

MCA Consulting Excellence Declaration



MCA Consulting Excellence Scheme

MCA member firms adopt [the Twelve Principles of Consulting Excellence](#):

Ethical Behaviour

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

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

Client Service and Value

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

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

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:

7. We undertake training and professional development planning each year.
8. We promote strong core consulting capabilities and specialisms in our consultants and teams.
9. We support our employees' career progression, professional development and welfare

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.

BearingPoint Consulting Excellence Declaration

Our commitment to consulting

At BearingPoint, we are committed to Consulting Excellence and strive to instill this commitment in everything we do. Having been a member of the MCA for several years, we work with them as our industry body to drive client value and deliver excellence in the consulting industry.

We fully support the MCA's drive to deliver excellence and value to clients, and our culture, values, and the standards we seek to deliver to our clients are wholly aligned to the 12 key Principles of the Consulting Excellence scheme. BearingPoint is a keen supporter of this critical initiative and had no hesitation in signing up and demonstrating our support of a scheme which will mark a step change for the consulting industry.

'BearingPoint has been committed to the MCA Consulting Excellence scheme from the very beginning and launching this scheme internally with the support of the MCA has helped us to generate great enthusiasm and significant momentum for this initiative. We look forward to continuing with this initiative.'

– Tony Farnfield, Partner and UK Practice Lead, BearingPoint

The Consulting Excellence Scheme celebrates consulting's value and commits member firms to the highest standards of ethical behaviour, client service, and professionalism; Consulting Excellence is the new badge of quality in consulting, and BearingPoint is proud to be involved.

Ethical Behaviour

As BearingPoint's reputation for integrity is one of our most prized assets, it is essential for us to do business with a high level of integrity in all business practices, including relationships with its employees.

BearingPoint's *Standards of Business Conduct* provides an overview of this commitment by determining standards of ethical behaviour and fiduciary responsibilities.

As the commercial and compliance environments in which we operate evolve, we must be prepared to adapt the way we work to ensure that we always conduct our business in the most appropriate, ethical and transparent way while complying with our core values: Commitment, Excellence, Teaming, Passion and Stewardship.

BearingPoint's commitment to our Standards of Business Conduct is directly aligned with, and mutually supportive of, the Consulting Excellence Principles for Ethical Behaviour.



Client Service and Value

Customer Experience Management

Customer Focus

BearingPoint's Customer Experience team focuses on gaining insight into our clients' overall relationship and loyalty with BearingPoint, understanding how they perceive us in the market, and why they chose BearingPoint. At the heart of the Customer Experience program is a client feedback survey that assesses our clients' satisfaction with our services, gains a better understanding of their perceptions and identifies ways in which we can improve our service delivery to them.

Business Benefits

General overview of the customer's experience and satisfaction with BearingPoint enhances our perception as trusted advisors who truly understand each client's needs and priorities increase our profitability and revenue by developing and strengthening relationships with key players

Understanding of our client's view of our working relationship and our strategic value builds long terms relationship and identifies new opportunities provides a clear picture of the current health and loyalty of key client relationships that are both detailed and actionable allows us to develop account-specific strategies for improving relationships and driving greater revenue.

Client Benefits

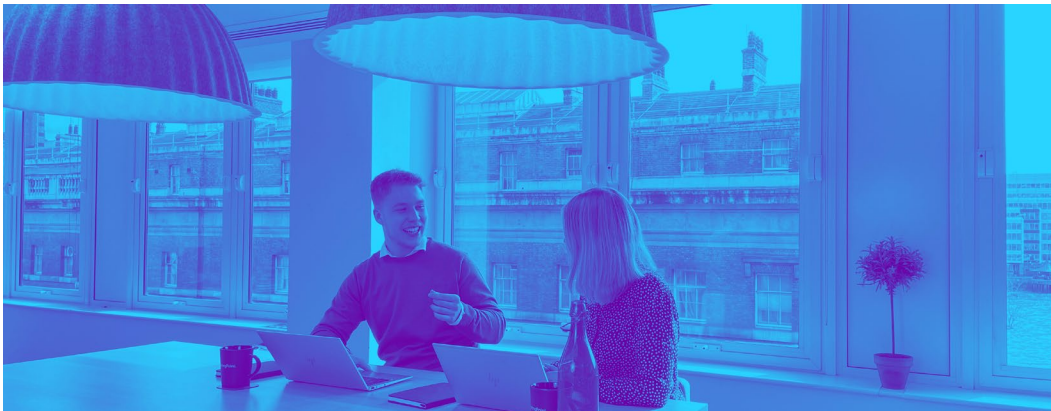
- An open channel of communication directly to the BearingPoint management
- Greater alignment of our services with their priorities and preferences
- Greater value from BearingPoint solutions
- Ultimately, the most optimal business results, tailored to client needs

Our client satisfaction surveys show improving results each year since our MBO and we are committed to maintain this upward trend.

Professional Development

At BearingPoint, we are committed to developing our people from their very first day with the company. All new hires come together at BearingPoint School – an international training week – where everyone gets to know the organisation better, build personal networks and get their career at BearingPoint off to a great start.

BearingPoint is committed to the development of the team. To help our people move their career forward, there are several tailor-made education programmes assisting with getting each person to the next step in their personal development. Training is offered which enhances employees' skills base, and which helps them to be successful in their work and to be well positioned for growth.



Training sessions are held each week, hosted by both internal and external training providers. The training is directed to develop our consultants at each level, and it designed to be all encompassing, giving them the skills required to progress – both on a personal and technical level. Training courses which are hosted by external vendors have been selected based on an assessment of what would add most value to staff in terms of their roles and their own professional development. For example, our co-operation with Yale School of Management provides specifically designed courses for BearingPoint staff. We provide a wide range of leadership, industry, business, technical and solution learning opportunities in addition to our state-of-the-art e-learning platform which offers more than 2,200 courses.

BearingPoint also has an Accelerated Development Programme – aimed at high potential senior consultants accelerating their progression towards senior management, where tailored training and development programmes are constructed which are designed to help them realise their potential. We also provide personal coaching sessions for Managers and above, completely tailored to their needs.

Every employee at BearingPoint is given a Development Manager and a Development Partner, who assess training requirements for the individual and set a development plan for the year ahead, regularly assessing their progress.

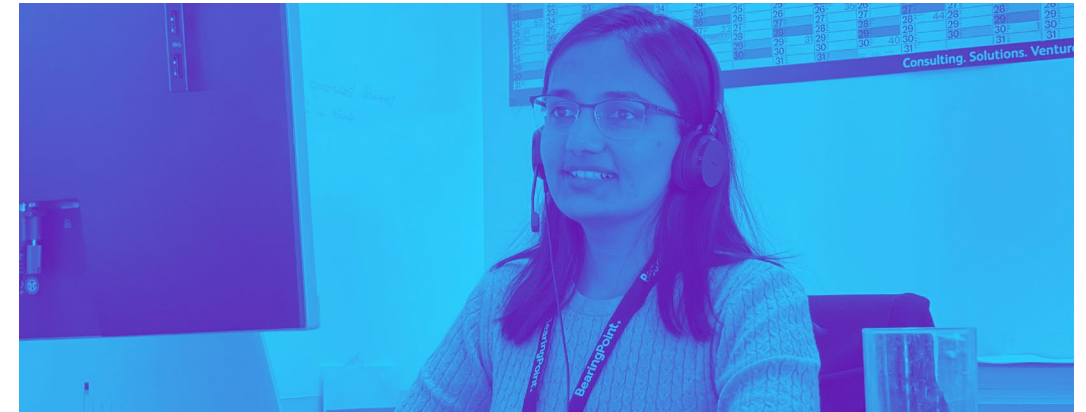
Feedback is given after each training session, and through our annual BearingPoint staff survey we are able to monitor and assess satisfaction levels with the above, allowing us to address any issues found or build upon our successes.

Commitment to Diversity and Inclusion

At BearingPoint we are committed to diversity and inclusion within the workplace and workforce. This means ensuring that all members of our team feel that they belong at BearingPoint. Working in diverse teams, embedded into a culture of inclusion, shapes a workplace of choice for all and that will make us better as a Firm. We have several firm-wide and regional initiatives to celebrate and support people from diverse backgrounds. These include the firm-wide affinity groups Women@BearingPoint, PROUD@BearingPoint, MORE@BearingPoint and Ability@BearingPoint. Our UK Diversity & Inclusion team organise events and share knowledge related to different diversity topics with the whole practice. With these activities, we can better understand our colleagues and create a better environment to work together as a team.

BearingPoint welcomes and encourages diversity and inclusion throughout our attraction, recruitment and retention policies and procedures. We carefully construct and perfect our job descriptions to entice and attract a diverse pool of candidates. Our careers website and social media campaigns aim to celebrate our diversity and inclusion and attract candidates by representing the diverse talent we have at BearingPoint.

BearingPoint is committed to hiring individuals who may need certain accommodations at either application or interview stage. Our hiring managers are equipped with training on interview processes and unconscious bias. Our hiring panels are diverse, which represents BearingPoint as a business but also for diversity of thought on hiring decisions.



We understand that our diverse talent at BearingPoint strive to achieve their maximum potential and we support this journey by undertaking training and professional development planning each year. BearingPoint's Career Progression Model maps the paths our people take to gain knowledge, build competencies and advance their careers based upon individual interests and career goals. We promote strong core consulting capabilities and specialisms in our consultants and teams. We support our employees' career progression, professional development but also have a large emphasis on employee well-being. We are committed to building future diverse leaders.

BearingPoint has established a firmwide DIVE council, nominated a designated Management Committee Sponsor and a firmwide DIVE Sponsor, and is actively working to identify new initiatives to promote and embed Diversity and Inclusion. We collect data from an internal survey to monitor diversity of our practice over time which shapes our Diversity and Inclusion strategy. We identify issues locally and target the most appropriate initiatives to address the issues and challenges we identify as a result of that feedback.

BearingPoint®