

Senior 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 Senior 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 Senior Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> Lives our values and challenges others to do the same Demonstrates personal commitment to raising the bar and making an impact that matters Encourages others to find opportunities for impact; sets the pace for junior staff and peers
Talent Development	Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador	<ul style="list-style-type: none"> Shares knowledge and experiences to support the development of peers and junior practitioners Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte
Performance Drive	Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results	<ul style="list-style-type: none"> Draws on own and others' strengths to meet personal and team objectives Collaborates within and across businesses and borders Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance
Influence	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> Relates effectively to people across all levels, including leaders, peers, and clients Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders Adjusts communication style based on the audience in order to have maximum impact
Strategic Direction	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> Understands client and Deloitte objectives and takes personal accountability for aligning own work Communicates broader business objectives and desired outcomes to guide the work of others

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Sustainability Senior Consultants:

Capability	Description	Behavioral anchors
Business Process Assessment and Design	Ability to perform complex business process assessments and design solutions to improve client's operational efficiency and compliance	<ul style="list-style-type: none"> Defines process ownership, boundaries, and interfaces to clarify process scope and responsibilities Applies a combination of information gathering techniques (e.g., interviews, analytical observations, artifacts analysis) to collect reliable and comprehensive data Documents complex business processes by applying a variety of techniques, tools, and technologies to identify operational inefficiencies and non-compliant situations Interacts with business and functional stakeholders to validate current state assessment Conducts WHAT-IF analysis to identify optimal TO-BE scenarios Applies a data-driven approach to develop and implement simplified and sustainable business processes that enhance operational efficiency and compliance
Executive Presence	Ability to deliver key messages with clarity, confidence, and poise to instill confidence in clients	<ul style="list-style-type: none"> Manages change and ambiguity with poise Helps influence others through direct, logical, and succinct communication Maintains composure through conflict and sensitive situations, escalating issues to engagement / account leadership when appropriate Exercises professional maturity in all situations, serving as a role model for junior staff Builds rapport and sustained relationships with clients by fostering trust and collaboration Engages executive-level clients confidently and professionally

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Sustainability Senior Consultants:

Capability	Description	Behavioral anchors
Leads Sustainability Engagements	Ability to increase quality of sustainability engagements by providing data-driven solutions that align with client's strategic objectives	<ul style="list-style-type: none"> Applies quantitative and qualitative analytical techniques to measure the financial materiality of sustainability risks Develops enabling tools and frameworks to increase the client's ability to execute on the sustainability strategy Uses a data-driven approach to develop / redesign sustainability governance structures and processes that enable execution and implementation of sustainability strategy Keeps in mind the engagement scope and objectives to effectively plan and conduct risk assessments and controls testing (<i>for Sustainability Assurance only</i>) Leverages proprietary frameworks, standards and guidelines to enhance accuracy, quality, and standardization of non-financial assurance testing (<i>for Sustainability Assurance only</i>)
Forms Insight-Driven Sustainability Reporting Recommendations	Ability to employ a data-driven approach when designing sustainability reports and assessing the reporting cycle	<ul style="list-style-type: none"> Leverages relevant industry frameworks (e.g. GRI) to develop sustainability reports that are targeted on client's strategic needs and benchmarked against industry standards Analyzes client's sustainability reporting cycle (e.g., data collection, communication, response) and identifies gaps with industry leading practices