Consulting Excellence Submission

MCA 2026

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Annual Declaration

Consulting Excellence

MCA
A POSITIVE FORCE FOR THE ECONOMY AND SOCIETY
CONSULTING EXCELLENCE

> “The MCA is the home of Consulting Excellence, the hallmark of quality for management consulting firms.”

“At the heart of business transformation, our Consulting Excellence blends advisory insight with technological mastery. Driven by our commitment to empowering our people and fostering deep partnerships, we deliver integrated, technology-enabled solutions, partnering with clients to navigate complexity and achieve tangible outcomes at pace, thereby shaping and securing their future in an AI-augmented world.”

Rob Cullen, UK Technology & Transformation Managing Partner

To achieve Consulting Excellence, we place the development of our people both inside and outside of our firm at the heart of our culture. Providing them with fulfilling training and career opportunities that encourage them to deliver innovative solutions to challenging problems whilst also behaving ethically.

Developing this culture and placing it at the heart of all that we do is an important part of our Consulting Services strategy. We are therefore proud to be member of the MCA and play a key role in driving the progression of the consulting profession.

This document details our commitment to the five key pillars that encompass the MCA’s Consulting Excellence principles.

Rob Cullen
UK Technology & Transformation Managing Partner

Christie Fearnside
Deloitte MCA Representative

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Client Service and Value

Our role within Technology & Transformation in Deloitte is to work with leading organisations, governments and commercial bodies to unlock their potential for growth and create long-term sustainable impact. One of our distinguishing features is the priority we attach to meeting or exceeding client requirements. We recognise that quality in all we do is key to achieving this and we are committed to driving quality throughout the business.

Ethical Behaviour

Everyday Deloitte UK's Technology & Transformation practice seeks to make an impact that matters to our people and communities.
By the nature of the work we do and the environments we operate in, many of our colleagues may face ethical dilemmas at some points in their careers. Time pressures, targets and competing priorities mean making the right choice can sometimes be challenging. But integrity is not optional for us.

Sustainability

To do our part to help address the climate crisis and help the world achieve the goals of the Paris Agreement, Deloitte has implemented our WorldClimate initiative, our strategy to drive responsible climate choices within our organisation and beyond.

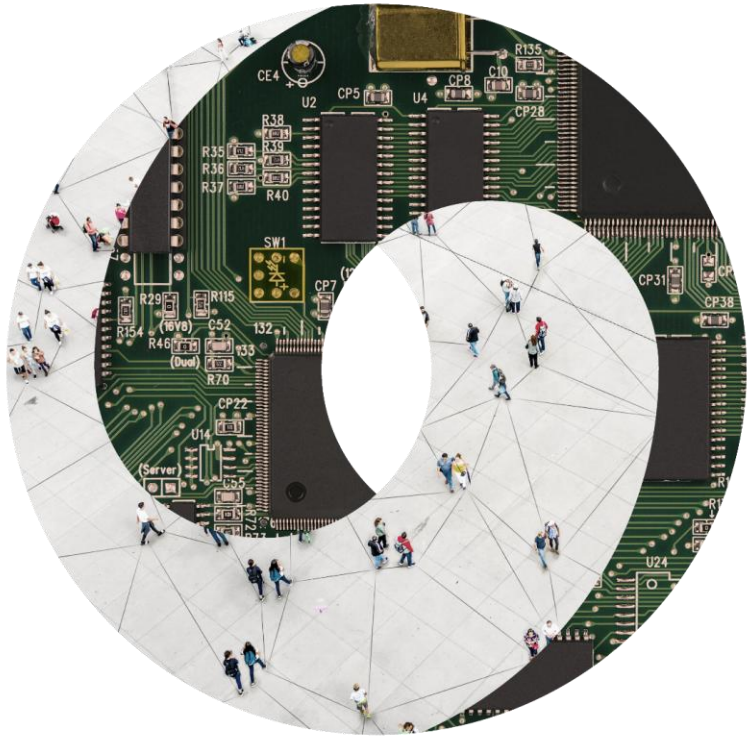
Professional Development

Acting as a responsible business is an important element of our Consulting Services strategy. Through our Responsible Business programme, we aim to deliver sustainable programmes and projects that create a leadership position for the firm and deliver a tangible impact to society, whilst developing the skills and capabilities of our people. As an integral part of this, we strive to provide all of our employees with the best, most up to date and tech savvy training.

Diversity and Inclusion

D&I is a crucial part of our corporate DNA. For us, D&I means providing a working environment where all individuals are treated fairly and respectfully, have equal access to opportunities and resources and can contribute fully to the organisation's success. To promote this workplace environment we develop and encourage the following six traits that facilitate inclusion:

1. Commitment
2. Cognisance of bias
3. Courage
4. Curiosity
5. Cultural Intelligence
6. Collaboration.



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Client Service and Value

Quality in all that we do

As a leading provider of Consultancy Services, we are committed to quality, recognising that quality and integrity in all that we do are key in the delivery of exceptional client service. Our commitment to quality lies at the heart of our firm's strategy. We have a Lead Partner for Quality and Risk matters, who is a member of the Technology & Transformation leadership team. Working with the Executive Group, the Lead Partner for Quality has overall responsibility for implementing our policies on quality and monitoring their effectiveness and relevance, underpinned by our Certifications, Quality Policy, and Continuous Improvement methods. This central role is supported by Quality & Risk Lead Partners embedded in every Operating Portfolio and Industry Team in T&T, who represent Quality and Risk matters within their respective business areas.

Principles

Our Quality and Risk Framework is certified to satisfy the requirements of ISO9001:2015 – Quality Management Systems, against which it is independently assessed on an annual basis by the British Standards Institute, and which testifies to the robustness of our Quality processes and our collective commitment to Quality service.

Our Quality and Risk Management team work closely with Consulting Services Leadership to:

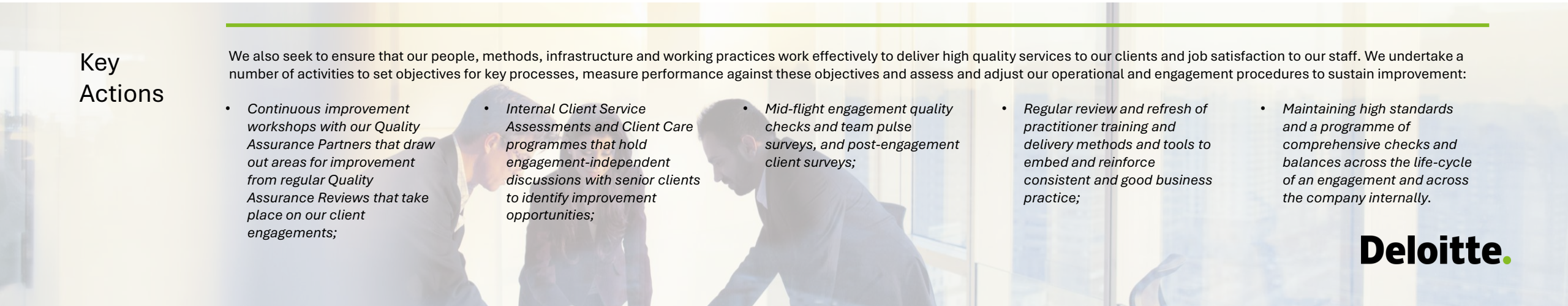
- Create and maintain a collective commitment to quality within the firm
- Operate according to relevant and appropriate professional practices and technical standards in each of our areas of competence
- Foster an attitude of and provide an environment for continuous performance improvement.

Our Consulting Services practice aims to make an impact that matters with our clients. Our services' quality, client satisfaction, and opportunities to continually improve are paramount to us. We measure client satisfaction through a number of ways including operating a formal client feedback programme.

Key Actions

We also seek to ensure that our people, methods, infrastructure and working practices work effectively to deliver high quality services to our clients and job satisfaction to our staff. We undertake a number of activities to set objectives for key processes, measure performance against these objectives and assess and adjust our operational and engagement procedures to sustain improvement:

- *Continuous improvement workshops with our Quality Assurance Partners that draw out areas for improvement from regular Quality Assurance Reviews that take place on our client engagements;*
- *Internal Client Service Assessments and Client Care programmes that hold engagement-independent discussions with senior clients to identify improvement opportunities;*
- *Mid-flight engagement quality checks and team pulse surveys, and post-engagement client surveys;*
- *Regular review and refresh of practitioner training and delivery methods and tools to embed and reinforce consistent and good business practice;*
- *Maintaining high standards and a programme of comprehensive checks and balances across the life-cycle of an engagement and across the company internally.*



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Ethical Behaviour

Foundation Principles

Ethics and integrity are fundamental to the success of our firm and our Code of Conduct and our Shared Values set out our values and our ethical principles. These are critical to our firm and are embedded in everything we do: how we serve clients, how we direct our business, how we work together as colleagues and how we contribute to society.

Code of Conduct

Our Code of Conduct outlines our ethical principles and provides a foundation for behaviour to encourage us to make the right choices:

- **Integrity** - We are honest in our professional opinions, business relationships and the services we provide
- **Professional behaviour** - We are committed to complying with applicable professional standards, foster a culture of personal accountability, and understand the impact of our work on society, people and clients
- **Objectivity** - We do not allow bias, conflicts of interest, or any inappropriate influences to weigh on our decisions
- **Confidentiality, privacy and data protection** - We protect the confidential and personal information we hold, collect and handle, and prohibit its use for personal advantage or third-party benefits.
- **Fair business practices** - We respect our competitors and receive fees that reflect our services and responsibilities
- **Respect, diversity and fair treatment** - We foster and encourage a culture and working environment that is diverse, respectful, equal and inclusive
- **Responsible supply chain** - We do not condone illegal or unethical behaviours from suppliers, contractors, and alliance partners
- **Anti-corruption** - We are against corruption and support efforts to eradicate corruption and financial crime
- **Social responsibility** - We contribute to society and support communities by engaging with non-profits and governments. We encourage people volunteering their time and doing pro bono work and actively take steps to reduce harmful effects of our business on the environment.

Our Shared Values

Our five values unite around 450,000 of us working at Deloitte across the world and serve as the basis for the decisions we make and the actions we take, guiding us to deliver impact how and where it matters most:

- **Lead the way -** We're future-focused. Leading the way in professional services, delivery for our clients and our impact on society. We're committed to creating opportunity
- **Serve with integrity -** Ethics matter. It's about speaking up and doing the right thing, acting with integrity and accountability. Maintaining the trust of our people, our clients, regulators and the public
- **Take care of each other -** A little consideration goes a long way. From empathy and respect, to development and wellbeing, supporting each other is a priority
- **Foster inclusion -** We are committed to strengthening our culture of
- inclusion, a culture where everyone's voices are included and heard. We challenge barriers and biases that can hold us back from our diversity and inclusion goals
- **Collaborate for measurable impact -** Strengthening our relationships cross-geography and cross-business, we use these skills to deliver impact. We are committed to strengthening our culture of inclusion, a culture where everyone's voices are included and heard. We challenge barriers and biases that can hold us back from our diversity and inclusion goals.

Ethics Programme

Our Ethics Programme aims to provide our people with the skills to ensure that integrity is at the heart of every decision they make and they have support when something just doesn't feel right. Our people complete periodic ethics training to ensure they are equipped with the right skills and knowledge. We also encourage and support our professionals to Speak Up when they identify threats to our ethical principles – whether to their immediate team lead, to HR, to a Respect and Inclusion advisor, to a member of our Diversity Networks, or to our confidential helpline. We hold focus groups to talk to our people confidentially about ethics and identify common challenges. Additionally, we collect feedback on our programme for continuous improvement.

Regulation

We are subject to regulation and review by regulators and professional organisations to which we belong, both in the UK and in overseas jurisdictions. We recognise the responsibility and trust that such regulation creates. We all have a responsibility to demonstrate the high standards, trust and attitude required in upholding the rules and expectations of our governing bodies.

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Professional Development

We are committed to empowering people

The Deloitte UK Technology & Transformation team operates within our Global Consulting Model and Standards. Our core Global Talent Standards provide a simple framework which help us focus investment in earning and development on our highest priority capabilities. These are comprised of three components that form the Consulting Services Talent Model:

We know that learning and growth is broader than formal education, which is why we embrace learning in the flow of work through experience and social learning and networks alongside our formal components.

We support the ambition of accreditation across the UK consulting sector. Ensuring expertise, experience, and excellence is synonymous with the profession through standards such as Industry Chartership.

Main focus areas

Leadership capabilities

are a must-have for all Deloitte colleagues, to embrace and live our purpose by challenging themselves to identify the issues that are most important for our clients, our people, and for society to make an impact that matters.

Cross-cutting capabilities

that are professional capabilities specific to Consulting.

Specialised technical capabilities

that involve the application of specialised knowledge, skills and abilities specific to our colleague's area of expertise or Craft.

Additional programmes

Coaching programmes

Beyond this core learning, we operate internal and external coaching programmes to provide a developmental relationship between two people of different grades and experience, making the most of Consulting's diverse backgrounds and experiences. We also offer a coaching programme for those who wish to upskill in coaching skills certified by the Institute of Leadership.

Professional education programmes

We operate professional education programmes and early career learning pathways that help colleagues access and achieve a wide range of professional qualifications.

Digital and external development resources

Our colleagues have access to a wide range of digital and external learning and development resources, from LinkedIn Learning and Udemy to best-in-class technical learning platforms O'Reilly and Workera, to enable our people to maintain and develop their technical expertise.

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Diversity and Inclusion

At Deloitte, we want everyone to feel they can be themselves and to thrive at work - in every country, in everything we do, every day. This can only be achieved by providing a workplace culture characterised by inclusive everyday behaviours and built on a foundation of respect and appreciation for diversity in all its forms. We are guided by our Shared Values and are committed to empowering our people to achieve their full potential and deliver our global Purpose to make an impact that matters, each and every day. We are focused on providing everyone with equal opportunities to grow, develop and succeed in an environment where we hold each other accountable at all times. We know this vision can only be achieved by providing a workplace culture that is always inclusive, underpinned by respect and appreciation for diversity in all its forms.

Here's how we're taking action:

Working toward gender balance

Gender balance is an Executive-led priority and integral to our wider diversity and inclusion strategy. Our gender balance action plan, first launched in 2014, has been developed through analysis of our career lifecycle from a gender perspective and ongoing listening and consultation with our people at all levels. Focused on four areas: resourcing, promotion, experience and measurement, it combines targeted interventions with an emphasis on culture and behaviours to foster an environment where all genders can not only succeed and thrive, but truly bring their whole selves to work. Our gender action plan sits alongside our gender target of 37% female partners by 2030. We are proud to have achieved our interim 2025 target of 30% female partners a year early. We have also committed to across other grades to create a future leader pipeline. As of September 2023, 29% of our partners are women, up from 13% in 2013. We recognise there is more we must do to improve our gender balance and to ensure we meet our targets. You can find out more about the actions we are taking in our Pay & Inclusion Report 2025.

Fostering LGBTQ+ inclusion

At Deloitte, we want everyone to feel they can be themselves at work, without fear of discrimination or prejudice. We want our LGBT+ (lesbian, gay, bi, trans and more) people to feel confident in being who they are and empowered to thrive within Deloitte and within the societies Deloitte serves. Deloitte is proud to be a signatory of the UN Standards of Conduct for Business in Tackling Discrimination against LGBTQ+I people (the UN Standards) and is working hard to deliver on this commitment, We have adopted the 'embassy model', whereby within our firm we apply LGBTQ+ inclusive policies and practices for our people in all jurisdictions where we operate. We believe the power of 'allyship' is a critical element of LGBTQ+ diversity, whereby our people support the rights and wellbeing of their LGBTQ+ colleagues, visibly and vocally, every day. We are focused on providing our transgender colleagues with the workplace support and environment needed—both as they transition and beyond.

Supporting mental health

Deloitte believes that supporting mental health is a critical aspect of attracting and retaining the best people. We recognise the importance of mental wellbeing in the workplace and the need for our people to know where and how to seek support when they are facing challenges. We also know how important it is for Deloitte leaders to be vocal on mental health when it comes to providing a work environment that is free of stigma. Deloitte is proud to be a founding partner of the Global Business Collaboration for Better Workplace Mental Health, a global business led coalition whose mission is to both advocate for and accelerate positive change for mental health in the workplace on a global basis.

Fostering racial & ethnic inclusion

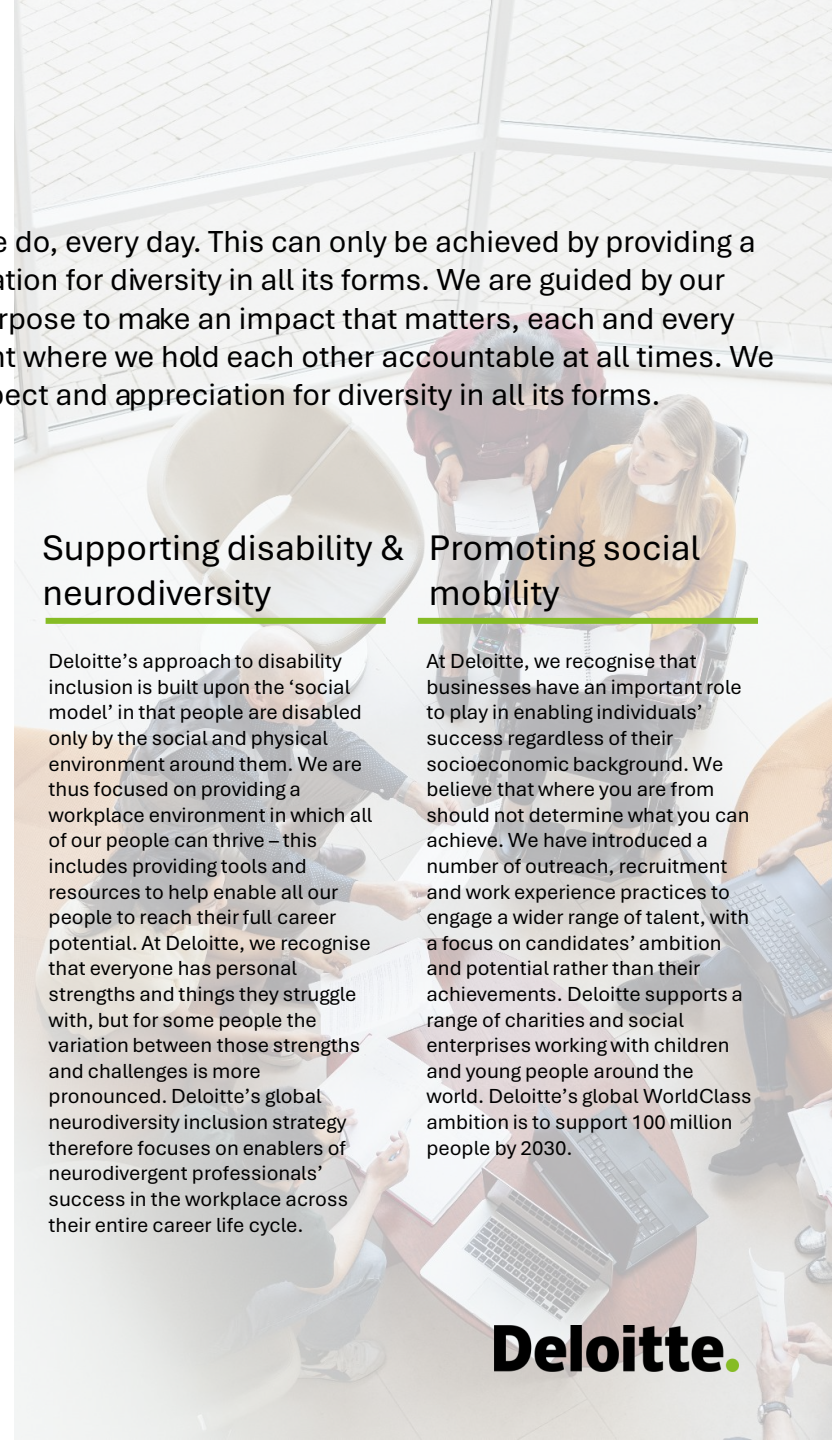
Deloitte stands against systemic bias, racism and unequal treatment that continues to plague our communities. Within our organisation, we continue to drive global and local initiatives to increase Black and Ethnic Minority representation, from recruitment to learning and development, career progression and mentoring. Deloitte UK is a founding partner of the Change the Race Ratio campaign that focuses on increasing racial and ethnic participation in business. The UK firm's Black Action Plan has evolved into the Black Experience. It outlines key actions, under three pillars (Sponsorship, Promotion & Experience) designed to advance Black professionals.

Supporting disability & neurodiversity

Deloitte's approach to disability inclusion is built upon the 'social model' in that people are disabled only by the social and physical environment around them. We are thus focused on providing a workplace environment in which all of our people can thrive – this includes providing tools and resources to help enable all our people to reach their full career potential. At Deloitte, we recognise that everyone has personal strengths and things they struggle with, but for some people the variation between those strengths and challenges is more pronounced. Deloitte's global neurodiversity inclusion strategy therefore focuses on enablers of neurodivergent professionals' success in the workplace across their entire career life cycle.

Promoting social mobility

At Deloitte, we recognise that businesses have an important role to play in enabling individuals' success regardless of their socioeconomic background. We believe that where you are from should not determine what you can achieve. We have introduced a number of outreach, recruitment and work experience practices to engage a wider range of talent, with a focus on candidates' ambition and potential rather than their achievements. Deloitte supports a range of charities and social enterprises working with children and young people around the world. Deloitte's global WorldClass ambition is to support 100 million people by 2030.



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Sustainability

Our WorldClimate initiative

WorldClimate is our global strategy to drive responsible climate choices within our organisation and beyond.
We recognise change starts within. Deloitte has committed to achieving net-zero greenhouse gas emissions by 2040. We will also empower our professionals and engage our broader ecosystem to create solutions that facilitate the transition to a low carbon economy. The opportunity to create a more sustainable world is at our collective fingertips. We all are compelled to act. The future of our people, planet, and profession depends on the business community taking measurable, decisive action on the climate crisis. This is what undisputed leadership looks like.

World*Climate* is aligned with the **Sustainable Development Goals** (SDGs):

Key actions we will take

Key actions we will inspire

Net Zero by 2040

We will reach Net-Zero by 2040 – a target that has been validated by the Science-Based Targets Initiative (SBTi) – and is underpinned by a series of 'near-term' goals.

Empower individuals

Through engagement, development and recognition, we will empower our colleagues to become advocates for positive change.

Embed sustainability

We will embed climate and sustainability into our business strategy, governance, and operations; and report on our progress.

Engage Ecosystems

We will collaborate with clients, alliance partners, industry groups and suppliers to drive collective action and help tackle the climate crisis.

Near-term targets

Reduce operational (Scopes 1&2) emissions by 70% by FY30

Source 100% renewable electricity

Operate 100% electric vehicle fleet

Reduce business travel emissions by 55% per FTE by FY30

67% of our global suppliers by emissions will set a science-based target by FY25

Long-term targets

> 90% reduction in absolute 'gross' emissions by FY40

< 10% residual emissions to be neutralized by FY40

** Targets set vs. an FY19 baseline*

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