

Deloitte UK Annual Review FY24: Stakeholder engagement

Defining material issues for
our stakeholders



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The material issues shown below are based on our detailed FY24 stakeholder review (see p4). We note topics of interest and concern to our stakeholders when interacting with them through formal and informal channels during the year. For each stakeholder group, we identify from these topics a 'Top 5' material issues. These are then summarised into relevant thematic categories, shown below, which represent the issues most pertinent to our stakeholders in FY24:

Geo-political uncertainty

The effects of geo-political uncertainty (e.g. the Middle East conflict) on the economy and business.

Economic recovery

The ongoing effects of economic challenges to business funding, budgets and liquidity, and the potential for a sustained economic recovery, increasing UK competitiveness and regional development.

Cost of living

The ongoing effects of economic challenges to standards of living and the implications for society.

Business growth/new market opportunities

Finding and securing opportunities for growth (e.g. M&A, digital, ESG & climate services) in a challenging market.

Future role of audit/audit reform

The changing face of audit and the need for quality, trusted services which benefit companies and wider society.

Technology/AI

Ensuring technology and AI is a force for good, managing potential negative impacts.

ESG/transparency

Mandatory ESG reporting as a route for transparency around social and environmental impacts, demonstrating business purpose and sound corporate governance.

Climate change/net zero

Delivering against net zero targets, driving value chains to follow; resilience, adaptation and opportunity in the transition to the low-carbon economy.

Talent experience

Talent attraction through skills development, reward and a work culture that balances hybrid work with a focus on health and wellbeing.

Equality, diversity, inclusion

Fairness and equal opportunity; broadening the talent pipeline and the attractiveness of professional services through outreach and accessibility for diverse groups.

Detailed stakeholder engagement

We engage closely with our key stakeholder groups in a variety of ways, formal and informal. Examples of this include contributing to government policy consultations, participating in third party advisory groups, undertaking client service assessments, CFO surveys and people surveys, hosting events and debates on topical issues and conducting an annual Audit AGM. The insight gained from these engagement channels is summarised below:

Key stakeholder group	Engagement approach (examples)	Representative members	Topics of concern	Top 5 material issues
Our clients	<ul style="list-style-type: none"> • Project delivery • Account mgt. team • Satisfaction surveys • Bid debriefs • Virtual events • Website & social media • Automated marketing comms • Relationship driven marketing comms • Deloitte Academy • Business Chemistry • C-suite programmes • Conference programmes 	<p>Key people at our clients:</p> <ul style="list-style-type: none"> • Functional leaders & CXO – 1/-2s • Board of Directors • C-Suite executives • Remuneration Committee • Key types of clients include PLCs, inbound groups, privately owned businesses, PE houses & their portfolios, government & its bodies/ agencies through to private individuals • Delivery partners • Alliances (Apple/AWS/Google/ Salesforce/SAP) 	<ul style="list-style-type: none"> • Inflationary environment, inc. Middle East conflict, high interest rates, energy and commodity prices, labour market etc. • GenAI, S4, cyber, M&A, legal & cloud • Regulatory • Risk mgt. (crisis & operational) • Distressed market • Supply chain • Digital (AI, 5G) • Transfer to net zero carbon models 	<ul style="list-style-type: none"> • Business transformation in current climate – cost reduction, workforce optimisation, cash & liquidity • Optimising M&A opportunities • Technology as a force for growth and for good • ESG and path to net zero • Governance, scrutiny & regulation, for clients, and inc. Big4

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Deloitte people and alumni	<ul style="list-style-type: none"> • CEO/Leadership comms e.g. Townhalls/ webinars • Intranet stories/information • People Surveys – Internal: Your Voice (incl. new joiner and leaver surveys). External: Sunday Times Best Places to Work and other external awards • Deloitte surveys e.g. Ethics survey • People Leader – Digest (email) and webinars • Viva Engage groups e.g. Inclusion, Networks, People Leaders. • Regular check-ins/real-time feedback • Confidential ethics hotline – ‘Speak Up’ • Recognition platform – <i>My Recognition</i> • Social media e.g. X, LinkedIn • Job advertisements • Resourcing ‘Rant and Rave’ feedback tool • Alumni forums • Internal diversity networks and listening sessions • ‘My Wellbeing’ platform • Mental Health Champions • Respect & Inclusion Advisers • Business Line specific activity • Sponsorship/support of external events e.g. Pride, Business in the Community • Alumni events 	<ul style="list-style-type: none"> • Current, former, retired, prospective employees, and Partners 	<ul style="list-style-type: none"> • Everyday connection with our Purpose and Values • Transparency and fairness in Reward and Benefits impact of cost of living • Diversity of our workforce and supporting our people in an inclusive, hybrid working environment • Developing leadership capabilities e.g. dealing with change, scope and scale, empowerment, vision, strategy • Access to Learning and career development opportunities to support progression • Helping our people in adapting to perpetual change in the workplace e.g. organisational (Storefront), technology (AI fluency) • Skills for the future – understanding and navigating • Supportive work environment, helping people manage work life balance pressures, wellbeing/mental health • Understanding sustainability and empowerment to enact change • Hiring experience for candidates and hiring managers including streamlined processes, and salary visibility 	<ul style="list-style-type: none"> • Navigating change • Leadership capability (enhancing employee experience) • Diversity and Inclusion • Reward and Benefits • Recruitment and new joiner experience

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Government and politics	<ul style="list-style-type: none"> Engagement with government ministers, Opposition parties, MPs and civil servants Contributing to policy development through consultations and direct contact Responding to inquiries and reviews Participating in advisory groups Political involvement in Deloitte-led events utilising Deloitte forums such as Academy, Chairs Lunch Attendance at government and political party-led engagement sessions (e.g. party conferences, Labour Party Business Day) Sharing insight and thought leadership 	<ul style="list-style-type: none"> Finance, business and technology Ministers, Shadow Ministers and associated civil servants Official Opposition – Shadow Ministers, advisors and business relations teams Key MPs and Select Committees Local and regional government 	<ul style="list-style-type: none"> UK General Election UK competitiveness Economic growth and recovery inc. regional growth International trade and investment Tax policy Financial services and capital markets Regulation Industrial strategy Technological change Net zero transition Harnessing private investment 	<ul style="list-style-type: none"> UK economic growth Regulation Climate change/ESG Regional growth Technology
Policy makers, legislators and regulators (including professional bodies)	<ul style="list-style-type: none"> Audit AGM Transparency reporting Participation in developing standards Quality reviews Website Participation in consultations 	<ul style="list-style-type: none"> Financial market regulators, i.e., Financial Conduct Authority, Prudential Regulation Authority Corporate governance and audit regulator, i.e., Financial Reporting Council Relevant policy leads at HM Treasury, Department of Business & Trade and other departments Professional bodies, i.e., Association of Chartered Certified Accountants (ACCA), Institute of Chartered Accountants in England and Wales (ICAEW) 	<ul style="list-style-type: none"> Regulatory/legislative/policy changes and consultations Audit quality initiatives and attractiveness of the profession ESG and sustainability AI-focused policies 	<ul style="list-style-type: none"> Legislative/policy changes and consultations Broad economic and business issues, promoting growth and trade Stable financial system and services Stronger regulatory reforms towards climate, sustainability and AI

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Investors	<ul style="list-style-type: none"> • Roundtable events • Deloitte Academy • Briefings for investment houses • Audit AGM • Transparency reporting 	<ul style="list-style-type: none"> • Investment houses (corporate governance specialists, fund managers and analysts) • Investor trade bodies • Investor voting advisers 	<ul style="list-style-type: none"> • Corporate governance and reporting • Sustainability and climate and wider ESG measurement, disclosure and assurance 	<ul style="list-style-type: none"> • Corporate governance and reporting • ESG and sustainability • Audit matters
Research Analysts	<ul style="list-style-type: none"> • 1-2-1 meetings • Deloitte Biennial global stakeholder summit • Question and answer sessions • Webinars • Analyst workshops 	<ul style="list-style-type: none"> • Gartner • IDC • Verdantix • ISG • Everest 	<ul style="list-style-type: none"> • Capabilities (Consulting, Advisory and Technology) • Strategy • Growth • Leadership • Innovation • Competitive intelligence 	<ul style="list-style-type: none"> • Sustainability & Climate • New service lines and solutions • Strategy refresh • Innovation programmes • Emerging technology • Digital services

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Non-profit organisations and community organisations	<ul style="list-style-type: none"> Partnership management from central Responsible Business team Relationship management at local level Service delivery in the form of volunteer activity, pro bono engagements, skills-workshops etc Quarterly feedback and reporting processes Annual impact reporting processes including independent evaluation Webinars/clinics with partner schools and charities on key topics such as COL, impact reporting etc Newsletters Attendance and participation at Conferences & Events Membership subscriptions with BITC/ SEUK etc Charity Board representation School Governors BITC regional and national leadership positions 	<ul style="list-style-type: none"> 34 partner schools. 24 office charity partnerships. Education Partners including Action Tutoring, Governors for Schools, Teach First, The Access Project. 4 National Inclusion Partners including Blueprint for All, Just Like Us, Scope and Young Women's Trust. National Project Partners including BITC, CAST and TaxAid. A range of Social Value Partnerships including auticon, Makers, Prince's Trust, Debate Mate, Catch 22, Scope, Good Things Foundation and Be the Business etc. 	<ul style="list-style-type: none"> Increased costs/overheads Falling incomes including reduced charitable giving Income and financial sustainability Changing political landscape Recruitment/filling vacancies Staff retention Increasing demand for services and reduced ability to meet demand Mental health and wellbeing of staff, clients/service users Digital divide/inclusion/inequality Funding and budgets Teacher retention & recruitment Mental health and wellbeing of students and staff Inadequate access to technology Inequality/attainment gap 	<ul style="list-style-type: none"> Cost of Living Crisis Funding and Budgets especially income and financial sustainability Employment and employability for underrepresented groups Digital division/inclusion/inequality/AI Mental health and wellbeing

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Influencers	<ul style="list-style-type: none"> Steering committee memberships Organisational stakeholder meetings CFO survey Involvement in Councils, Committees, ad-hoc roundtables, etc Contribution to thought pieces, consultation replies that third parties submit, joint papers, etc 	<ul style="list-style-type: none"> World Economic Forum annual meeting at Davos Business alliances and groups, i.e., City of London Corporation, TheCityUK 	<ul style="list-style-type: none"> Climate and sustainable finance Diversity & inclusion Technology and innovation International trade, economy, growth and competitiveness, regional development Future of audit and profession Corporate reporting reform, trust and confidence Policy development Financial crime Financial inclusion 	<ul style="list-style-type: none"> International trade and macroeconomics Climate and sustainability Diversity, equity & inclusion Future of audit Corporate reporting reform, trust and confidence Financial crime
Suppliers	<ul style="list-style-type: none"> Sourcing activities/tendering Negotiations Contract management Supplier Meetings Supplier Due Diligence Proposals Industry meetings Existing supplier engagement Supplier sustainability councils Vendor Management Team 	<ul style="list-style-type: none"> All strategic suppliers in our supply chain Chartered Institute of Procurement and Supply Market research bodies Sustainability Accreditors 	<ul style="list-style-type: none"> Geo-political issues affecting cost, supply and demand Global consolidation of procurement activities Establishment of preferred vendors Sustainable products and services; sustainability of the supply chain Implementing our sustainable procurement policy Modern slavery 	<ul style="list-style-type: none"> Geo-political issues Delivering against science-based carbon targets/net zero ambitions Establishing accurate supply chain carbon emissions Climate resilience

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Early Careers Recruitment – future hires, recruitment suppliers and external non-profit organisation	<ul style="list-style-type: none"> • Student recruitment • Graduate/Apprenticeship recruitment • Work experience and insight programmes (school aged and undergraduate) • Board representation • Involvement in external committees, working groups and events related to early careers recruitment 	<ul style="list-style-type: none"> • Early Careers talent – prospective future hires • Suppliers used within Early Careers Recruitment including: <ul style="list-style-type: none"> – AMS – Cappfinity – Access Accountancy – upReach – Institute of Student Employers (ISE) – 10,000 Interns – Connectr – Target Jobs – Teach First – 93% Club – Bright Network – SEO London – Black Young Professionals – Young Professionals – STEM Women – UpTree – CTM Pathways – Rate My Placement – Sanctuary Graduates – Black Apprentice Network – Apprentivia – National Student Pride • Individual School and University relationships • Internal – stakeholders requiring support for BID work 	<ul style="list-style-type: none"> • Availability of ‘good’ early careers roles • Broadening the focus of Early Careers beyond the traditional school leaver and graduate markets – the pipeline mix • Leading employers demonstrating best practice • Work experience and career opportunities available to students from school age onwards • Employability skills and career aspirations in schools • Inclusion in attraction, recruitment and engagement across under-represented groups • Intersectionality of diversity data • Maintaining security in selection and responsible use of AI • Advice on and provision of skills training and re-skilling • Advice on hiring models/programme design • Creating a sense of belonging from attraction, through to engagement, recruitment, onboarding and the onward learner journey • Workplace readiness with our Early Careers cohorts with learner journeys level-set by programme • Support and guidance on managing well-being and mental health 	<ul style="list-style-type: none"> • Acquisition/development of skills for the future • Inclusion and diversity in attraction, engagement and recruitment, with a joiner process that enables individuals from different backgrounds to land into employment successfully • Attractiveness of the profession and Deloitte to diverse groups • Cost of living • Responsible use of AI and how this is used for good in the workplace

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Media	<ul style="list-style-type: none"> • Face-to-face and virtual/telephone briefings • Press releases and media notes • Facilitating interviews • Case studies • Opinion columns • Sharing Deloitte insights • Social media • Webinars and conferences • Speaking engagements 	<ul style="list-style-type: none"> • National print media (e.g. Financial Times, The Times) • National broadcast media (e.g. BBC, Sky News) • Regional media (BBC, ITV, Manchester Evening News etc) • Newswires (e.g. Reuters, Dow Jones) • Online media • Trade media 	<ul style="list-style-type: none"> • UK economic outlook and growth • Outlook for the consulting sector • Diversity & inclusion • Ethics/corporate behaviour • Audit and corporate governance reform • Regulation • Future of Work • Public Sector work • AI • Responsible business • Climate and sustainability 	<ul style="list-style-type: none"> • UK economic outlook and outlook for the consulting sector • AI • ESG • Future of work • Regulation, corporate governance and responsible business

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