



Consulting Excellence Declaration

Management Consultancies Association





About Moorhouse: Consulting Done Differently

We deliver imaginative, practical and sustainable end-to-end transformation solutions for clients across the private and public sector. We're careful listeners, dynamic do-ers and ever-alert to complex challenges.

We have a powerful sustainability and social value agenda and are consistently recognised as one of the Financial Times' Leading Management Consultancies. We have our own talented team of 300 people and as part of [Expleo](#), access to the experience and expertise of another 19,000 people worldwide.



The Value of the Framework

“

The Moorhouse values are simple yet powerful and are the foundations of our business and the way we work. Our commitment to BCorp and the wider responsible business agenda brings us further in line with the MCA. We welcome the MCA's Declaration and are committed to driving standards of excellence through the industry.

Richard Brackstone

Moorhouse Managing Partner – MCA Board





The Thirteen Core Principles



Ethical Behaviour

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:

01 We are responsible and good citizens.

02 We conduct our business ethically.

03 We foster an ethical culture.

Moorhouse Values



Integrity and accountability: We do what we say and do it well



Sense of humour and perspective: We take our work seriously but not ourselves



Collaboration: We achieve more together than apart



Courage: We step forward and drive progress

Our values are fundamental to us. At the heart of our values is integrity and accountability: We do what we say and do it well. Furthermore, our B Corp certification underlines the unwavering dedication we have made to drive positive societal and environmental change, while maintaining the highest standards of business excellence.

We promote an ethical culture

Our Responsible Business team, made up of people from across the business, meets regularly to ensure our values and B Corp principles & pillars are upheld through a programme of initiatives. We believe that by contributing to the long-term wellbeing and resilience of individuals, communities, and society, we are adding social value and upholding our commitment to promoting an ethical culture.

We ensure independence and objectivity

We are independent, with no affiliations that could restrict our objectivity; we are always focused on delivering the right outcome for the client. We provide impartial advice and work collaboratively with other service providers. Our main focus is our clients' success.

We focus on being a pioneer in Responsible Business

As a certified B Corp, Moorhouse now stands among a select group of companies that prioritises purpose alongside profit. The achievement reflects our ongoing efforts to integrate sustainability into our operations, from ethical governance practices to fostering a diverse and inclusive workforce. By embracing B Corp principles, Moorhouse not only reinforces its position as an industry leader but also sets a benchmark for sustainable business practices. Highlights include:

- Through our charity partner Power2, we have actively supported 17 young people in a Mentoring Programme, fostering mutually beneficial relationships and facilitating the development of vital life skills to enable individuals to thrive in diverse environments.
- We support selected pro-bono cases whereby we partner with our clients and use our consulting knowledge to benefit third sector organisations for free. Recently, we delivered an improvement programme with GSK and Save the Children.
- In 2023 we delivered 28 Moorhouse Academy training sessions for 200+ clients.



Client Service and Value

Consulting Excellence firms promote the highest standards of client service and value. This means:

- 04 We provide excellent consulting services which deliver the outcomes clients seek and need.
- 05 We are transparent with clients and respond to their concerns.
- 06 We always strive to improve the value we can deliver to our clients

Moorhouse Values



Integrity and accountability: We do what we say and do it well



Sense of humour and perspective: We take our work seriously but not ourselves



Collaboration: We achieve more together than apart



Courage: We step forward and drive progress

Our clients know that working with Moorhouse is different. We are committed to our clients' success, not only during a project but for the long term. We have expertise across five service lines – Strategy & Customer, Delivery & Performance, Digital & Data, People & Change, and Sustainability – and our dedication to quality means we deliver an unparalleled end-to-end service. Our average [Net Promoter Score](#) for Q1 2024 is 80, reflecting our high standards of service.

"Moorhouse provides a 'unique delivery experience'. I have, over the past ten years, worked with all the leading consultancies and the experience with Moorhouse is different. Moorhouse delivers the experience that the others promise." **Chief Technology Officer, Moorhouse client.**

End-to-End transformation that goes above and beyond

We deliver innovative and sustainable end-to-end transformation. We're not an adviser on the side-lines, we bring sleeves rolled up, expertise, challenge and capability to be embedded with our clients, and deliver a tailored approach to unlock our clients' potential and make a lasting difference.

1. Define: Where are we heading and why?

- Build a compelling, game-changing vision for the transformation journey.
- Listen to users, build evidence to unify stakeholders and determine what will make a difference
- Inspire your teams to believe the challenges holding them back can be met (policy, needs, culture, people, process, data, tech).

2. Shape: How do we make it real?

- Determine gaps, pain-points and opportunities for improvement through service-blueprinting, data and financial analysis, and value chain mapping.
- Understand the compelling user needs and assets we can leverage and build evidence-led strategic options to move to more sustainable and valuable positions.
- Deliver maintainable roadmap assets that describe the journey (what) and change (where and how) and timing (when) and the key indicators to demonstrate success.

3. Deliver: How do we land it?

- Experiment to create the proof points and business cases to build team enthusiasm and board-level confidence.
- Provide, transfer and build delivery capability to make change happen, driving ownership and empowerment to create sustainability.
- Build the culture of iteration, inclusiveness and agility to maintain the roadmap, respond to learning and remain

4. Embed: How do we continue the journey?

- Move to a position of self-sustainability and continue evolution
- Set up teams for success with the diversity of people and thinking they need to bring future innovation, improvement and effectiveness
- Leave behind the positive culture, confidence and capability to continue moving forward.
- Ensure a high performing environment remains the status quo, not a fall to mediocrity.



Professional Development

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees. This means:

- 07 We undertake training and professional development planning each year.
- 08 We promote strong core consulting capabilities and specialisms in our consultants and teams.
- 09 We support our employees' career progression, professional development and welfare

Moorhouse Values



Integrity and accountability: We do what we say and do it well



Sense of humour and perspective: We take our work seriously but not ourselves



Collaboration: We achieve more together than apart



Courage: We step forward and drive progress

Our purpose is to unlock the potential within our clients and our people to amplify the value of change.

We focus on learning and professional development

We have a comprehensive competency framework which provides clarity and transparency with regards to expectations at every grade. Our structured training programmes are delivered by some of the best external providers and supplemented by highly qualified internal resource. We continue to focus on the role and capabilities of our people managers.

We promote core consulting capabilities

All our internal programmes are externally accredited by the Chartered Management Institute and are tailored to suit the development needs of each role, grade and career path. Our flagship internal Moorhouse Academy programme provides a comprehensive grounding in core consulting skills at the junior levels, which is also offered to our clients. This is complemented by tailored learning programmes which progress through the grades right up to senior leadership. Formal structured learning is coupled with on-the-job, practical training and development to ensure our consultants can put the theory into practice.

We support our consultants to achieve the Chartered Management Consultant Award.

We develop technical specialism within our teams

Our people attend courses at leading academic institutions and cutting-edge providers to ensure we are always at the forefront of the latest thinking in our specialist areas. We share this knowledge internally amongst our teams to improve capabilities and inform practice. This enables us to partner with our clients to help navigate their most critical challenges providing great value and a high-quality experience.



Commitment to Diversity and Inclusion

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

- 10** 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.
- 11** 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.
- 12** 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.

Moorhouse Values



Integrity and accountability: We do what we say and do it well



Sense of humour and perspective: We take our work seriously but not ourselves



Collaboration: We achieve more together than apart



Courage: We step forward and drive progress

We are on a journey; we encourage everyone to use their voice

Being inclusive is a journey of engagement, discovery and response, an ongoing commitment. We encourage our people to speak up and share their stories, experiences and concerns. In our performance management framework, we also formally recognise the contribution made by individuals towards meeting diversity and inclusion objectives.

We share collective accountability

Equality, diversity and inclusion (ED&I) are woven through everything we do, including our culture, hiring processes and structures. Everyone is encouraged to self-reflect and be inclusive, with a focus on nurturing diverse and inclusive teams. Each person has accountability to raise or challenge non-inclusive behaviour. We have a dedicated People Squad which includes a specific remit for 'Equality, Diversity & Inclusion', this team leads initiatives to ensure our processes are inclusive, including ensuring our future leaders are diverse. We have company-wide ED&I metric targets through to 2026 to ensure collective effort and processes are driving towards those goals.

We take proactive and targeted action to bring equity

To improve progress on inclusivity, we recognise the need to be proactive as well as reactive. We are currently carrying out targeted actions in order to address ongoing challenges and to enable a level playing field, for example our reverse mentoring programme to build greater understanding of the challenges faced by minority groups.

We are co-designing and implementing three **Pull-Through Programmes** which aim to establish and maintain an inclusive environment in Moorhouse based on key challenge areas whilst also addressing our key priority areas: **Supporting Women, Supporting Black, Asian and Minority Ethnic colleagues** and **Supporting the career path to Partner**.

Commitment to Sustainability

Consulting Excellence firms are committed to sustainable development within their organisations and their work with clients. This means:

13

We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.



Moorhouse Values



Integrity and accountability: We do what we say and do it well



Sense of humour and perspective: We take our work seriously but not ourselves



Collaboration: We achieve more together than apart



Courage: We step forward and drive progress

We are a Responsible Business

We are constantly striving to be a more responsible business and we're introducing metrics to help measure our progress. Our desire is to make the future better for everyone with a focus on:

- **People** – We'll always seek to create an environment which is fair and focuses on improving the health and mental wellbeing of our people, clients and other stakeholders
- **Equality** – We'll continue to focus on increasing equality, diversity and inclusion
- **Planet** – We'll always adopt policies that make a positive impact on the environment and protect the earth's resources. We're on a journey to be more sustainable and have set a strong ambition for the future through our Carbon Reduction Plan and have committed to net zero by 2040.

As evidence of our commitment to sustainability we have **retained our ISO14001 certification**, become **B Corp certified** and achieved an **Ecovadis Platinum** award, putting us in the top 1% of companies in our industry.

We support others to be more Sustainable

There's now a wide consensus that we simply cannot continue with 'business as usual'. The climate is facing unprecedented levels of change which businesses must respond to.

Whilst leading organisations successfully navigate and exploit opportunities the changing climate creates, others may find their business models consigned to the history books. Not only that, truly responsible businesses won't just consider climate change and 'Net Zero', but broader environmental, social and economic outcomes too.

We support our clients across all sectors to deliver sustainable outcomes, from supporting them to set their sustainability direction, targets and ambition; to turning that ambition into meaningful outcomes through delivery.