

Ethical behaviour (1/3)

Ethics and integrity are fundamental to our success

Every day Deloitte UK's Consulting practice seeks to make an impact that matters to our people, our 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.

We have three key foundational ethical pillars that underpin everything we do.

1



Our **Code of Conduct** outlines our shared values and ethical principles. It provides a foundation for behaviour and encourages us to consult to make the right choices. We make decisions based on our shared values and all our leaders and colleagues do the same:



Ethical behaviour (2/3)

Ethics and integrity are fundamental to our success

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 behaviour from suppliers, contractors, and alliance partners	
Anti-corruption	We are against and support efforts to eradicate corruption and financial crime	
Social responsibility	We contribute to and support society and communities by engaging with non-profits and governments, support our people volunteering their time and conducting pro bono work, and actively take steps to reduce harmful effects of our operations and services on the environment	

Ethical behaviour (3/3)

Ethics and integrity are fundamental to our success

2



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 completely anonymous and confidential helpline. We also hold focus groups to talk to our people confidentially about ethics and identify common challenges, and collect feedback on our programme for continuous improvement.

3



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.



Client service and value (1/2)

Quality in all that we do

Our role as the Consulting Practice of Deloitte UK is to work with leading organisations, governments and commercial bodies to unlock potential for growth and innovation, 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 that we do is key to achieving our objectives and we are committed to driving quality throughout the business.

We have a Managing Partner for Quality, who is a member of the Executive Group (the most senior decision-making body in the company). The Managing Partner for Quality has overall responsibility for shaping policies on quality, for implementing those policies, and for monitoring their effectiveness and relevance. This is underpinned by our Certifications, Quality Policy, and Continuous Improvement methods.

1



Our Consulting Quality and Risk Framework is certified to satisfy the requirement of BS EN ISO 9001:2015 – Quality Management Systems, against which it is independently assessed by the British Standards Institution.

2



Our Quality and Risk Management team work closely with Consulting 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.

3



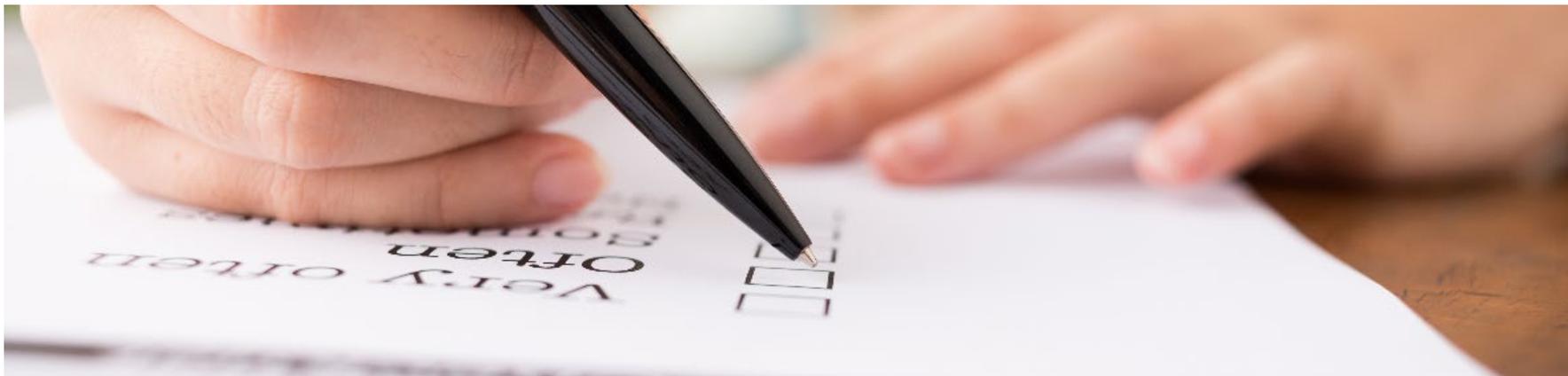
Deloitte UK's Consulting practice aims to make an impact that matters with our clients. Our services quality, client satisfaction, and opportunities to continually improve are paramount to us. We measure client satisfaction through a number of ways, and operate a formal client feedback programme.

Client service and value (1/2)

Quality in all that we do

We also seek to ensure that our people, methods, infrastructure and working practices work effectively and efficiently to deliver high quality systems and 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:

- Regular continuous improvement workshops with our Quality Assurance Partners that draw out areas for improvement from internal Quality Assurance Reviews that they have undertaken;
- Internal Client Service Assessments and Client Care programmes that hold engagement-independent discussions with senior clients to identify improvement opportunities;
- Post Engagement client surveys;
- Regular review and refresh of practitioner training material and delivery to embed and reinforce 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.



Professional development (1/2)

We are committed to empowering people

Acting as a responsible business is an important element of Deloitte UK Consulting's 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.

The Deloitte UK Consulting team operates within our Global Consulting Model and Standards.

Our core Global Talent Standards provide a simple framework which help us focus investment in learning and development on our highest priority capabilities. These are comprised of three components that form the Consulting Talent Model:



must-have leadership capabilities 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.

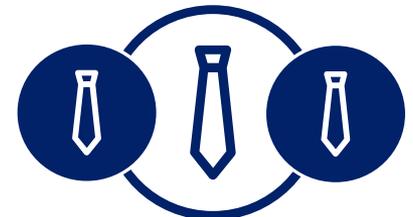


cross-consulting capabilities that are professional capabilities specific to Consulting.



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

Beyond this core learning, we operate mentorship 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 operate professional education programmes that help colleagues access and achieve a wide range of professional qualifications. Finally, our colleagues also draw upon a wide range of digital and external learning and development resources.



Professional development (2/2)

We are committed to empowering people

A core element of our purpose is our commitment to empowerment through education, skills development, and access to opportunities, we extend this beyond our employees to people worldwide. Two examples of this are our One Million Futures Programme and our WorldClass initiative.



One Million Futures

Our One Million Futures programme aims to help a million people get to where they want to be through education and employment; whether it's in the classroom, the workplace or the boardroom. It is the firm's ambitious goal to have a positive impact on the lives of one million people over five years. We want to overcome barriers to education and employment, giving individuals the skills and opportunities to succeed. This means all the activity delivered in support of the One Million Futures goal aligns to raising aspirations, improving skills and developing leaders.

WorldClass

Building on One Million Futures in the UK, WorldClass is Deloitte's bold ambition to have a positive impact on 50 million futures globally. This ambition will largely be delivered through the investment we make in social impact initiatives – working with society partners to help realise the potential of those at risk of being left behind.





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