

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative groups or organizations	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Member firm clients	<p>Ongoing</p> <ul style="list-style-type: none"> Client interaction during engagements Client satisfaction process Business development activities Conferences Proposal responses and follow up on losses Client questionnaires 	<ul style="list-style-type: none"> Publicly traded company clients, including their audit committees and boards of directors Closely-held company clients Government clients Non-profit clients Past and potential clients 	<ul style="list-style-type: none"> Service needs of clients Independence Ethics Security and privacy concerns Value of trusted advisor relationship Need for industry understanding Sustainability reporting Supply chain risks and standards 	<ul style="list-style-type: none"> New service offerings Organizing client service around industries Lead client service roles and responsibility Adoption of anti-corruption policy Adoption of policy regarding privacy programs and leadership IT security policies Voluntary sustainability reporting Supply chain policies and codes of conduct 	<ul style="list-style-type: none"> Ethics and integrity Client satisfaction Governance risk and compliance Protection of public interest Anti-corruption Corporate responsibility commitment Privacy and data security Environmental performance Supply chain risks/issues Value of service
Deloitte people and their families	<p>Ongoing</p> <ul style="list-style-type: none"> 24/7 support and emergency hotlines Internal discussions Alumni network Social media, external and internal Recruiting events Exit interviews Confidential ethics hotline Training sessions Community involvement and volunteering opportunities <p>Multiple times a year</p> <ul style="list-style-type: none"> Performance reviews Employee councils Advisory councils Town-hall meetings Affinity groups <p>Annual basis</p> <ul style="list-style-type: none"> People survey Partner meetings 	<ul style="list-style-type: none"> Current, former, retired, and prospective employees Spouses/partners, children, and family members of Deloitte employees 	<ul style="list-style-type: none"> Job satisfaction elements Work-life balance Career advancement Fair treatment Privacy Security Contributions to society Environmentally sustainable operations Access to technology Diversity Ethics Travel and mobility 	<ul style="list-style-type: none"> Flexible work arrangements Benefits package changes Extension of certain services to family members Mentoring programs Coaching programs Opportunities for global deployments Industry training Wellness programs Updates to software and hardware Education, safety and support mobile applications Volunteering programs 	<ul style="list-style-type: none"> Employee development Diversity and fair treatment 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 Health and safety Community engagement Labor rights Compensation Work/life balance Professional standards Professional performance

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Governments and regulators	<p>Ongoing and/or ad hoc</p> <ul style="list-style-type: none"> Contribution to shaping of new regulation Collaboration on policy Participation in development of standards Web site and current event monitoring Responsiveness to inquiries <p>Annual or regular recurring basis</p> <ul style="list-style-type: none"> Quality/performance reviews 	<ul style="list-style-type: none"> National financial market regulators Audit oversight bodies Finance ministers and central bank governors 	<ul style="list-style-type: none"> Auditor independence Transparency Quality Competitiveness of markets Diversity Corporate governance 	<ul style="list-style-type: none"> Participation in advisory and advocacy groups Independence policies and monitoring Audit standards Responses to reviews Employee diversity programs Supplier diversity programs Issuance of transparency reports 	<ul style="list-style-type: none"> Protection of public interest Anti-corruption Public policy positions Ethics and integrity Diversity and fair treatment Governance, risk, and compliance Privacy and data security Health and safety Transparency Environmental performance
Professional associations	<p>Ongoing</p> <ul style="list-style-type: none"> Involvement in committees and working groups Representation on leadership councils Attendance at conferences <p>Ad hoc</p> <ul style="list-style-type: none"> Collaboration on industry white papers Speaking engagements Participation in development of standards 	<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"> Governance Barrier-free trade Sustainable development Adherence to professional performance standards Standards for auditing of non-financial information 	<ul style="list-style-type: none"> Standards for engagement acceptance and performance Peer reviews Commentaries on proposed standards Training Thoughtware Strategy formulation 	<ul style="list-style-type: none"> Professional standards Professional performance Employee development Public policy positions Ethics and integrity Governance, risk, and compliance Protection of public interest

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Non-profit organizations and community organizations	Ongoing <ul style="list-style-type: none"> Board representation Pro bono engagements Collaborations Volunteering Social media Electronic mail Meetings and conferences Speaking engagements 	<ul style="list-style-type: none"> United Way Worldwide Junior Achievement Teach For All Accounting for Sustainability CDP (formerly Carbon Disclosure Project) Local business organizations 	<ul style="list-style-type: none"> Training Performance improvement Funding Marketing Specific agendas germane to their cause (e.g. sustainability, education, water, diversity, etc.) Local business promotion Transparency in reporting 	<ul style="list-style-type: none"> Skills-based volunteering Community volunteering IMPACT day Pro bono engagements Foundation and firm monetary and in-kind gifts Voluntary sustainability reporting 	<ul style="list-style-type: none"> Youth education and unemployment Diversity and fair treatment Ethics and integrity Anti-corruption Human rights Transparency Corporate responsibility commitment Public policy position Privacy and data security Environmental performance Community involvement Protection of public interest Social progress and equality
International multi-stakeholder organizations	Ongoing <ul style="list-style-type: none"> Steering committee memberships Organizational stakeholder meetings 	<ul style="list-style-type: none"> United Nations World Economic Forum World Business Council for Sustainable Development International Integrated Reporting Committee Global Reporting Initiative International Business Leaders Forum Cross-industry business alliances 	<ul style="list-style-type: none"> Establishment of and adherence to international norms Understanding of frameworks and initiatives Economic, social, and humanitarian development 	<ul style="list-style-type: none"> Pro bono engagements Internal and external training Thoughtware Working towards integrated reporting for Deloitte Voluntary reporting on sustainability GHG reduction targets in place or in development (varies across member firms) 	<ul style="list-style-type: none"> Ethics and integrity Anti-corruption Public policy Protection of public Diversity and fair treatment Education Youth unemployment Governance, risk, and compliance Corporate responsibility commitment Privacy and data security Environmental performance Human rights Health and safety Community engagement Physical security Social progress and equality

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Suppliers	Ongoing <ul style="list-style-type: none"> • Negotiations • Meetings • Proposals • Industry meetings 	<ul style="list-style-type: none"> • Software suppliers • Hardware suppliers • Travel service suppliers • Consultants 	<ul style="list-style-type: none"> • Contract terms including pricing and payment • Features and functionality • Issue resolution • Confidentiality • Sales projections • Opportunities for (mutual) sustainable solutions • Opportunities for collaboration 	<ul style="list-style-type: none"> • Establishment of alliances • Establishment of preferred vendors • Establishment of green purchasing practices • Contracts • Supply chain audits 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security
Industry and market analysts	Ongoing <ul style="list-style-type: none"> • Global and member firm-specific program-based engagement strategy involving Deloitte executive leadership, subject matter specialist, and priority analyst stakeholders 	<ul style="list-style-type: none"> • Forrester • Gartner • IDC • Kennedy • Verdantix 	<ul style="list-style-type: none"> • Client and market trends • Competitive landscape • Capabilities • Growth strategies • Leadership • Innovation • Priority markets 	<ul style="list-style-type: none"> • On-going executive/ subject matter specialist relationships • Dialogue and shared insights • Best practice exchanges • Market trends analysis • Participation in signature evaluative research 	<ul style="list-style-type: none"> • Competitive landscape • Client value delivered • Client satisfaction • Ethics and integrity • Governance, risk, and compliance • Anti-corruption • Corporate responsibility commitment
Educational institutions/ academia	Ongoing <ul style="list-style-type: none"> • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements 	<ul style="list-style-type: none"> • Students of high potential that receive scholarships from Deloitte 	<ul style="list-style-type: none"> • Subject matter knowledge • New perspectives • Leading research • Career placement 	<ul style="list-style-type: none"> • Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities 	<ul style="list-style-type: none"> • Education • Ethics and integrity • Diversity and fair treatment • Employee development • Anti-corruption • Human rights