

## Bourton Group LLP - CONSULTING EXCELLENCE

Bourton Group LLP confirm its ongoing commitment to the Consulting Excellence principles; principles that have been mapped against our Quality Management System to ensure that we maintain compliance. The MCA Consulting Excellence logo is incorporated into our brand, featured on our website and other digital channels, including but not limited to social media marketing.

We submit our declaration to the MCA below.

### Ethical Behaviour

1. Bourton Group adopts and demonstrates the ethical values of Consulting Excellence in the management of our business. We have policies that cover equality, diversity, and sustainability. Whilst we believe that we have a diverse workforce, we strive to maintain that diversity through our recruitment and development policies. We are committed to developing and utilising the diverse range of talents and energies of all our people. We respect our colleagues, associates and all people who are touched by our organisation without regard to their differences or similarities. Our actions and behaviours demonstrate and confirm our respect for each other and each other's contributions. Our differences and similarities include but are not limited to:
  - Gender, age, and experience
  - Culture (individual, group and global)
  - Economic status, education, and training
  - Position in company, job role and responsibilities
  - Lifestyle, including marital or family status
  - Personal style and preferences
  - Physical and mental abilities
  - Sexual orientation, race, nationality, and ethnicity
  - Religion, beliefs, thoughts, and perspectives
2. To reinforce this commitment in our daily work, all company activities, policies, practices, and procedures are carried out in accordance with this policy. Each colleague is personally responsible and accountable for ensuring that their actions and behaviours reflect this policy in all aspects of the business. Senior Partners are responsible for ensuring that the organisation and its representatives adhere to the principles and values of Consulting Excellence.
3. We are committed to minimising the impact of our activities on the environment by continually reviewing and improving its practices and procedures including in the procurement of materials and the reduction – or recycling - of waste. We actively support renewable energy initiatives, the use of green or renewable materials and are conscious of the negative impact that our business may have on the environment generally. We aim to reduce any negative impact and to make a positive contribution to sustainable development by meeting or exceeding environmental legislation and other requirements that relate to the Partnership.
4. The fulfilment of this commitment is the responsibility of all our colleagues and active engagement through feedback and suggestions is encouraged. We also invite any comments or suggestions from our clients so that we may meet our objectives more effectively.



Your Business. Better.



5. As a long-standing member of the MCA and its subgroups such as the SME Group, we positively contribute, where appropriate, with other firms and with non-MCA members to promote the consulting profession and support public interest.
6. Bourton Group encourages all staff members to engage in charitable and socially responsible activities. Staff members are given time to participate and contribute to voluntary activities. Individual charitable fundraising is supported, and Bourton Group raises money for a nominated charity each year.
7. We conduct our business ethically, managing potential conflicts of interest proactively and in an open and honest manner. Our aim is to put clients' needs first and as such we will only engage with them when we can add real value to their business or organisation. Monthly management meetings review client relationships, our Net Promoter Score and any potential issues that might arise.
8. Our partnership agreement is explicit about client and commercial confidentiality and as such is a binding 'contract' within our 'terms and conditions' of being a partner in the practice.
9. We adopt a standard confidentiality agreement with our clients although where required, we will agree to specific confidentiality and non-disclosure agreements with clients at project initiation. All information and material supplied by clients is kept secure and returned to clients or disposed of in accordance with their instructions. Only staff that have a direct involvement with the client will have access to such information. Our ISO 9001 Quality Management System ensures adherence to this policy.
10. Colleague annual appraisals and regular 1-1 sessions monitor client feedback. This has been developed to include perception of standards and personal conduct. We are also operating a pattern of interim 1-1 sessions where project commitments allow and are aiming to systemise this more with a recurring 6 – 8-week cycle.
11. We fully support the values embedded in Consulting Excellence and encourage our colleagues to demonstrate these in their client and colleague engagement.
12. Our culture fosters collegiate team working and we do not allocate staff to assignments that would

conflict with their own ethical beliefs or have cause undue stress on their lives outside work. We have documented and adopted grievance procedures that allows for colleagues to raise aspects of ethical behaviour that may conflict with their personal values.



## Client Service & Value

13. Bourton Group's Vision is very clearly defined and understood by the business.



### Vision

It's our aim to be the group that organisations turn to, when they want to make their business better.

14. We have set out our mission.



### Mission

Through deep understanding, we will collaborate with clients and colleagues to create improvements that become culture.

15. Bourton Group's Values are to:

- *Understand*
  - *Client:* We will look harder and listen more intently than our peers to understand our client's unique business problems
  - *Colleagues:* When we understand our colleagues and their goals, we can work together to achieve them.

- *Collaborate*
  - *Client: We will work together with our clients and their colleagues to make their business better.*
  - *Colleague: We understand that everyone here has a key role to play in our success. And we all have a key role to play in their success*
- *Improve*
  - *Client: We will help businesses to improve, and we will help them to make those improvements last.*
  - *Colleague: We will help everyone we work with to grow and develop as an individual*

16. We continually enhance our 'Bourton Ways of Working' encompassing:

- How we develop our relationships with clients and win work
- How we scope and manage work for our clients
- How we ensure consistent and common approaches to client projects

17. These approaches follow our consulting model that builds operational performance improvement by ensuring that client projects are well defined, and that appropriate methods and solutions are sought to improve client business performance.

See <http://www.bourton.co.uk/our-approach/>

18. These standard ways of working are introduced to staff at initial induction and emphasised at appraisals and reinforced at Staff Away Days. The ways of working form part of our Quality Management System that is currently accredited by ISO 9001.

## Professional Development

19. Our current approach to induction and professional development is embedded in our ISO 9001 Quality Management System.

20. Upon joining Bourton Group, a programme of induction is developed that ensures our new team members are cognisant of our Ways of Working. Dependent upon their knowledge and experience, each consultant then spends an appropriate amount of time shadowing partners and senior consultants on client projects. The induction process concludes with 1-1 discussion with a

Partner where 360-degree feedback is discussed and plans made for continued professional development.

21. In terms of ongoing development each Bourton consultant is required to carry out a self-assessment against a bespoke framework utilising competence originally identified in the 'ChMC' framework and Bourton Group specific elements such as technical competence and sector knowledge. This assessment is then used along with 360-degree feedback to agree professional development.

22. We aim to promote the Chartered Management Consultant framework for our ongoing staff development. This will be reviewed as the ChMC roll out develops and consultants will be given the opportunity to commit to achieving that status should it be deemed appropriate for both them and the business.

23. All our staff hold relevant educational and technical qualifications to enrich our type of consulting. These include but are not restricted to:

- Honours Degrees in Industrial Management, Mechanical Engineering, Manufacturing Engineering, Engineering Science, Business Studies, Mathematics and Statistics, and Human Resources
- Masters in Engineering, Statistics, Business Administration
- PhDs in Engineering and High Energy Particle Physics
- Lean Sigma Black Belt and Master Black Belt
- Six Sigma Black Belt and Master Black Belt
- Advanced Certificate in Executive Performance Coaching
- Advanced Professional Certificate in Mentoring

24. Individuals hold professional membership of relevant bodies such as:

CIPD	IOD	Lean Construction
ACCA	MIMgt	Institute

25. At all times we treat our colleagues with respect, ensuring a professional approach to their engagement within the business.



Our organisational values clearly recognise the commitment that we make to our colleagues and include:

- When we understand our colleagues and their goals, we can work together to achieve them.
  - We understand that everyone has a key role to play in our success. And we have a key role to play in their success.
  - We will help everyone we work with to grow and develop as an individual.
26. We actively encourage all colleagues to grow their professional networks and participate in professional bodies to further their development and that of the business.
27. We recognise that consulting is a demanding role, and the challenge of maintaining a work life balance is one that we take very seriously. However, as work life balance is a very individual thing, we adopt a pragmatic approach. We accept that individual circumstances alter peoples working situations and aim to adopt a flexible approach to their engagement with us. As such we adopt flexibility to working hours and part time roles to reflect family or personal circumstances. We also adopt a pre- and post-retirement policy that can ensure a tapering of activity and responsibilities if the individual wishes.

### Commitment to Equality, Diversity, and Inclusion

28. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients. We are committed to diversity and inclusion within our workplace and workforce.

Our Diversity Policy within our ISO 9001 QMS states that we are committed to developing and utilising the diverse talents and energies of all our employees and associates.

29. We respect our employees and all people throughout the world who are touched by our company without regard to their differences or similarities. Our actions and behaviours demonstrate and confirm our respect for each other and each other's contributions.
30. To reinforce this commitment in our daily work, all company activities, policies, practices, and procedures are carried out in accordance with this policy and reviewed accordingly. Each employee is personally responsible and accountable for ensuring that their actions and behaviours reflect this policy in all aspects of the business.
31. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected, and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the consulting industry.
32. We continuously work to improve our progress on diversity and inclusion, implementing best practice and monitoring the diversity of our workforce over time. This includes collecting data to assess the effectiveness of our D&I policies and fully participating in the MCA annual report.