Investor trade bodies</li> <li>• Investor voting advisers</li> </ul>	<ul style="list-style-type: none"> <li>• Audit quality</li> <li>• IFRS</li> <li>• Quality of corporate reporting</li> <li>• Attractiveness of the capital markets</li> </ul>	<ul style="list-style-type: none"> <li>• Audit innovation</li> <li>• Improving audit quality</li> <li>• Stewardship</li> <li>• Independence &amp; conflicts of interest</li> <li>• Corporate governance framework</li> <li>• Competition in the audit market</li> <li>• Executive remuneration</li> </ul>

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<b>Analysts</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Dialogue</li> <li>• Deloitte Biennial global stakeholder summit</li> <li>• Question and answer sessions</li> <li>• Webinars</li> <li>• Provision of Information</li> </ul>	<ul style="list-style-type: none"> <li>• Forrester</li> <li>• Gartner</li> <li>• IDC</li> <li>• ALM</li> </ul>	<ul style="list-style-type: none"> <li>• Capabilities (Consulting, Advisory &amp; Technology)</li> <li>• Strategy</li> <li>• Growth</li> <li>• Leadership</li> <li>• Innovation</li> <li>• Competitive intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• New service lines &amp; solutions</li> <li>• Strategy refresh</li> <li>• Innovation programmes</li> <li>• Emerging technology</li> <li>• Digital Services</li> <li>• Industrialisation/ Assetisation</li> </ul>
<b>Professional Associations</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Annual Stakeholder Forum</li> <li>• Involvement in committees and working groups</li> <li>• Representation on leadership councils</li> <li>• Attendance at conferences</li> <li>• Collaboration on industry papers</li> <li>• Speaking Engagements</li> <li>• Roundtable discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Associations of certified/chartered accountants</li> <li>• Associations of tax professionals</li> <li>• Management consulting professional associations</li> <li>• Financial advisory professional associations</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics &amp; integrity</li> <li>• Development of the profession</li> <li>• Adherence to professional performance standards</li> </ul>	<ul style="list-style-type: none"> <li>• Building trust in the profession</li> <li>• Embedding ethics &amp; integrity</li> <li>• Audit quality</li> <li>• Training &amp; skills</li> <li>• Impact of technology on the profession</li> <li>• Social mobility</li> <li>• The profession's societal and economic impact</li> </ul>
<b>Non-profit organisations and community organisations</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Board representation</li> <li>• Pro bono engagements</li> <li>• National and Regional Charity Partnerships</li> <li>• Volunteering</li> <li>• Social media</li> <li>• Surveys</li> <li>• Meetings and conferences</li> <li>• Speaking engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Prostate Cancer</li> <li>• Alzheimer's Society</li> <li>• Mind</li> <li>• Teach First</li> <li>• A number of TeachFirst schools from across the UK</li> <li>• Social Enterprise UK</li> <li>• A range of social businesses through the Deloitte Social Innovation Pioneers programme</li> <li>• BITC</li> <li>• Heart of the City</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Performance improvement</li> <li>• Funding</li> <li>• Marketing</li> <li>• Specific agendas germane to their cause</li> <li>• Local business promotion</li> <li>• Transparency in reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Social innovation</li> <li>• Social mobility</li> <li>• Employment and job creation</li> <li>• Trust in business</li> <li>• Skills based volunteering</li> <li>• Pro bono engagements</li> <li>• Foundation and firm monetary and in-kind gifts</li> <li>• Responsible supply chain</li> </ul>

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<b>Multi-stakeholder Organisations</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Steering committee memberships</li> <li>• Organisational stakeholder meetings</li> <li>• CFO survey</li> </ul>	<ul style="list-style-type: none"> <li>• Davos</li> <li>• The Economist's Annual Global Agenda Meeting</li> <li>• International Integrated Reporting Committee</li> <li>• Business alliances (e.g. Green Property Alliance, Urban Land Institute, British Property Sustainability Committee)</li> <li>• CBI</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of and adherence to international norms</li> <li>• Understanding of frameworks and initiatives</li> <li>• Economic, social, and humanitarian development</li> <li>• Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose-led business models</li> <li>• How business could measure economic impact</li> <li>• Future of the EU</li> <li>• The role of QE in the markets</li> <li>• Austerity</li> <li>• Changes to tax &amp; financial regulation and labour market policies post-election</li> <li>• Energy efficiency and carbon reduction</li> <li>• Impact of buildings on the health and productivity of people who work in them</li> <li>• Responsible increase in urban density in UK cities</li> <li>• Resilience of UK buildings, infrastructure and cities (to climate change, terror etc.)</li> <li>• Cybersecurity</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Negotiations</li> <li>• Meetings</li> <li>• Proposals</li> <li>• Industry meetings</li> <li>• Solution workshops</li> </ul>	<ul style="list-style-type: none"> <li>• All significant suppliers in our supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase volumes</li> <li>• Purchase projections</li> <li>• Pricing</li> <li>• Certainty</li> <li>• Opportunities for (mutual) sustainable solutions</li> <li>• Opportunities for Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of alliance</li> <li>• Establishment of preferred vendors</li> <li>• Establishment of green purchasing practices</li> <li>• Contracts</li> <li>• Risk Assessment of key suppliers in our supply chain paying the Living Wage</li> </ul>

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<b>Educational institutions/academia</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Participation in Programmes (e.g. Deloitte Access)</li> <li>• Graduate Recruitment</li> <li>• Guest lecturing and speaking engagements</li> <li>• Sponsorships</li> <li>• Client relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Funding of chairs and scholarships at universities</li> <li>• Cambridge Institute for Sustainability Leadership</li> <li>• BUCs (British Universities &amp; Colleges Sport)</li> <li>• Careers Services</li> <li>• University student bodies</li> <li>• Schools in Teach First Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Subject matter knowledge</li> <li>• New perspectives</li> <li>• Leading research</li> <li>• Career placement</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Matching gifts</li> <li>• Guest lecturers</li> <li>• Mentoring and advice on employability skills</li> <li>• Increase in careers information and placements for students</li> <li>• Social mobility</li> <li>• Diversity</li> <li>• Impact of technology on the profession</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Face-to-face and telephone briefings</li> <li>• Opinion columns</li> <li>• Publication of Insight</li> <li>• Social media</li> <li>• Events and conferences</li> <li>• Speaking engagements</li> </ul>	<ul style="list-style-type: none"> <li>• National print media (e.g. FT, Times)</li> <li>• National broadcast media (e.g. )</li> <li>• Newswires (e.g. Reuters, Dow Jones)</li> <li>• Online media (e.g. Buzzfeed, Politico)</li> <li>• Trade media (covering our industry and all of those in which we serve clients)</li> </ul>	<ul style="list-style-type: none"> <li>• Digital</li> <li>• Cyber</li> <li>• Growth &amp; Innovation</li> <li>• Responsible Business</li> <li>• Risk &amp; Regulation</li> <li>• Talent</li> </ul>	<ul style="list-style-type: none"> <li>• Brexit</li> <li>• Global political uncertainty</li> <li>• Automation</li> <li>• Social mobility</li> <li>• Women in business</li> <li>• Responsible tax</li> <li>• Audit quality</li> </ul>