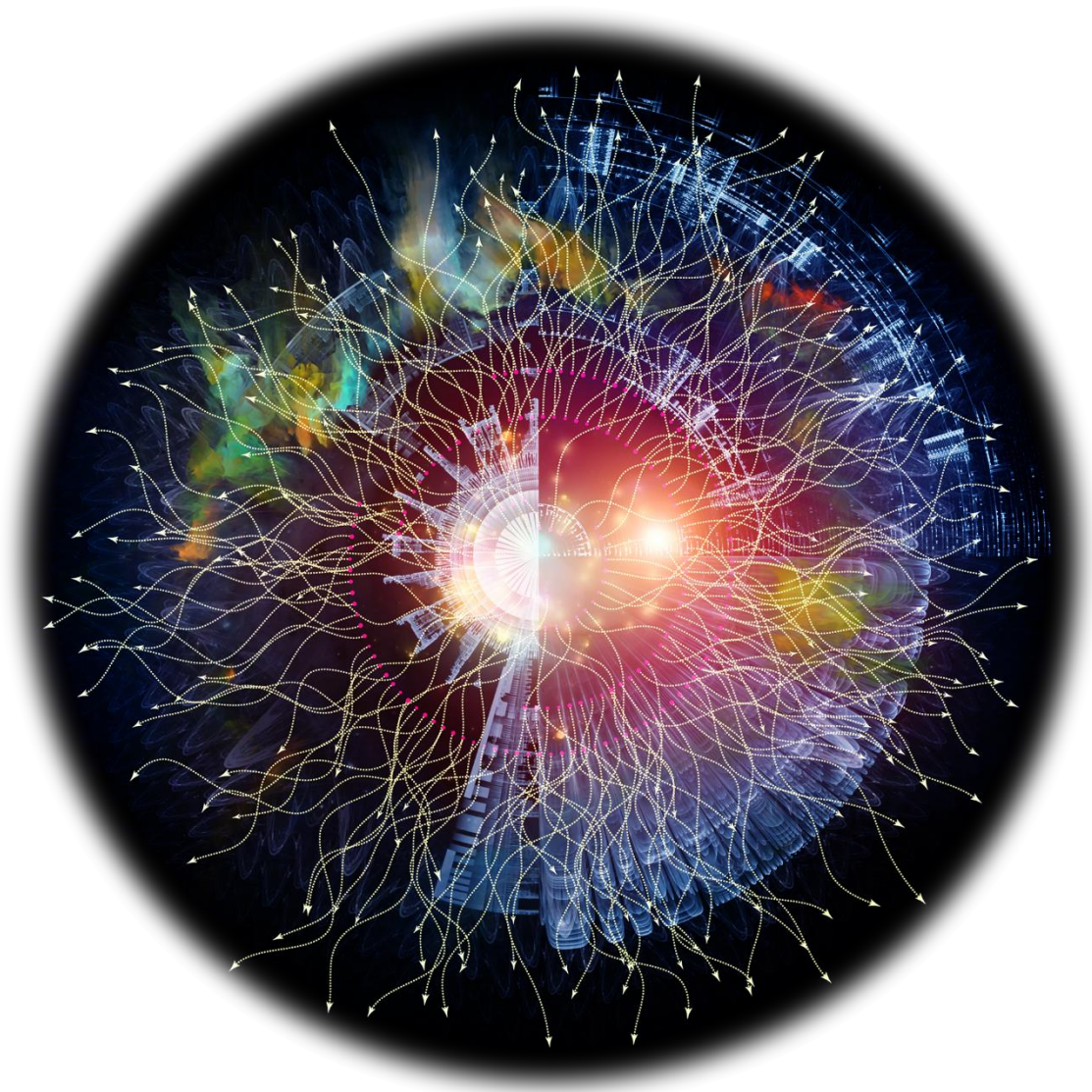




HR and Payroll Cloud Solutions

G-Cloud 15 Service Definition Document

January 2026

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1 Deloitte Overview

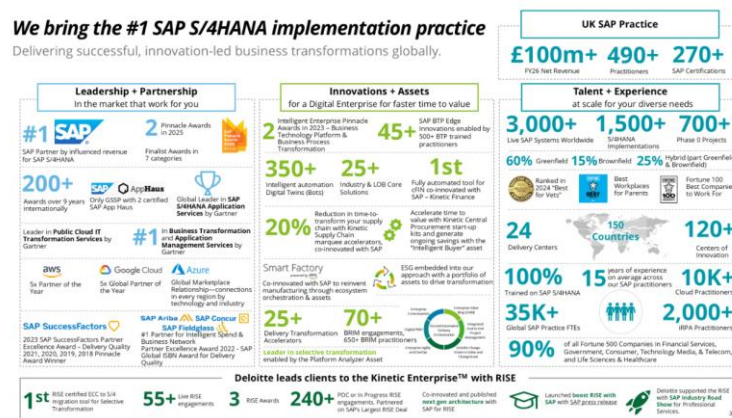
As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver** and **Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

Deloitte ranks as SAP's top partner globally (by revenue influence) and we have circa 500 UK based SAP Practitioners, with a large number Security Cleared.



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate

their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹, and SAP. A selection of our partners and alliances are presented below:



What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

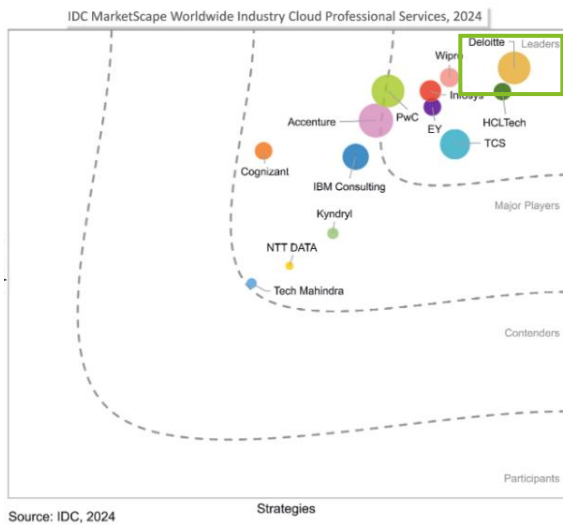
Gartner

Deloitte has achieved the Leader status in the **Gartner Magic Quadrant for Cloud ERP Services**. Gartner defines cloud ERP services as services provided by third-party systems integrators to assess needs, implement solutions and evolve platforms that are transforming their back-office systems via the implementation of cloud-based ERP solutions.



IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



Gartner: Magic Quadrant for Cloud ERP Services. © Gartner inc. 2025

IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

Find out more here

¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2

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2 Service Overview

Operating globally across public sector, private sector, financial and third sector environments enables us to source inspiration and expertise from a cross-industry and global range of case studies. Our digital delivery capabilities are deeply connected and collaborative, we share knowledge when things go well, as well as when they don't, and we continually enrich our offering by ensuring good ideas get the attention they deserve.

Deloitte has made a long-term investment in building its HR Cloud Technology capabilities in Oracle, Workday, SAP, SuccessFactors and ServiceNow and has over 11,000 certified and specially trained HR Cloud Technology practitioners deployed throughout the global network of member firms. We have assisted numerous organisations with their HR Cloud Transformation Solutions in a broad range of industries, many with large employee populations and global operations. Our work spans more than 600 deployments over 5 continents with over 60 hubs around the world. (SAP/SuccessFactors 175, Workday 350+, Oracle 200+, ServiceNow 100+)

Deloitte shares a strong relationship with the HR Cloud vendors – Workday has recognised Deloitte as its Global Alliance Partner for more than 10 years, Oracle has recognised Deloitte as its 'UK & Ireland HCM Partner of the Year' for three years in a row, Deloitte has been awarded multiple SAP Partner Excellence and Pinnacle awards since 2018, and Deloitte has held the status of ServiceNow's Global Strategic Partner (their highest level of partnership) for 6+ years.

Deloitte leverages its understanding of a business-driven HR approach, global reach, functional depth and SaaS experience to accelerate both the business value associated with HR transformation, as well as process and technology cost saving through change and business strategy, assessment, planning and business case development to complete HCM/ERP implementations across numerous industries.

Services that we deliver include:

1. **Programme / project delivery management and governance (agile / traditional methodologies):** Leading the rapid formation, mobilisation and ongoing management of large work programmes, applying proven methods and tools including AI accelerators to ensure strong governance, structure and risk management assured through regular progress reporting.
2. **Design: Architecture definition, vendor assessment and master data management strategy:** Next generation digital service relies on powerful, connected and scalable systems and is underpinned by robust master data management policy. This activity identifies the capabilities required, the technology products that will meet your needs and then defines the roadmap toward the target systems and information architecture.
3. **Design: Business analysis, requirement definition and Customer/User Experience (UX) design:** Our team of apps practitioners capture, refine and develop requirements with the help of our creative user experience design teams. The design of the solution is done through prototyping user journeys, using personas and keeping customer/user experience at the heart of the solution. The team ensure that the voice of the customer is captured (for example through focus groups) and that the customer's real needs are reflected in the solution design.
4. **Delivery: Development and integration (all modules and technical packages):** Specialist development and solution implementation services to augment existing teams or take full ownership of technical delivery.
5. **Delivery: Testing and quality assurance (including test automation):** Test specialists will implement a robust, quality assured model for efficient testing and defect management. For larger programmes the

teams can also offer test automation services where applicable to enable rapid, repeatable and highly efficient validation of thousands of business-critical tests on demand.

6. **Delivery: Data cleansing, transformation and migration:** Data specialists will ensure the effective management of business information as new systems and capabilities are introduced. In practice this means information is understood, cleansed, remodelled and transformed to fit new structures and loaded into new working environments ready for use, all whilst ensuring no disruption to operational activity.
7. **Launch and service introduction (including training, change management, systems support):** Change management specialists will ensure support teams are prepared for new services with defined service levels, that users have been briefed and (where applicable) trained to use new systems and communications plans are in place. Close monitoring once live will ensure any teething issues are identified and managed with appropriate priority and that the ongoing usage and benefit of changes is monitored.
8. **Application Management and Support** – We provide application management support services to ensure the smooth day to day running of applications. The team will flex with your day-to-day operation's needs, ensuring necessary upgrades and enhancements are implemented with the view to adopt further improvements and embed new processes. Additionally, our advisory teams can provide business support and insight in adopting the latest HR trends and support you in your journey towards modernising your people organisation.
9. **Payroll Migration to the Cloud** - We provide a specialised service to migrate payroll solutions to the cloud, enhancing efficiency, scalability, and data security for our clients. Through this service, we streamline operations, help reduce infrastructure costs and ensure compliance with evolving regulations. Our aim is to provide a more robust and flexible cloud-based payroll system, empowering organisations with greater agility and control over their payroll processes.

Deloitte's HR Strategy and Technology practices focus on the effective use of information systems and communications to support corporate strategy and to enhance organisational performance. Whilst we maintain alliances with a wide range of vendors, we remain independent of any individual supplier of hardware or software. We are therefore able to provide independent advice to our clients.

Services for the public sector include the definition of technology and application requirements, analytics, architecture design, shaping technology change programmes, design and build of solutions, management information systems, dynamic data storage architectures and records management, support for complex technology, network and call centre design, infrastructure and data centre design, and sustainable (green) IT. Deloitte are equipped to offer a holistic approach to HR transformation that go well beyond a technology implementation.

Social Value and sustainability are core to Deloitte's values, ways of working and delivering for our clients. We look for ways in which every engagement and service we provide creates a lasting, positive impact for society and the environment.

3 Detailed Service Description

Our Approach

As transaction volumes grow within public sector, HR organisations often struggle to sustain excellent service within the constraints of limited budget and increasing demands from the business. Even executing the basics becomes challenging — leaving few resources available for maintaining operations and improving effectiveness, much less delivering on strategies that add true business value such as talent development and retention; revenue growth; and operational excellence.

Deloitte recognises that Cloud technology is fast becoming the preferred path to greater business agility, improved customer satisfaction, enhanced productivity, more efficient operations, better talent retention—and generally, enables organisations to achieve more, faster and with less resources. We also understand that Cloud has a prominent place in the agendas for public sector.

To that effect, we have made significant investments in our HR Cloud capabilities as well as forged strong partnerships with major HR Cloud vendors. Our business-driven HR approach, global reach, functional depth and SaaS experience puts us in a strong position to help organisations accelerate the business value associated with HR transformations through strategy, assessment, planning and business case development to complete HCM/ERP implementations across numerous industries.

There is also an increasing focus from Cloud Software as a Service (SaaS) providers on building out Sovereign Cloud offerings to meet the public sectors needs for UK hosted data and cyber security. As a leading Partner with all major Cloud SaaS providers, Deloitte is uniquely positioned to help you understand providers that best meet your hosting and cyber security needs.

Inputs

Forrester believes that consultants with equal business and technology acumen are best positioned to assist businesses through the challenges of technology transformation. Our approach strongly reflects this view. We have delivered many technology implementations across central and local government and the third sector. Importantly, we understand what it really takes to make technology projects successful, delivering lasting change and value to the business. Today's public sector organisations must embrace significant transformation to become 'Digital by Default'. In addition to the need for digital capabilities, this represents an equal if not greater organisational and cultural transformation, which involves developing employee skills and capabilities, and the adoption of new attitudes and principles. We bake all these ingredients into our engagement and delivery approach, ensuring organisational and cultural needs are reflected and addressed within transformation plans.

In addition to our own AI innovations and accelerators, our people, are experts in the native AI capabilities of Cloud SaaS products and can advise on how best these AI capabilities can meet your organisational needs to enhance the employee and manager experience but also to ensure HR can do more with less through driving greater self-adoption, automation through Generative AI capabilities and driving deeper insights and analytics.

Our approach will initially establish which services are needed based on the scale and nature of change required and the extent to which existing client capabilities and experts can form part of a joint delivery team.

Our methods

Deloitte has a comprehensive approach towards implementing, expanding and supporting technology – Ascend is our single, globally implemented platform designed to standardise and modernise how we deliver work by embedding GenAI at the core of our services. The platform serves as a centralised hub that encompasses for suites: Advise, Engineering & Analytics, Operate and Package Technology implementation.

Ascend for Advise consolidates good practice methods, accelerators, artifacts, and content to help advise on efficient solutioning for our clients.

Ascend for Engineering & Analytics is designed to align with engineering work and Deloitte's expertise in areas such as Cloud Migration, Modernisation and Generative AI enabled software engineering, by bringing together our key engineering assets and tools in one place.

Ascend for Operate is Deloitte's Generative AI powered service delivery platform designed to transform operations delivery across the project lifecycle – from solution design through sustainment. By integrating automation, AI and proven delivery methodologies, it helps to enable faster, standardised, and more insightful delivery of Operate engagements.

Ascend for Package Technology provides an integrated suite of intelligent automation tools, Generative AI accelerators and proprietary Deloitte assets infused with our industry leading, good practice solutions to customise and accelerate our clients' transformation journey from discovery to deployment.

As a leading system implementation partner, we bring a defined methodology, yet we are also willing to flex our approach to our client and project demands. We will work with you to understand how to tailor our approach accordingly.

Ascend is our recommended approach for many digital projects. It embodies an iterative approach to software development emphasising flexibility, customer involvement, and rapid delivery of prioritised functionality. It provides a robust collection of work products and guidance, including deliverable templates, sample deliverables, and accelerators organised by project phase and discipline. Our Ascend method is based on Scrum and the combined experience and industry-leading practices accumulated from Deloitte's work on agile projects. It includes the tasks needed to develop the product and sprint backlogs, and to manage the project through quick iterations (called sprint cycles). Because Agile provides greater transparency and visibility to project progress, it demands greater discipline than traditional approaches. Deloitte's Ascend methodology builds-in the rigour required to adapt to changing business needs and technologies while delivering projects quickly.

We work with our clients to determine an appropriate method for each project, considering factors such as clarity of requirements, maturity of the technology, readiness to adopt agile practices and organisational culture. In recent years, an increasing number of our services have required agile delivery. We have developed expertise in helping clients make a gradual move towards this alternative approach, which requires some fundamental changes in mind-set, policies and ways of working. However, our services allow for clients to influence the mix of traditional versus agile implementation methods which their organisation is prepared to adopt. We are also adept at helping public sector clients to manoeuvre through the restrictions that their legacy systems landscape and supplier arrangements may place upon them.

Your Contribution

The following factors are critical to the success of these services:

- The design of the new digital capability must be aligned to a well-defined and agreed digital strategy for service delivery;
- The voice and views of system users and customers must be captured during the design stage. User Experience techniques are vital;
- The target outcomes that will constitute project success, as well as the methods through which they will be measured, must be clear from the outset, and corresponding business and technology baselines must be captured prior to capability launch, forming the yardstick from which success can be measured;
- The design must have input from experts who understand options for digital service delivery and the “art of the possible”, as well as input from experts familiar with the proposed project delivery methodology (agile/waterfall);
- The project delivery team must incorporate strong governance and clear accountability;

- Access to organisational subject matter experts is critical to ensuring progress is not delayed by lack of access to available information and that the delivery team can operate at optimal speed;
- Any target operating model changes linked to digital capabilities must be defined and ratified prior to development;
- Stakeholders must buy-in to the design and also understand the processes and timescales for developing the digital capability to its full strength to ensure expectations are realistic;
- Estimated project effort input during detailed planning must be provided by the people who are skilled in each contributing discipline, and not 'made to fit the timeline';
- There will always be more requirements. The relative priority of project deliverables must be clear and maintained from the outset to support delivery planning and enable quick, informed responses if technical challenges arise;
- The post-launch model for systems and user community support must be defined prior to launch;
- Any ongoing license or systems operational cost must be understood and owned within the organisation;
- Controlled systems development, testing and training environments must be available and closely maintained to support project delivery activities.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work



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