

Impact Report: Stakeholder engagement FY19

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"> Client delivery Thought leadership publications Sharing insight and industry knowledge Deloitte Academy Business Chemistry CFO and other C-suite programmes Deloitte Relationship Managers (DRMs) Strategy development Client service assessments Bid debriefs Meetings and conferences Web site and social media <p>Frequency: Ongoing and / or ad hoc</p>	<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 and reform (GDPR, Global Tax Reset, audit reform) Risk (crisis and operational risk) Growth and innovation Digital and tech (AI, automation, analytics, digital transformation) Cyber security Future of work Brexit Purpose Respect and 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"> Yammer and other social media Intranet External online, print and broadcast media People Survey Partner meetings Regular check-ins / real-time performance feedback Charity Champions and surveys Mental Health Champions Respect and Inclusion Advisers Green Journey Champions Alumni forums Recruitment events Exit interviews Training sessions Confidential ethics hotline Internal diversity networks <p>Frequency: Ongoing and / or ad hoc</p>	<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 and inclusion Ethics 	<ul style="list-style-type: none"> Agile working options (processes and technology to support) Embed change in culture towards agile working and work-life balance Gender balance / women in leadership Gender pay gap and 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 and remuneration Coaching, volunteering and 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

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Government	<ul style="list-style-type: none"> • 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 <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> • Finance and business ministers and associated civil servants • Key MPs and Select Committees • Local Government 	<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"> • Annual Stakeholder Forum • Participation in developing standards • Quality reviews • Website • Participation in consultations <p>Frequency: Ongoing and / or ad hoc</p>	<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 and integrity • Audit standards • Improving audit quality • Concentration and choice in the audit market • Future of the audit product • Responses to reviews and comment on proposed standards • Transparency Reports • Responsible business growth • Contingency planning • Sanctions • Culture • Acting in the public interest
Investors	<ul style="list-style-type: none"> • Roundtable events • Deloitte Academy events • Briefings for investment houses • Annual Stakeholder Forum • Transparency reporting <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> • Investment houses (corporate governance specialists, fund managers 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 • Relevance and scope of audit • Future of the audit product • Stewardship • Independence and conflicts of interest • Corporate governance framework • Competition in the audit market • Executive remuneration

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Analysts	<ul style="list-style-type: none"> • Dialogue • Deloitte Biennial global stakeholder summit • Question and answer sessions • Webinars • Provision of information <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> • Forrester • Gartner • IDC • ALM 	<ul style="list-style-type: none"> • Capabilities (Consulting, Advisory and Technology) • Strategy • Growth • Leadership • Innovation • Competitive intelligence 	<ul style="list-style-type: none"> • New service lines and solutions • Strategy refresh • Innovation programmes • Emerging technology • Digital services • Industrialisation / assetisation
Professional Associations	<ul style="list-style-type: none"> • Annual Stakeholder Forum • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences • Collaboration on industry papers • Speaking engagements and roundtable discussions <p>Frequency: Ongoing and / or ad hoc</p>	<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 and integrity • Development of the profession • Adherence to professional performance standards 	<ul style="list-style-type: none"> • Building trust in the profession • Embedding ethics and integrity • Audit quality • Relevance and scope of audit • Future of the audit product • Training and skills • Impact of technology on the profession • Social mobility • Societal and economic impact of the profession • Culture
Non-profit organisations and community organisations	<ul style="list-style-type: none"> • Pro bono engagements • Volunteering • Fundraising activities • Skills-based workshops • Board representation • Social media • Feedback surveys • Meetings and conferences • Speaking engagements • Independent evaluation <p>Frequency: Ongoing and / or ad hoc</p>	<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 	<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 • Role of business in society • Responsible supply chain

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Multi-stakeholder Organisations	<ul style="list-style-type: none"> • Steering committee memberships • Organisational stakeholder meetings • CFO survey <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> • World Economic Forum annual meeting at 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 social and economic impact • The UK as a global financial centre • Future of the EU • Energy efficiency and carbon reduction • 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"> • Negotiations • Meetings • Proposals • Industry meetings • Solution workshops <p>Frequency: Ongoing and / or ad hoc</p>	<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

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Educational institutions/academia	<ul style="list-style-type: none"> Participation in programmes (e.g. Deloitte Access) Graduate Recruitment Guest lecturing and speaking engagements Sponsorships Client relationships <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> Funding of chairs and scholarships at universities Cambridge Institute for Sustainability Leadership British Universities & Colleges Sport (BUCS) 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"> Face-to-face and telephone briefings Opinion columns Publication of Insight Social media Events and conferences Speaking engagements <p>Frequency: Ongoing and / or ad hoc</p>	<ul style="list-style-type: none"> National print media (e.g. Financial Times, The Times) National broadcast media (e.g. BBC, Sky News) 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 and Innovation Responsible business Risk and Regulation Talent 	<ul style="list-style-type: none"> Brexit Audit quality & competition in the sector Global political uncertainty Women in business (incl. gender pay gap) Respect and inclusion Responsible business (e.g. executive pay and pensions) Social mobility Automation Responsible tax Acting in the public interest