

A UK Consulting Excellence Firm



IBM Global Business Services is fully committed in our support for the objectives of the Consulting Excellence initiative, championed by the Management Consultancy Association (MCA). As a UK Consulting Excellence organisation within the MCA initiative, we are proud to evidence our compliance with the principles underpinning the scheme.

IBM is a committed member of the MCA, who's mission is to promote the value of management consultancy for the economy, and for society as a whole. MCA members represent a majority of all UK consulting service providers, supporting over 90% of the top FTSE 100 companies, and organisations throughout the public sector. Consulting firms in the UK are considered among the best in the world, and a vital part of the domestic and global business landscape.

To achieve its mission, the MCA is focused on delivering value to members through three key objectives:

- **Being the voice of the industry**
- **Promoting a credible and professional industry**
- **Creating better engagement with and between members**

This aligns fully with IBM's own Values, which form the basis of every IBMers commitment to our clients:

Dedication to every client's success.

IBMers...

- are passionate about building strong, long-lasting client relationships. This dedication spurs us to go "above and beyond" on our client's behalf.
- are focused on outcomes. We sell products, services and solutions to help our clients succeed, however they measure success.
- demonstrate this personal dedication to every client, from the largest corporation and government agency to the smallest organization.
- no matter where they work, have a role in client success. It requires the full spectrum of IBM expertise.

Innovation that matters - for our company and for the world.

IBMers...

- are forward thinkers. We believe that the application of intelligence, reason and science can improve business, society and the human condition.
- love grand challenges, as well as everyday improvements. Whatever the problem or the context, every IBMer seeks ways to tackle it creatively — to be an innovator.
- strive to be first — in technology, in business, in responsible policy.
- take informed risks and champion new (sometimes unpopular) ideas.

Trust and personal responsibility in all relationships.

IBMers...

- actively build relationships with all the constituencies of our business — including clients, partners, communities, investors and fellow IBMers.
- build trust by listening, following through and keeping their word.
- rely on our colleagues to do the right thing.
- preserve trust even when formal relationships end

Chartered Management Consultancy Qualification

In October 2019, IBM Global Business Services in the UK became one of the first consulting practices to have this consulting training and development programme Accredited as meeting the demanding requirements of the new Chartered Management Consultant award as the highest professional recognition for consultants.

MCA Consulting Excellence Principles

Ethical Behaviours



Our commitment to Corporate Social Responsibility

IBM pursues the highest standards of corporate responsibility in all we do — supporting and empowering employees, working with clients and suppliers, and governing our company:

- We are dedicated to the success of all IBMers worldwide, through an inclusive workplace experience that supports their growth and well-being.
- Social and environmental responsibility is an important part of our relationships with suppliers worldwide
- IBM has a culture based on ethics and integrity, guided by a rigorous system of corporate governance.
- We are leaders in environmental responsibility, both in how we manage our own operations and in the solutions that we develop to address sustainability challenges for our clients across the world. Find out more [here](#).



We conduct our business ethically.

IBM's corporate culture is deeply rooted in a learning environment based on ethics and integrity, guided by our values and a rigorous system of corporate governance for how we conduct business and manage risk. Every IBMer carries out Business Conduct Guidelines training yearly, please find [here](#).

- IBM's Trust & Compliance Office provides centralized and independent oversight of IBM's ethics and compliance programs. Find out more here
- A global team of compliance professionals support our employees to ensure that IBM Consultants conduct our business with integrity and in compliance with legal and regulatory requirements everywhere the company does business.



We foster an ethical culture.

IBM fosters a highly ethical culture through its Business Conduct Guidelines Programme - an active code of business conduct and ethics for all IBM employees world-wide. The programme is centred around our core IBM values, which guide employees in everything they do:

- Dedication to every client's success;
- Innovation that matters—for our company and for the world;
- Trust and personal responsibility in all relationships.

Client Service and Value



We provide excellent consulting services which deliver the outcomes clients seek and need



We are transparent with clients and respond to their concerns



We always strive to improve the value we can deliver to our clients

IBM's mission for our Global Business (Consulting) services is to create economic value for our clients, and for our shareholders, through a unique combination of deep business insight, innovative solutions and global capability; which enables our clients to capitalise on market and technology shifts and gives the opportunity for our Consultants to grow and prosper.

Our Global Business Services **117 keys to Success framework**™¹¹ and tools are used to underpin every IBM Consulting engagement. Developed from analysis of our extensive global project experience, it provides a proven, transparent, visible and rigorous approach for governing risk and assessing projects and outcomes together with our clients.

IBM invests heavily in R&D topics as varied as behavioural, health, environmental and plant science as well as technology. We conduct ongoing research amongst business leaders worldwide through the **IBM Institute of Business Value**™ business innovations and success patterns; these enable us to provide leading edge thought leadership and benchmarking across industries, business functions and technologies for our clients. Our biennial face-to-face C-Suite surveys generate valuable insights for our consulting clients and wider audiences. Find out more [here](#).

Professional Development



We undertake training and professional development planning each year

IBM has innovated our annual professional development approach with "Checkpoint" - a framework that promotes active professional development throughout the year, underpinned by digitally enabled coach, peer and client feedback. IBM's comprehensive Career Smart framework underpins all our professional development activity; covering deep industry expertise to market and solution knowledge, and Consulting and people skills. Our Open Badges programme, using digital credentials shareable on social media provide IBMers with visible professional recognition for the skills our clients and IBM most value.



We promote strong core consulting capabilities and specialisms in our consultants and teams

IBM's award winning Consulting by Degrees" programme for consulting professionals entering Global Business Services has been further enhanced through the launch of our IBM Services Associates Programme. As an Associate, our early professionals experience our visions; promoting development focused on preparing consultants for a demanding and successful future. Please find the link to find out more [here](#). Our Think 40 activities encourage continuous and frequent learning enabled by our "Lighthouse" tool, which continuously iterates and refreshes learning paths with the very latest professional learning and thought leadership content.



We support our employees' career progression, professional development and welfare

IBM Consultants have personal Career Coaches whose role is to provide individual support and professional career and development coaching. IBMers also have access to a wealth of self-service and centrally supported advisory resources and confidential channels for Career, Health and Welfare support. Our ability to serve clients and communities depends on our employees well-being. This vision is guided by five mission statements;

- Provide safe and healthy work environments.
- Improve the overall health of our employees.
- Design health benefits and health promotion programs to improve access, increase quality, reduce costs and drive innovation.
- Support business continuity and results.
- Address local and global health priorities.
- statements.

Please find out more [here](#).

Diversity and Inclusion



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 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 industry.



We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report

IBM is proud of its 100+ years legacy in creating an inclusive workplace and world - grateful for the work and actions of hundreds of thousands of IBMers who led us to where we are today.

At IBM, we take seriously our responsibility to ensure meaningful action. We aim to turn the tide through a modern-day agenda focused on education, skills, and jobs to create opportunity for diverse groups around the world. Sustained progress starts by understanding and acknowledging economic inequality.

IBM is committed to further progress particularly with regard to:

Advocacy:

IBM works to drive systemic change that creates opportunity for diverse communities.

Allyship:

IBM provides training and support to help every IBMer be an upstander through inclusive behaviors.

Leadership action and accountability are critical to fostering an inclusive culture at IBM. Diversity is a business imperative, core to the company's culture, supported by formalized goals and measuring progress through:

Employee Experience:

IBM champions all diverse communities of IBMers and supports every employee to thrive and bring their authentic selves to work

Accountability:

IBM harnesses data transparency and AI to enable accountability, action and outcomes for increased diversity representation and inclusion at every level of our company.

Creating equality through skills and jobs:

For more than five years, IBM has worked to create more equitable pathways for people to acquire tech skills to secure family-sustaining jobs. As we have created programs to support a "skills over degrees" approach, we have seen their potential for enabling corporations to address two key challenges of our time:

- Closing economic divides that exist around the world based on race, antiquated class systems, prejudice, and more
- Bringing millions of women back into the global workforce in the wake of the pandemic

At IBM, diversity is a business imperative, core to the company's culture, supported by formalized goals and measurable progress.

Accountability is critical to fostering a diverse and inclusive company.

Our senior executives are held accountable

for improvement in the career progression and

representation of each underrepresented minority group and women.

Compensation for our C-suite

and all IBM executives is

calculated in part based on their organization's progress in

improving diversity

for women and

underrepresented minorities.

Consistent with IBM's legacy of welcoming and supporting a

diverse and inclusive

workforce, the Board of

Directors has adopted a policy

committing the Company to

publish a report annually

assessing the Company's

diversity, equity and inclusion

efforts and programs. Further,

in the spirit of enhanced

transparency, IBM has

committed to publish EEO-1

data in 2022

"I fundamentally believe that as we continue to uphold the values of diversity, inclusion, and equity, we will make IBM a better and stronger company."

Arvind Krishna

Chairman and Chief Executive Officer,

IBM

[Link to D&I report](#)