

Deloitte Impact 2013

Materiality and Stakeholder  
Engagement

# Materiality and stakeholder engagement

Our Impact Report has continued to grow over the course of 2013. Stakeholder engagement remains at the centre of our focus, helping us to refine and build our understanding of key material issues. We believe that maintaining strong and open relationships with key stakeholders plays an important role in our ability to achieve greater impact.

During the course of 2013, we have continued to engage closely with our key stakeholder groups. Our key stakeholders include our people, our clients, charities and NGOs, local communities and wider membership groups as well as governments and regulatory bodies. Regular engagement with our stakeholders helps us to identify, understand, prioritise and communicate how we are addressing the most material areas to our business.

## Defining materiality, completeness and responsiveness

Materiality in this report refers to issues, concerns and impacts of importance to our key stakeholders. Disclosing material information ensures stakeholders can make informed judgements, decisions and actions about our sustainability performance. We continue to build and improve our tracking and monitoring of issues through the Deloitte stakeholder feedback forum, conducted in October 2012. Also, we continue to engage with stakeholders via webinars focussed on knowledge sharing and skills development, partner meetings and stakeholder annual surveys.

To identify material issues, we significantly updated the analysis carried out for our 2012 Impact Report, using a three-step process:

### 1. Identification of Material Business Issues

We developed a list of key issues, grouped along economic, social and environmental dimensions. Material issues were identified by conducting an analysis of Deloitte business documents over the past three years as well as feedback from our people, our clients, communities, governments and regulators, suppliers and NGOs and professional associations (as per the stakeholder engagement summary spreadsheet). In addition to this analysis, we also reviewed our policies, business strategy and performance tracking tools, including the 2010 and 2011 Deloitte LLP Annual Reports, 2010 Deloitte LLP Sustainability Report and Deloitte Impact Report 2012.

### 2. Prioritisation of the Issues

Relevant issues were determined by analysing concerns in relation to sustainability drivers and our relationships with stakeholders. The issues, concerns and challenges were then plotted on the “materiality diagram”. We note all issues are important to our business and stakeholders and we endeavour to respond in a fair and balanced manner.

### 3. Use of the Analysis

We have used this analysis to identify focus areas to cover in the Impact Report and particularly to highlight the two priority areas for this year’s report. That is, driving sustainable economic growth and investing in higher-value skills. As we move forward, we intend to arrange more formal stakeholder consultation to test the continuing relevance of our response to these focus areas and help us to prioritise current and emerging issues.

# Stakeholder Engagement

Key stakeholder group	Engagement approach and typical frequency of interaction	Areas of importance to our stakeholder group
<b>Our Clients</b> (Current, former and potential clients)	<b>Ongoing and/or ad hoc</b> <ul style="list-style-type: none"> <li>• Client delivery / engagements</li> <li>• Insights and thought leadership</li> <li>• Website feedback</li> <li>• Social media</li> <li>• E-mail and ad hoc feedback gathering</li> <li>• Meetings and conferences</li> </ul> <b>Annual or regular recurring basis</b> Quality/performance reviews	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>
<b>Our People</b> (past, present and future employees)	<b>Ongoing and/or ad hoc</b> <ul style="list-style-type: none"> <li>• Internal discussions</li> <li>• Alumni network</li> <li>• Communication through Deloitte intranet</li> <li>• Social media</li> <li>• Recruiting events</li> <li>• Exit interviews</li> <li>• Training sessions</li> </ul> <b>Annual or regular recurring basis</b> <ul style="list-style-type: none"> <li>• People survey</li> <li>• Employee networks and social activities</li> <li>• Volunteer surveys</li> <li>• Team, operating unit and service line meetings</li> <li>• Partner meetings</li> <li>• Performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>

<b>Governments and regulators</b> (Ministers, Senior Civil Servants, Regulators and Investors)	<b>Ongoing or ad hoc interaction</b> <ul style="list-style-type: none"> <li>• Insights and thought leadership</li> <li>• Collaboration on policy</li> <li>• Participation in development of standards</li> <li>• Web site and current event monitoring</li> <li>• Responsiveness to inquiries</li> <li>• Hosting ad hoc events to promote dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Environment, health and safety management</li> </ul>
<b>Professional associations</b> (Accountancy bodies, Tax professionals, Management consulting professional bodies etc.)	<b>Ongoing or ad hoc interaction</b> <ul style="list-style-type: none"> <li>• Involvement in committees and working groups</li> <li>• Representation on leadership councils</li> <li>• Attendance at conferences</li> <li>• Collaboration on industry white papers</li> <li>• Speaking engagements</li> <li>• Participation in development of standards</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> </ul>
<b>Non-profit organisations and community organisations</b> (Charity Partners, Local Charity Partners, educational institutions etc.)	<b>Ongoing or ad hoc interaction</b> <ul style="list-style-type: none"> <li>• Board representation</li> <li>• Pro bono engagements</li> <li>• National and Regional Charity Partnerships</li> <li>• Volunteering programmes</li> <li>• Social media</li> <li>• Email</li> <li>• Meetings and conferences</li> <li>• Speaking engagements</li> <li>• Hosting ad hoc events to promote dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>

<b>Multi-stakeholder organisations</b> (International Integrated Reporting Council, Times CEO Summit, Davos etc.)	<b>Ongoing and/or ad hoc</b> <ul style="list-style-type: none"> <li>• Steering committee memberships</li> <li>• Organisational stakeholder meetings</li> <li>• CFO survey</li> <li>• Meetings and conferences</li> <li>• Speaking engagements</li> <li>• Hosting ad hoc events to promote dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>
<b>Suppliers</b>	<b>Ongoing and/or ad hoc</b> <ul style="list-style-type: none"> <li>• Negotiations</li> <li>• Meetings</li> <li>• Proposals</li> <li>• Industry meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>
<b>Analysts</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Dialogue</li> <li>• Question and answer sessions</li> <li>• Webinars</li> <li>• Provision of information</li> </ul>	<ul style="list-style-type: none"> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>
<b>Educational institutions/academia</b>	<ul style="list-style-type: none"> <li>• Ongoing and/or ad hoc</li> <li>• Participation in programmes</li> <li>• Client relationships</li> <li>• Graduate recruitment</li> <li>• Guest lecturing</li> </ul>	<ul style="list-style-type: none"> <li>• Driving sustainable economic growth</li> <li>• Investing in high-value skills</li> <li>• Regulatory change</li> <li>• Governance, risk and compliance</li> <li>• Responsible business</li> <li>• Innovation</li> <li>• Environment, health and safety management</li> </ul>