



Deloitte UK Annual Review FY26:

Stakeholder Engagement

Defining material issues for our stakeholders

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The material issues shown below are based on our detailed FY26 stakeholder review (starting on page 3). We note topics of interest and concern to our stakeholders when interacting with them through formal and informal communication channels during the year. For each stakeholder group, we identify from these topics a 'Top 5' set of material issues. These are then summarised into relevant thematic categories, shown below, which represent the issues most pertinent to our stakeholders in FY26:

Geopolitical uncertainty	ESG/Transparency
The effects of geopolitical instability, political change and trade disruption on supply chains, energy security, investment confidence, regulation and business resilience.	Transparent ESG reporting, governance and assurance as a route to demonstrating responsible business conduct, sustainability progress and social and environmental impact.
Economic uncertainty	Climate and energy transition
The impact of economic volatility on business funding, liquidity, cost management, market confidence, UK growth, competitiveness and long-term resilience.	A focus on climate resilience, energy transition and security, supply chain decarbonisation and adaptation to a low-carbon economy.
Cost of living	Talent experience
The effects of rising costs on living standards, wellbeing, employability, community resilience and access to opportunity.	Attracting, developing and retaining talent through skills for the future, leadership capability, reward, wellbeing, career progression and support through workplace change.
Business growth/new market opportunities	Equality, diversity and inclusion
Securing growth through innovation, industrial strategy and access to new capabilities in a dynamic market.	Broadening access to opportunity through inclusive recruitment, diverse talent pipelines, outreach, accessibility and support for underrepresented groups.
Future role of audit/audit reform	Technology/AI
The evolving role of audit, assurance and regulation in strengthening quality, transparency, governance, investor understanding, market confidence and wider societal value.	AI adoption as a driver of productivity, innovation, workforce upskilling and digital transformation, while managing cyber, ethical and resilience risks.

Key stakeholder group	Engagement approach (examples, not exhaustive)	Representative members	Topics of concern	Top 5 material issues
Our clients	• Project delivery • Account management team • Client Feedback Programme; Client Service Assessments (CSAs), Online Engagement Reviews (OERs) • Independent bid debriefs • Virtual events • Website & social media • Automated marketing comms • Relationship driven marketing comms • Deloitte Academy • Business chemistry • C-suite programmes • Industry memberships and public affairs engagement via All Party Parliamentary Groups (APPGs) • External market analyst reporting • Brand sentiment tracker • Conference programmes	Key people at our clients: • Function leaders & CXO • Board of Directors • C-Suite executives • Key types of clients include PLCs, inbound groups, privately owned businesses, PE houses & their portfolios, government and its bodies/agencies through to private individuals • Delivery partners • Alliances and Tech relationships (e.g. Oracle, AWS/Google/Salesforce/SAP) • Memberships of industry bodies	• Macroeconomic volatility (local political shifts/changes, micro-volatility, financial market volatility, consumer confidence, investor confidence) – inflation, high interest rates and geopolitical instability • Geopolitical risks – the ongoing war in Ukraine and other global tensions disrupt supply chains, energy markets and trade, increasing risk and uncertainty • Energy transition & Security • AI – technological revolution (including GenAI, Agentic, cybersecurity, Digital Sovereignty/Data Sovereignty) • Regulatory compliance and Risk Management • UK Infrastructure development – a foundational element that directly impacts the competitiveness of business, the effectiveness of government and the daily life of citizens	• AI – transformation, responsible and ethical AI implementation, strategies for workforce upskilling and productivity and proactive cybersecurity measures • Optimising M&A opportunities, from strategic identification and rigorous due diligence to seamless integration and value realisation, ensuring transactions drive sustainable growth, portfolio resistance, and access to new capabilities in a dynamic market • Organisational resilience (business and public sector), cost reduction strategies and workplace reform, enhance efficiency and value, alongside robust cash flow management • Energy security, resilience and transition, demonstrable progress towards sustainability targets, transparent reporting, and robust verification • Governance, scrutiny, and regulation; proactively adapting to new regulations and enhancing quality control and risk management for our clients

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Deloitte people and alumni	• CEO/Leadership communications e.g. townhalls, webinars and roadshows • Intranet stories/information • Internal people surveys: Engage for Change and Ethics • New joiner and leaver surveys • Viva Engage groups e.g. Inclusion, Networks and People Leaders • Regular check-ins/real-time feedback • Confidential ethics hotline – ‘Speak Up’ • Recognition platform – My Recognition • Social media e.g. X, LinkedIn • Alumni forums and events • 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 • Hiring experience for candidates and hiring managers, including streamlined processes • Helping our people reach their full potential via a high-performance culture • My Recommended Learning platform to promote access to recommended learning offerings	• Current, former, retired and prospective employees and Partners	• Everyday connection with our Purpose and Values • Transparency and fairness of Reward and Benefits across our business and locations • 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 and strategy • Skills for the future – identification, understanding and navigating in a rapidly changing environment influenced by advances in technology, e.g. AI • Helping our people adapt to change in the workplace e.g. organisational and technology changes such as AI fluency • Access to learning and career development opportunities to support progression • Supportive work environment, helping people manage work-life balance pressures, wellbeing and mental health • Understanding sustainability and empowerment to enact change • Enabling our people to access re-skilling opportunities, particularly in adjacent disciplines, to ensure they remain agile as role requirements continue to change at pace	• Navigating change • Leadership capability, enhancing employee experience • Diversity and Inclusion • Enabling AI capability and skills agility • Reward and Benefits

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Government and politics	- Engagement with government ministers, opposition parties, MPs and civil servants - Internal advice on political landscape - Contributing to policy through development consultations and direct contact - Responding to inquiries and reviews - Participating in advisory groups - Political involvement in Deloitte-led events utilising Deloitte forums such as Deloitte Academy, CFO programme and Chairs Lunch - Attendance at government and political party-led engagement sessions (e.g. party conferences, business engagement sessions) - Sharing insight and thought leadership	- Finance, business, technology, energy and foreign affairs ministers, civil servants - Opposition parties – Shadow Ministers, advisors and business relations teams - Key department business relations and communications teams - Key MPs and Select Committees - Devolved and regional government	- UK political landscape - Industrial strategy - Professional and Business services sector - AI - Geopolitical landscape - International trade and investment - Business resilience - UK economic growth, competitiveness and regional growth - Employment and HR - Tax policy - Social impact - Financial services and capital markets - Regulation - Net zero transition	- Industrial strategy (particularly Professional and Business services) - UK economic growth - AI - Trade and investment - Geopolitics

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Policy makers, legislators and regulators (including professional bodies)	• Informal relationships and/or communication on an individual level • Formal relationships with regular or frequent contact • Bilateral/direct discussions • Sharing of insights, expertise and thought leadership • Contributing to consultations and working groups • Attending and speaking at joint events	• Financial market regulators, (e.g. Financial Conduct Authority, Prudential Regulation Authority) • Corporate governance and audit regulator, (i.e., Financial Reporting Council) • Policy leaders at relevant government departments (e.g. HM Treasury, Department for Business & Trade, Department for Science, Innovation & Technology) • Professional bodies, (e.g. Association of Chartered Certified Accountants, Institute of Chartered Accountants in England & Wales)	• Supporting UK growth and investment, and improving the UK's attractiveness as a place to do business • Financial system stability, economic prosperity, and resilience • Regulatory frameworks, effectiveness and divergence from international standards • Market integrity and conduct • Corporate governance and reporting, audit market health and development, audit quality • Approach to AI and technology policy and innovation • Protecting digital assets and infrastructure as a core component of national resilience • Action to combat fraud and financial crime, including cross-border • International trade and global relations	• Regulation simplification • AI policy • Security and resilience • Sustainability • Economic crime

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Investors	• Roundtable events • Deloitte Academy • Briefings for investment houses • Transparency Reporting	• Investment houses (corporate governance specialists, fund managers and analysts) • Investor trade bodies • Investor voting advisers	• Effective engagement between investors, auditors and audit committees • Business risks and risk assessment • Understanding key judgements and estimates • Fair and transparent executive remuneration practices • Evolution of the sustainability related assurance landscape	• Knowledge gap (especially of complex audit and assurance matters) • Engagement quality • Value of audit • Sustainability • Executive remuneration
Research analysts	• Market research • 1-2-1 meetings • Question and answer sessions • Event sponsorship • Analyst workshops	• Gartner • IDC • Verdantix • ISG • Everest	• Insights to inform strategy of global Offering Portfolios, including understanding: - Market trends - Buyer behaviour trends - Market size and forecasts - Competitive intelligence • Leverage investments and relationships for insights and influence • Penetrate go-to-market campaigns and pursuits with accolades	• Delivery Modernisation • Innovation programmes • Emerging technology • Digital services • AI/Agentic • Advise activation

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Non-profit organisations and community organisations	- Quarterly feedback and reporting processes - Annual impact reporting processes - Attendance and participation at conferences, events and roundtables - Employee placements: school governors and charity board/trustees - Leadership meetings, forums and communications - Partnership management from central Social Impact team - Relationship management at local office level - Service delivery and support of volunteer activities, pro bono engagements, fundraising - Social impact related memberships e.g. Business in the Community (BITC), UK Green Buildings Council, World Green Buildings, - Social Value contract responses and delivery - Viva Engage and targeted direct communications	- Our Deloitte UK people and clients 32 office school partnerships 20 charity partnerships across 23 offices 4 National Inclusion Partners including Blueprint for All, Just Like Us, Scope and Young Women's Trust 10+ team volunteering providers including Cook for Good, Trussell, Volunteering Matters - Individual volunteering providers e.g. Governors for Schools, Chapter One, Action Tutoring - Strategic partnerships e.g. Teach First, CAST 8 Diversity Network fundraising charities e.g. Sewa UK, Stop Hate UK, Mind - Pro bono project partnerships e.g. Islington Law, Lenovo, Cisco, Age UK	- Cyber security - Digital exclusion - Economic inactivity and rising levels of youth unemployment (NEET) - Employment and employability for underrepresented groups - External and internal staff retention and recruitment - Falling incomes including reduced charitable giving, Global climate crisis - Impact of changing political landscape on vulnerable communities - Increased costs/overheads - Increasing demand for charity services with reduced funding in the sector - Mental health and wellbeing of students, staff and clients/service users - Religious and ethnic tension and polarization - Responsible, inclusive, sustainable and ethical AI	- AI - Business travel - Economic inactivity and rising levels of youth unemployment - Health and wellbeing - Skills for the Future
Business bodies	- Collaboration on initiatives - Participation in industry bodies and events - Sharing insights and thought leadership - Networking and relationship building	Business alliances and groups, i.e., Association of Chartered Certified Accountants, the CBI, City of London Corporation and TheCityUK	- Attractiveness of the accountancy profession (Societal) value of audit - Sustainability and AI skills gap - Attractiveness of the UK for business investment - Economic growth - National prosperity across all UK regions - International trade and access to global markets - Infrastructure in support of economic sustainability and growth	- Sustainable and inclusive economic growth - Skills gap and attracting talent - Sustainability - Digital transformation and its impact on business operations, competitiveness and inclusion

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Suppliers	• Sourcing activities/tendering • Negotiations • Contract management • Regular supplier meetings and executive reviews • Supplier due diligence and Third-Party risk management • Proposals • Industry meetings • Supplier sustainability councils • Vendor management team	• All strategic suppliers in our supply chain • Chartered Institute of Procurement and Supply • Market research bodies • Sustainability accreditors	• Geo-political issues affecting manufacturing locations, cost, supply and demand • Global consolidation of procurement activities • Establishment of preferred vendors • Sustainable products and services; sustainability of supply chain • Implementing our responsible procurement policy and ESG clauses • Modern slavery	• Geo-political issues • Delivering against science-based carbon targets/net zero ambitions • Establishing accurate supply chain carbon emissions • Circularity in the supply chain • Climate resilience

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Early Careers Recruitment – future hires, recruitment suppliers and external non-profit organisations	• Student recruitment • Graduate/Apprenticeship recruitment • Work experience and insight programmes (school aged and graduate) • Board representation • Involvement in external committees, working groups and events related to early careers recruitment	• Early Careers (EC) talent – prospective future hires and influencers (e.g. parents) • Suppliers used within Early Careers recruitment including: - AMS - Cappfinity - Access Accountancy - upReach - Institute of Student Employers (ISE) - 10,000 Interns - Target Jobs - Teach First - Bright Network - SEO London - Black Young Professionals - Young Professionals - UpTree - Pathway CTM - Rate My Placement (now called Higherin) - Sanctuary Graduates - Black Apprentice Network - National Student Pride - My Plug Consulting - SMRS Ltd • Individual school and university relationships • Internal stakeholders requiring support for bid work	• Availability of ‘good’ early careers roles and concern if they’ve not done work experience, they’ll struggle to get a role • How technology/AI is changing opportunities for Early Careers joiners – will their skills need to change? Will there still be roles available for them? • Leading employers demonstrating best practice – how employers are coping with increased volume of applicants/use of AI in recruitment/protecting quality in the hiring process • Inclusion in attraction, recruitment and engagement across under-represented groups • Intersectionality of diversity data • Advice on and provision of skills training and reskilling • Advice on hiring models/programme design • Workplace readiness with our Early Careers cohorts with learner journeys level-set by programme • Support and guidance on managing wellbeing and mental health • Understand the experience they’ll have with the employer – beyond the training and the work, the culture, environment and deal they’ll get	• Acquisition/development of skills for the future – specifically relating to how technology/AI is changing the skills required for our future Early Careers joiner and learner • How to bridge the gap between leaving education and entering the workforce, when the bottom rungs of the ladder have been enabled through AI adoption and early talent is moving up the value chain at a faster pace • Future of Early Careers talent models in the UK; adoption of AI/Tech and what that means to the volumes of onshore, UK resource requirements • Attractiveness of the profession and Deloitte to diverse groups • How Early Talent fits into the wider workforce demand model – as this is changing, how do we make decisions about what we build, borrow, buy, both and as a large employer and contributor to UK PLC, how might our decisions around Early Talent impact the wider market?

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Media	• 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	• 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	• AI, including impact on jobs, trust & governance • UK economic outlook and growth • Geopolitics & trade • Ethics/corporate behaviour • Audit and regulatory reform • Public Sector work • Responsible business • Climate and sustainability	• AI • UK economic outlook • UK political outlook • Geopolitics & trade • Changes/ future of the professional services profession



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