

## Consultant talent standard

### Global Risk Advisory Strategic Risk – Sustainability

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 Consultant level for our Sustainability service.

#### 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 Consultants across the organization, regardless of service. 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 Sustainability Consultants:

Capability	Description	Behavioral anchors
<b>Business Process Assessment and Design</b>	Ability to perform end-to-end business process analyses and design	<ul style="list-style-type: none"> <li>Analyzes client’s artifacts and data to accurately design current state business processes</li> <li>Applies quantitative and qualitative techniques (e.g., cycle-time analysis, Statistical Process Controls, Fishbone, benchmarking) and a solid knowledge of industry regulations (e.g., SOX, Basel) to identify process inefficiencies, risks, and control gaps</li> <li>Designs TO-BE business processes that include new and optimized metrics and controls</li> <li>Improves efficiency and efficacy of process analysis and design by leveraging technologies (e.g., Open Text, Visio, iGrafix)</li> </ul>

<b>Executive Presence</b>	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	<ul style="list-style-type: none"> <li>• Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations</li> <li>• Respects and responds with sensitivity to the concerns and viewpoints of others</li> <li>• Gains the confidence of the client by demonstrating an understanding of and active interest in their business</li> </ul>
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### Specialized Technical capabilities

Below are the Specialized Technical capabilities for Sustainability Consultants:

Capability	Description	Behavioral anchors
<b>Enhances Quality of Sustainability Solutions</b>	Ability to enhance validity of sustainability engagements through industry research, documentations, and controls testing	<ul style="list-style-type: none"> <li>• Analyzes the client’s sustainability structures and processes to identify gaps and opportunities for improvements</li> <li>• Researches local, national and global sustainability regulations to support the development of proposed solutions</li> <li>• Keeps in mind the overall sustainability strategy when researching industry leading practices and benchmarking data for reporting processes</li> <li>• Analyzes client’s documentation to identify non-financial risks that require control assurance; uses appropriate frameworks and tools, as necessary (<i>for Sustainability Assurance only</i>)</li> <li>• Leverages relevant standards to effectively test validity of client’s historical non-financial data (<i>for Sustainability Assurance only</i>)</li> </ul>
<b>Proactively Builds a Foundational Domain Expertise</b>	Ability to form a domain knowledge through the active participation in internal and external initiatives	<ul style="list-style-type: none"> <li>• Develops a domain knowledge by conducting independent research, and attending sustainability workshops, seminars and training programs</li> <li>• Supports Deloitte’s sustainability leaders in developing eminence</li> </ul>