

## Junior Staff talent standard

### Financial Advisory Mergers & Acquisitions – Corporate Finance

Building a *globally uniform level of quality and capability* in our core services so that our clients experience a *consistent, exceptional Deloitte* is critical to become the undisputed leader in professional services. The following standard defines the capabilities required at the Junior Staff level for our Corporate Finance service line.

#### Leadership capabilities

We expect practitioners at all levels to embrace and live our purpose by challenging themselves to identify issues that are most important for our clients, our people, and for society and *make an impact that matters*. There are five Leadership capabilities that we require from all Junior Staff across the organization, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
<b>Living Our Purpose</b>	Builds own understanding of our purpose and values; explores opportunities for impact	<ul style="list-style-type: none"> <li>Behaves in accordance with Deloitte values</li> <li>Consistently challenges self to deliver outstanding quality and value</li> <li>Recognizes and explores opportunities for personal impact on clients and for colleagues and communities</li> </ul>
<b>Talent Development</b>	Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent	<ul style="list-style-type: none"> <li>Solicits feedback to build understanding of own strengths and areas for development</li> <li>Actively participates in key learning and development opportunities for his/her level</li> <li>Acts as a brand ambassador with peers and colleagues to support attraction of top talent</li> </ul>
<b>Performance Drive</b>	Understands expectations and demonstrates personal accountability for keeping performance on track	<ul style="list-style-type: none"> <li>Ensures he/she is clear on expectations and asks clarifying questions when needed</li> <li>Is aware of own strengths and uses them effectively to deliver high quality results</li> <li>Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed</li> </ul>
<b>Influence</b>	Actively focuses on developing effective communication and relationship-building skills	<ul style="list-style-type: none"> <li>Engages with others to build relationships and develop a network</li> <li>Demonstrates ability to understand the underlying interests and expectations of others</li> <li>Respects and responds with sensitivity to the concerns and viewpoints of others</li> </ul>
<b>Strategic Direction</b>	Understands how their daily work contributes to the priorities of the team and the business	<ul style="list-style-type: none"> <li>Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly</li> <li>Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes</li> </ul>

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Corporate Finance Junior Staff:

Capability	Description	Behavioral anchors
<b>Analytical Thinking &amp; Problem Solving</b>	Collects, assimilates, and analyzes relevant data using standard tools and data visualizations to help surface insights	<ul style="list-style-type: none"> <li>Recognizes the appropriate analytical techniques for the data set and problem at-hand</li> <li>Contributes to the creation of analytical models and effectively uses visualization technologies (e.g. Tableau) to help team present sophisticated analyses and information in a logical manner</li> <li>Identifies key drivers of a defined, straightforward problem; defines the problem by what it is and what it is not</li> <li>Demonstrates intellectual curiosity towards technology, data and analytics</li> </ul>

<b>Delivery Excellence</b>	Manages own work against project plan to ensure a superior client experience	<ul style="list-style-type: none"> <li>• Completes assigned work on time, and according to specifications and quality standards</li> <li>• Understands role in ensuring engagement profitability</li> <li>• Asks clarifying questions to engagement management to reduce ambiguity</li> <li>• Tracks progress against work plan and identifies potential issues while remaining focused on identified priorities</li> <li>• Builds a working list of people, references, and tools needed to get work done</li> </ul>
<b>Financial Acumen</b>	Gathers and interprets financial information to help strengthen proposed recommendations	<ul style="list-style-type: none"> <li>• Evaluates organization's performance, financial state, and effectiveness of use of working capital and credit worthiness</li> <li>• Assists with the preparation of financial analysis schedules</li> <li>• Prepares and analyzes client's financial performance using sensitivity analysis and other standard techniques</li> </ul>
<b>Manages Risk &amp; Upholds Confidentiality</b>	Complies with quality standards, risk rules, and confidentiality guidelines to deliver results	<ul style="list-style-type: none"> <li>• Applies Deloitte's risk policies and confidentiality procedures throughout the engagement</li> <li>• Appropriately applies prescribed quality checks to assigned work and documents work performed</li> <li>• Anticipates potential risks related to managed work/processes and escalates them in a timely fashion to engagement leadership or relevant stakeholders</li> </ul>

### Specialized Technical capabilities

Below are the Specialized Technical capabilities for Corporate Finance Junior Staff:

Capability	Description	Behavioral anchors
<b>M&amp;A Strategy &amp; Execution</b>	Builds financial models to support due diligence and transaction closure	<ul style="list-style-type: none"> <li>• Collects information from internal and external sources to inform business models and best practices</li> <li>• Constructs financial and analytical models to support potential acquisitions, financial deals, and various strategic opportunities</li> <li>• Creates insightful presentations that summarize analyses and presents them to senior team members to influence decision-making</li> </ul>
<b>Debt &amp; Capital Advisory</b>	Gathers relevant information to assess the financing structure, debt capacity, and business prospects for the client	<ul style="list-style-type: none"> <li>• Evaluates client's investment in debt and equity using Deloitte methods and industry benchmarks</li> <li>• Assists with day-to-day management of transaction processes, including preparation of information packs, management presentations, financial analyses, and client communications</li> <li>• Supports preparation of valuation materials and financial models to strengthen proposed financing option</li> </ul>
<b>Infrastructure Advisory</b>	Compiles, analyzes, and report financial and economic data to help clients make informed decisions	<ul style="list-style-type: none"> <li>• Applies analytical frameworks to assess client's business, financing structure, and infrastructure pricing</li> <li>• Performs industry research to identify business, consumer and regulatory issues facing our clients</li> <li>• Compiles findings and observations to inform recommendations and enhance service delivery</li> </ul>