

Impact Report: Stakeholder engagement FY16

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 • Strategy development • Client service assessments • Bid debriefs • Meetings and conferences • Web site and ad hoc feedback • Social media • E-mail 	<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 • Transparency • Quality • Corporate governance • Client satisfaction • Risk • Data Analytics • Digital Solutions • Contributions to society • Environmentally sustainable operations • Diversity • Ethics 	<ul style="list-style-type: none"> • Client service • 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 more insights 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 • Transparent sustainability reporting (as a pre-condition for some industries)
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 • Performance Reviews • Charity Champions & surveys • 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 	<ul style="list-style-type: none"> • Job satisfaction • Work-life fit • Purpose • Career advancement • Fair treatment • Contributions to society • Environmentally sustainable operations • Access to technology • Diversity • Ethics 	<ul style="list-style-type: none"> • Agile working options (processes and technology to support) • Embed change in culture towards flexible working & work-life balance • Gender pay gap at a senior level • Working hours, stress and wellbeing • 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 • 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 • Providing input into policy development • Responsive to inquiries and reviews • Participation in advisory and advocacy groups • Annual Stakeholder Forum 	<ul style="list-style-type: none"> • Finance and business ministers and associated civil servants • Central Bank officials • Local Govt. • Advisory Groups (e.g. Commercial Property) 	<ul style="list-style-type: none"> • Transparency • Competitiveness of markets • Diversity • Sustainability 	<ul style="list-style-type: none"> • Economic growth • Confidence in UK capital markets • Europe • The UK as a global financial centre • Trust in business • Tax avoidance • Access to finance for SMEs • Direct and indirect employment • Social mobility • Gender pay gap • Skills • Supporting working parents • Responsible supply chain (min wage, modern day slavery, sustainability) • Devolution • Austerity • Smart cities • Energy efficiency and carbon reduction
Regulators	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Annual Stakeholder Forum • Participation in development of standards • Quality reviews • Website 	<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"> • Participation in advisory and advocacy groups • Independence policies and monitoring • Embedding ethics & integrity • Audit standards • Responses to reviews & comment on proposed standards • Transparency Reports • Responsible business growth
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 	<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 • 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 • Kennedy • Verdantix 	<ul style="list-style-type: none"> • Capabilities • Growth • Leadership • Innovation 	<ul style="list-style-type: none"> • New service lines • Strategy refresh • Innovation programmes • 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
Non-profit organisations and community organisations	<ul style="list-style-type: none"> • Ongoing and/or ad hoc • Board representation • Pro bono engagements • National and Regional Charity Partnerships • Volunteering • Social media • Surveys • Meetings and conferences • Speaking engagements 	<ul style="list-style-type: none"> • Prostate Cancer • Alzheimer's Society • Mind • Teach First • A number of TeachFirst schools from across the UK • Social Enterprise UK • A range of social businesses through the Deloitte Social Innovation Pioneers programme • BITC • Heart of the City 	<ul style="list-style-type: none"> • Training • Performance improvement • Funding • Marketing • Specific agendas germane to their cause • Local business promotion • Transparency in reporting 	<ul style="list-style-type: none"> • Social innovation • Social mobility • Employment and job creation • Trust in business • Skills based volunteering • Pro bono engagements • Foundation and firm monetary and in-kind gifts • 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 • London Business School - Global Leadership Summit • International Integrated Reporting Committee • Global Reporting Initiative • Business alliances (e.g. Green Property Alliance, Urban Land Institute, British Property Sustainability Committee) 	<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 • Austerity • Changes to tax & financial regulation and labour market policies post-election • 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)
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 • Risk Assessment of key suppliers in our supply chain paying the Living Wage

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 (FT, Times...) • National broadcast media (BBC, Sky...) • Newswires (Reuters, Dow Jones...) • Online media (Buzzfeed, Politico...) • Trade media (covering our industry and all of those in which we serve clients) 	<ul style="list-style-type: none"> • Economics and Markets • Innovation and disruptive technology • Consumers and demographics • Talent and workforce • Governance, regulation and taxation • Responsible business • Global/International 	<ul style="list-style-type: none"> • Automation • Social mobility • Women in business • Responsible tax • Trust in business • Europe