



Propaganda's Commitment to Consulting Excellence

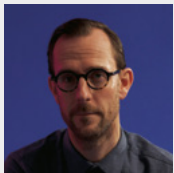
Consulting Excellence Declaration

Since being accepted into the MCA as the organisation's first brand consultancy, we have fully supported their values and policies. Propaganda is unreservedly dedicated to the MCA Consulting Excellence initiative. Having already found synergies between the initiative and our own standards, we are confident that we have full compliance with the initiative.

Our Comment

“Our MCA accreditation is vitally important to the work we do and helps prove our value to clients. When we joined, we were in the unique position of being the first creative consultancy to be granted membership. Our commitment is borne out by our record in the MCA Awards, which has seen us recognised on multiple occasions for the fantastic results we deliver, year after year.

We see our accreditation as a badge of honour which sets us apart in our sector and is ultimately something our clients truly value. We are committed to delivering work that gives our clients the courage to strive for growth and success”



Tom Fowler - MCA Accredited Member Firm
Consulting Director



Ethical Behaviour

Propaganda is dedicated to promoting ethical behaviour. We are strong believers in the importance of equality, morality, and ethics in the workplace. This is reflected in the way that we recruit our employees, communicate with clients, and conduct ourselves as a business. This belief drives Propaganda's Purpose to "Make it matter" – both societally and commercially – on the briefs we work on.

Our ethical policies promote:

- **Wellbeing**
We have policies in place covering work related stress, monitoring any wellbeing issues in our employees and offer any support and information we can in order to aid the health and emotions of our employees. We are committed to following the ACAS framework for positive mental health at work and offer Sovereign Healthcare – a private healthcare, wellbeing and counselling service to all employees.
- **Confidentiality**
All employees are forbidden from sharing any confidential business information to third parties, and any breach will result in disciplinary action. We have embraced the General Data Protection Regulation (GDPR) and continue to ensure that all data, whether client, supplier or staff, is protected in accordance with the updated regulations.

- **Security**
We support our employees in maintaining their personal security both on our premises and off. We have guidance on how our staff can keep themselves, their property and important documentation secure.
- **Fair Trade**
Where possible, we use and promote fair trade products and ensure that our staff enjoy the protection of labour laws. We fully support the Universal Declaration of Human Rights and the UN Global Compact. We do not work with any organisation which manufactures or transfers any items associated with the violation of human rights and have a strong stance against animal testing.
- **Societal contribution**
In addition to regular holiday, Propaganda employees can take two paid days off a year to volunteer for a charity, community group, or cause of their choice.

And reject:

- **Bullying and harassment in the workplace**
Bullying and harassment negatively affects personal confidence and mental health, and irreparably damages company reputation. We consider bullying and harassment to be

disciplinary offences.

- **Malpractice**
As a consultancy, we have a duty to our clients and have policies in place which protect the privacy, reputation, and wellbeing of those we work alongside.

Sustainability

Where possible, we use products from renewable, sustainable sources and try to avoid the use of environmentally damaging chemicals. We reuse and recycle as much as we can and ensure that all our employees use energy efficiently.

Commitment to diversity and inclusion

At Propaganda, the success of our work depends on our ability to outthink, not outspend, our client's competition. It's a mindset that requires creativity, lateral thinking, empathy and confidence to express views and opinions without judgement, and teamwork. Without dedicating ourselves to fostering a diverse workforce, we wouldn't be able to deliver this promise to our clients.

We pride ourselves on being unconventional. Celebrating difference and individuality is deeply ingrained into our culture. What's more, we believe that by creating a diverse workforce, we also gain access to a wider range of personalities with differing strengths, skills, and worldviews to deploy on client briefs, as appropriate. We ensure that this culture is supported from the bottom up by appointing a cross-business Propaganda Purpose team with a remit to champion and drive our ethically minded ethos.

As such we commit ourselves to several policies that promote diversity and inclusion:

- **Equal opportunities**
In line with the 2010 Equality Act, Propaganda is committed to providing equal opportunities and ensuring that no employees, or prospective employees, are discriminated against, whether directly, indirectly, or associatively.

- **Non-discrimination**
To maintain a positive and pleasant working environment, we have a zero-tolerance stance on discrimination. And to prevent the victimisation of any of our employees, or clients, we consider this kind of behaviour to be disciplinary offences.
- **Family-friendly flexible working**
We maintain a flexible working policy that enables parents and guardians to manage their working patterns around family life. Currently 28% of our staff work part time.
- **Age positivity**
Propaganda promotes and values the experience that age brings to our business. We do not see age as a hindrance to value. In fact, we celebrate it. Through a close relationship with one of our clients, Gen M, we are also founding signatories to a first-of-its-kind movement committed to making the menopause a more positive experience for everyone.
- **Nurturing talent**
As part of our local outreach programme we work closely with local colleges and universities and provide work experience opportunities to the talent of tomorrow.

We ensure that all our employees are fully aware of the standards of behaviour, respect and responsibility that are expected of them, which also comply with the MCA's Consulting Excellence initiative.

Propaganda employs an HR Manager to ensure that we comply with current employment law and relevant policies and procedures, whilst also guaranteeing that the review process is maintained for all staff and that the policies are adhered to.

Client Service and Value

At Propaganda, we operate under a unique client-focused process. We always put knowledge before assumption and ensure that at every stage of the consultancy process, in-depth research and industry insight takes place to make sure that all work is well informed and creates client value.

We have several processes suited to different client briefs – from sector turnaround, to exit – of which Discovery™ is our foremost consultancy service.

Discovery™ delivers complete confidence for businesses looking to move the dial but requiring buy-in from multiple audiences, internal and external, to realise it. The in-depth, objective process allows us to fully understand a business' brand proposition, canvass the opinions of a wide range of stakeholders, analyse the market and competitive landscape, and arrive at a concise set of brand recommendations that drive action as well as perception.

We have other processes that are adaptable to a client's business problem, ambition, or timeframe. These include Brand Due Dilligence, a process designed to give prospective buyers of businesses an informed opinion on brand strength and potential. And Brand Health, a process that allows us to paint a topical picture of a business's wellbeing, whilst also allowing us to test client hypotheses or new propositions with stakeholders.

Through our extensive research, strategy, and implementation work with our clients, we have totally transformed businesses.

Start Ups

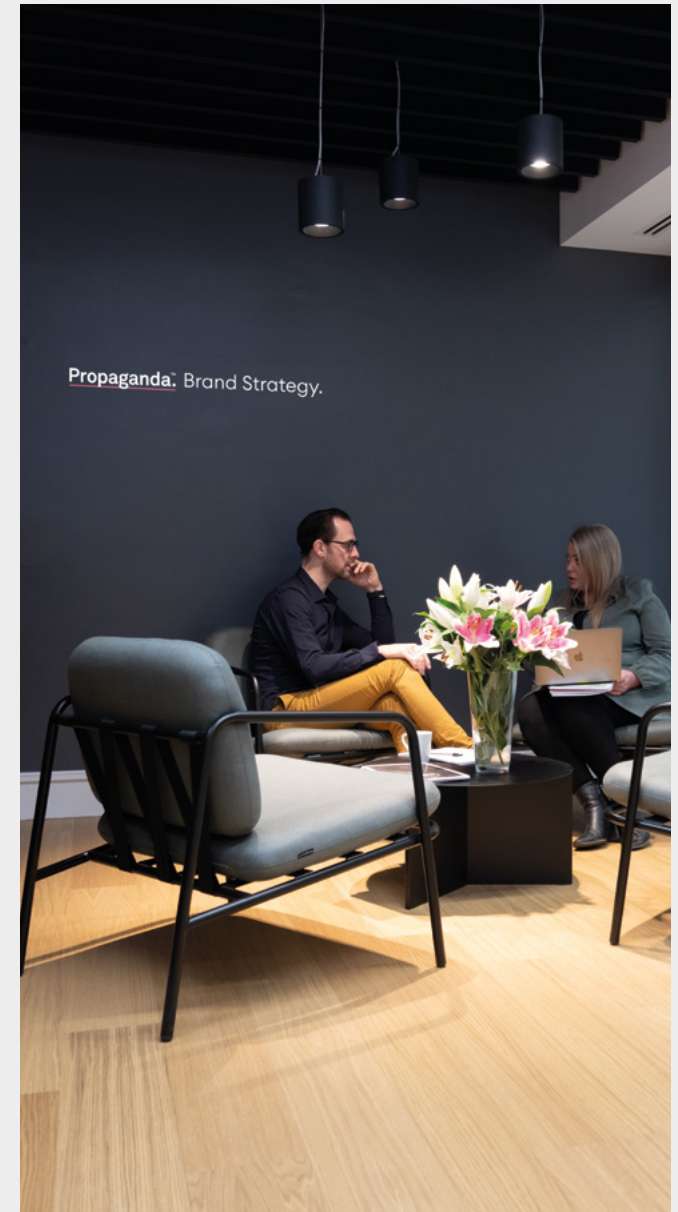
We have launched globally successful brands such as ghd, and we've also built our own. We created, launched, grew, and finally exited the brand Illamasqua out of a desire to challenge the big-name brands dominating the cosmetics industry, and encourage self-expression and individuality. Illamasqua was successfully sold to The Hut Group for £23m.

Growth

We are integral to our clients' growth and our model favours long-term relationships. For example, we have driven the brand perceptions of industry leaders such as Clipper for over 15 years, on their journey from £150m regional logistics player to national brand, via IPO and eventual exit at £965m.

Exit

We've built brands for exit for a range of management teams, from owner-founders to private equity investment firms. Our work for BSW Group was an MCA award-winning project in the Strategy category.



Professional Development

Propaganda have a dedicated 'People' team to empower key individuals to contribute to progression of the Propaganda business, deepen staff engagement and build their skill set and management experience via:

- Improving the basic package to ensure we are an attractive employer
- Improving communications within the business
- Managing staff communications
- Refining our education and training offer

At Propaganda, we understand the importance of nurturing talent and helping our employees to progress professionally in any way that we can. From the very beginning of employment, we provide our staff with the information they need to know where and how their career can progress. This initially takes the form of a career progression document, listing how duties and expectations change as they gain more responsibility, and providing them with a roadmap towards progression.

We provide our staff with areas of improvement and feedback so that they know where their strengths lie, and where they have potential for development. During our regular review process, we give our staff the opportunity to tell us what they want to achieve and where they want their career to go.

We then evaluate that against their current duties and performance, working together to enable them to achieve their potential and reach their goals.

We are also committed to delivering training relevant to an employee's own responsibilities and interests by encouraging our workforce to take the lead in informing us what training they would like to embark upon.

