

Impact Report: Stakeholder engagement FY18

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

Key stakeholder group	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Themes and areas of higher concern
Government	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Sharing insight and thought leadership • Contributing to policy development through consultations and contact • Responsive to inquiries and reviews • Participation in advisory groups • Annual Stakeholder Forum 	<ul style="list-style-type: none"> • Finance and business ministers and associated civil servants • Key MPs, Select Committees etc. • Local Govt. 	<ul style="list-style-type: none"> • Transparency • Competitiveness of markets • Diversity • Sustainability • UK competitiveness • Corporate Governance 	<ul style="list-style-type: none"> • Economic growth • Confidence in UK capital markets • Brexit • The UK as a global financial centre • Trust in business • Corporate responsibility and governance • Key growth industries (i.e. future mobility, AI, advanced manufacturing) • Social mobility • Gender pay gap • Skills • Future of work • Smart cities • Cybersecurity
Regulators	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Annual Stakeholder Forum • Participation in development of standards • Quality reviews • Website • Participation in consultations 	<ul style="list-style-type: none"> • Financial market regulators • Audit oversight bodies 	<ul style="list-style-type: none"> • Corporate governance • Audit quality and independence • Transparency • Independence policies and monitoring 	<ul style="list-style-type: none"> • Independence policies and monitoring • Embedding ethics & integrity • Audit standards • Improving audit quality • Responses to reviews & comment on proposed standards • Transparency Reports • Responsible business growth • Contingency planning • Sanctions • Role and purpose of audit, expectation gap etc. • Culture
Investors	<ul style="list-style-type: none"> • Ongoing / ad hoc • Roundtable events • Deloitte Academy events • Briefings for investment houses • Annual Stakeholder Forum • Transparency reporting 	<ul style="list-style-type: none"> • Investment houses (corporate governance specialists, fund mgrs. and analysts) • Investor trade bodies • Investor voting advisers • Proxy advisers 	<ul style="list-style-type: none"> • Audit quality • IFRS • Quality of corporate reporting • Attractiveness of the capital markets 	<ul style="list-style-type: none"> • Audit innovation • Improving audit quality • Stewardship • Independence & conflicts of interest • Corporate governance framework • Competition in the audit market • Executive remuneration

Key stakeholder Group	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Themes and areas of higher concern
Analysts	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Dialogue • Deloitte Biennial global stakeholder summit • Question and answer sessions • Webinars • Provision of Information 	<ul style="list-style-type: none"> • Forrester • Gartner • IDC • ALM 	<ul style="list-style-type: none"> • Capabilities (Consulting, Advisory & Technology) • Strategy • Growth • Leadership • Innovation • Competitive intelligence 	<ul style="list-style-type: none"> • New service lines & solutions • Strategy refresh • Innovation programmes • Emerging technology • Digital Services • Industrialisation/ Assetisation
Professional Associations	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Annual Stakeholder Forum • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences • Collaboration on industry papers • Speaking Engagements • Roundtable discussions 	<ul style="list-style-type: none"> • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations 	<ul style="list-style-type: none"> • Ethics & integrity • Development of the profession • Adherence to professional performance standards 	<ul style="list-style-type: none"> • Building trust in the profession • Embedding ethics & integrity • Audit quality • Training & skills • Impact of technology on the profession • Social mobility • The profession's societal and economic impact • Role and purpose of audit, expectation gap etc. • Culture
Non-profit organisations and community organisations	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Pro bono engagements • Volunteering • Fundraising activities • Skills-based workshops • Board representation • Social media • Feedback surveys • Meetings and conferences • Speaking engagements • Independent evaluation 	<ul style="list-style-type: none"> • Teach First • Hegarty Maths • Beyond Me • Volunteering Matters • BITC • A number of Teach First schools from across the UK • A range of charities and social businesses through the OMF Society Partner programme including: <ul style="list-style-type: none"> - 1625ip - Princes Trust - Depaul UK - Action for Children 	<ul style="list-style-type: none"> • Strategy and operation • Performance improvement • Governance • Technology • Cyber Risk • Training and development • Marketing and communications • Finance and funding • Other specific agendas germane to their cause 	<ul style="list-style-type: none"> • Employment and job creation • Fair access to education and employment opportunity • Reducing inequality • Social mobility • Social innovation • GDPR • Role of business in society • Responsible supply chain

Key stakeholder group	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Themes and areas of higher concern
Multi-stakeholder Organisations	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Steering committee memberships • Organisational stakeholder meetings • CFO survey 	<ul style="list-style-type: none"> • Davos • The Economist's Annual Global Agenda Meeting • International Integrated Reporting Committee • Business alliances (e.g. Green Property Alliance, Urban Land Institute, British Property Sustainability Committee) • CBI • TheCityUK 	<ul style="list-style-type: none"> • Establishment of and adherence to international norms • Understanding of frameworks and initiatives • Economic, social, and humanitarian development • Sustainability 	<ul style="list-style-type: none"> • Purpose-led business models • How business could measure economic impact • Future of the EU • The role of QE in the markets • Energy efficiency and carbon reduction • Impact of buildings on the health and productivity of people who work in them • Responsible increase in urban density in UK cities • Resilience of UK buildings, infrastructure and cities (to climate change, terror etc.) • Cybersecurity • Infrastructure • Industrial Strategy / regional development / devolution • Future of work / skills and re-skilling • Corporate governance and responsible business
Suppliers	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Negotiations • Meetings • Proposals • Industry meetings • Solution workshops 	<ul style="list-style-type: none"> • All significant suppliers in our supply chain 	<ul style="list-style-type: none"> • Purchase volumes • Purchase projections • Pricing • Certainty • Opportunities for (mutual) sustainable solutions • Opportunities for Collaboration 	<ul style="list-style-type: none"> • Establishment of alliance • Establishment of preferred vendors • Establishment of green purchasing practices • Contracts

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