

Improving Talent Retention and ESG Implementation Strategies at Deloitte, United Kingdom.

SRN: XXXXXXXXXX

MSc Management, Consultancy Project Proposal



Research Problem and Business Challenges

Challenge 1: Talent Retention

Deloitte UK faces persistent talent retention challenges driven by burnout, long working hours, and inadequate employee development opportunities (Andalib, 2024). Consulting-sector burnout affects nearly half of employees and directly increases turnover (BCG, 2024). Recent layoffs linked to the global consulting slowdown have further reduced employee confidence (Yahoo Finance, 2025). To this end, competition for AI and tech skills intensifies retention difficulties, underscoring the need for stronger HRM practices and wellbeing support (Eaglehill Consulting, 2024).

Challenge 2: ESG Integration

Deloitte UK also struggles to fully integrate ESG principles amid rising regulatory pressure, especially from frameworks such as the EU CSRD (Deloitte, 2025). Concerns about ESG-washing and delays in adopting mandatory UK sustainability standards weaken organisational transparency (Dasinapa, 2024). To meet client expectations and regulatory scrutiny, Deloitte UK must strengthen ESG implementation and improve accountability and reporting quality (Yusof and Azis, 2024).

Research Aim & Objectives

To investigate and propose strategies for improving talent retention and the integration of Environmental, Social, and Governance (ESG) principles within Deloitte, UK.

Objectives

1. Evaluate current talent retention strategies at Deloitte, UK.
2. Analyse the integration of ESG principles within Deloitte UK's organizational culture and client operations.
3. Identify key challenges and opportunities for improving talent retention and ESG integration at Deloitte, UK.

Data Presentation and Analysis

As illustrated in Figures 1 and 2, the high proportion of UK organisations experiencing skill shortages, together with the persistent level of skill-shortage vacancies over time, reveals a structural talent gap that directly heightens Deloitte UK's challenges in securing and retaining specialised consulting professionals.

Figure 1: Proportion of UK consulting organisations experiencing skill shortages in 2023 (73%) versus those not experiencing shortages (27%). Source: Edge Foundation (2023).

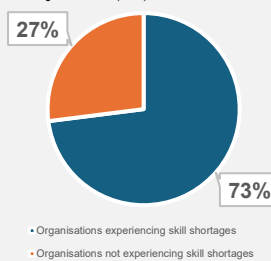
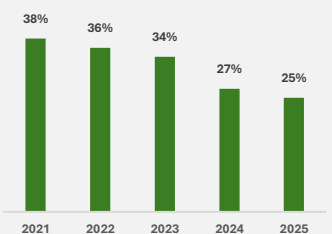


Figure 2: Percentage of UK vacancies attributed to skill shortages from 2021 to 2025, showing a decline from 38% to 25%. Source: Department for Education (DfE) Sector Skills Report (2024).



Figures 3 and 4 indicate that while a majority of FTSE 100 firms have adopted net-zero commitments, widespread ESG restatements persist, emphasising the strategic importance of enhancing Deloitte UK's ESG practices to meet rising accountability and reporting standards.

Figure 3: Number of FTSE 100 companies that have adopted net-zero emissions targets in 2025 (79%) compared with those that have not (21%). Source: Deloitte UK (2025a).

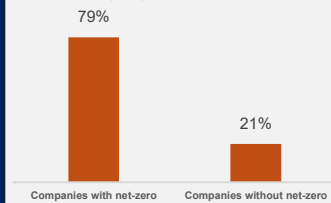
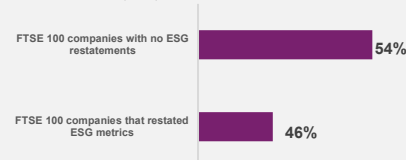
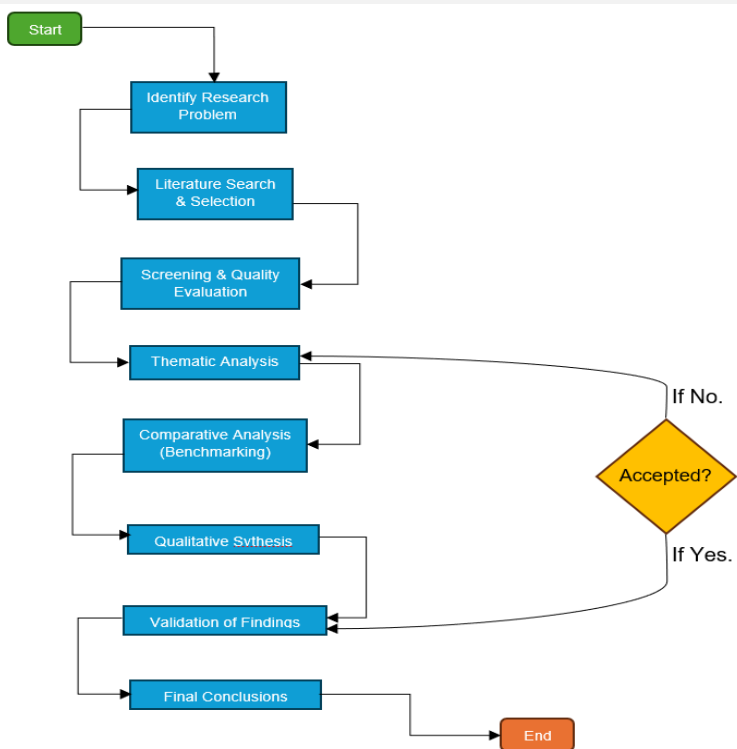


Figure 4: FTSE 100 companies with ESG restatements in 2025 (46%) compared with companies without restatements (54%). Among restatements, 77% were due to greenhouse gas (GHG) emission metric adjustments. Source: Deloitte UK (2025b).



Research Plan



- A qualitative secondary research design will be adopted which focuses on examining Deloitte UK's talent retention and ESG integration challenges.
- An exploratory-descriptive approach is used to understand the organisational issues by analysing documented evidence from relevant sources
- Data is collected from peer-reviewed journals (2019–2025), Deloitte Insights UK publications, Big Four industry reviews, ESG regulatory updates, and reputable business sources such as BCG, McKinsey, CIPD, and government publications.
- A thematic analysis framework is applied to group findings into key themes (e.g., burnout, skills shortages, ESG compliance).
- Insights from UK-specific sources are cross-validated and synthesised to identify converging patterns, contradictions, and organisational implications, enabling evidence-based recommendations tailored specifically to Deloitte UK's talent and ESG issues.

Reflection

Coming up with the synthesis of secondary data based on a variety of industry, regulatory, and academic sources was a challenge because of inconsistent reporting of ESG practices and different labour market measures. In order to solve this, cross-validation of information on various sources that were located in the UK was done to make it reliable and accurate.

Conclusion

This research plan provides a structured, ethically grounded, and evidence-based framework for analysing Deloitte UK's talent retention and ESG integration challenges, enabling the development of credible insights that support strategic organisational improvement.

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