



MCA Consulting Excellence Declaration

MCA Consulting Excellence Scheme

MCA member firms adopt [the Fourteen 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
10. We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values.

Commitment to Diversity and Inclusion

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

11. 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.
12. 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.
13. 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.

Commitment to Sustainability

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

14. 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.

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 14 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 across all business practices. BearingPoint's Code of Business Ethics provides an overview of this commitment, by determining standards of ethical behaviour and fiduciary responsibilities.

Complementing our Values (We are easy to work with; We create lasting outcomes; We empower people to succeed), it is essential for us to conduct business in the most appropriate, legal, ethical and transparent way.

This Code of Business Ethics has been formalised outlining our commitment towards our People and third parties who work for and with us, but also to summarise important and basic rules when conducting business on BearingPoint's behalf.

The Code of Business Ethics applies to all employees at BearingPoint Holding B.V. and its associated companies (all together "BearingPoint"); everyone at every level, including our Partners, shareholders and appointed company officers at BearingPoint ("People"), and third parties where appropriate. We work only with third parties if they share the same Values and business standards.

This Code of Business Ethics is published on the BearingPoint website (www.bearingpoint.com), our Intranet and is part of the welcome package of each employee. Our employees are regularly asked to acknowledge its content and are being trained on its key principles; we expect all of our People to understand its content and to follow it.

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

Delivering Value

At BearingPoint, we prioritise active client engagement throughout our service delivery process, ensuring excellence and value every step of the way. Our approach encompasses sustain phases in our delivery model, emphasising knowledge transfer and enablement to leave a lasting legacy of enhanced capability within our clients' organisations. We operate with open governance of engagements, providing transparency and accountability, while also establishing clear escalation paths to swiftly address any issues or concerns that may arise. By fostering collaborative relationships built on trust and communication, we not only deliver exceptional service but also empower our clients to thrive long after our engagements conclude.



Customer Experience Survey

At BearingPoint, client satisfaction is our top priority, and we actively solicit feedback to ensure we're meeting our clients' needs. Our tailored client experience survey offers a window into their perceptions, preferences, and areas for enhancement. By gaining a better understanding of their insights, we are able to continuously refine our services, fostering stronger client relationships and bolstering our understanding of their expectations. We firmly believe that actively engaging with both positive client feedback and areas for improvement is fundamental to our success. By celebrating the positives and adopting a continual improvement mindset, we ensure that our services consistently exceed expectations and evolve to meet our clients' changing needs. Our commitment to understanding and responding to client preferences not only strengthens our relationships but also drives our ongoing growth and innovation. To elevate our commitment to client experience, we're leveraging AI in our survey process to identify recurring themes, empowering us to optimise our delivery approach and elevate overall client satisfaction even further.

Professional Development

At BearingPoint, we are committed to the success of our people. We are committed to creating a Firm people want to work for, where their careers can grow and where they will develop long-term relationships with BearingPoint. We are striving to be a people-focused business and world-class employer. As such, we're serious about helping our people optimise their performance.

We invest in our talent through high-quality personal and professional development. Our people development framework provides guidance, competencies and training relevant for each level, and complements our career progression process that helps everyone to grow. We ensure everyone receives the support they need through our hybrid approach to development, whether they're working remotely, part-time, in the office or on a client site.



In addition to local training, we further enhanced our global training curriculum in 2023 by updating a worldclass training syllabus, the Partner Leadership Program. In collaboration with Oxford Saïd Business School, we have redesigned the week-long leadership course for newly promoted Partners to better align them with current challenges and opportunities, develop their leadership skills within the firm and achieve our growth objectives.

This updated training program complements our curriculum, in which we offer courses such as our Be.School for new hires, our consultant bootcamp for functional skills specific to our service lines, the BE.Oxford Academy, a twelve-month program with Oxford Saïd Business School for our Senior Consultants, and our leadership programs with Yale School of Management for Managers and Senior Managers. Our ambition is to offer all individuals up to Manager level access to industry-leading training programs every two years, on top of virtual and role-specific training.

We continue to provide additional support and networking opportunities for female-identified people. The Female Leadership Training, conducted together with ESCP Business School, is regularly ranked as the best-rated training amongst our female talent. In total, more than 4,000 employees attended our firmwide training programs last year, either in-person or virtually.

At BearingPoint UK, we support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry. We are looking at integrating this programme into our business and investing in its values as part of our growth plans.

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.

Our internal approach to follow this ambition is called DIVE. Within DIVE we aim to promote Diversity, Inclusion, Variety and Equality within our teams.

There is a DIVE Council with Leads and Sponsors from each country for exchange and for working on joint strategic plans and concrete activities.

We have the following global affinity networks at BearingPoint, here, our People come together to promote and ensure that we have underrepresented groups heard:

- **MORE@BE** is a community to support Ethnic and Religious Diversity and Inclusion
- **Ability@BE** is a community of, but not limited to, BearingPoint people with special needs and disabilities
- **Proud@BE** is a community for members and supporters (“Allies”) of the BearingPoint LGBTQ+ community. LGBTQ is an abbreviation for Lesbian, Gay, Bisexual, Transgender and Queer.
- **Women@BE** is a community connected to our general endeavors to promote gender Diversity and Inclusion within the firm



BearingPoint welcomes and encourages diversity and inclusion throughout our attraction, recruitment and retention policies and procedures. 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. Our hiring managers are equipped with training on interview processes and unconscious bias, and we are committed to supporting individuals who may need certain accommodations at either application or interview stage. Our hiring panels are diverse, which represents BearingPoint as a business but also for diversity of thought on hiring decisions.

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.

Commitment to Sustainability

Alongside our work to support people and wider society, we are dedicated to becoming a more sustainable business with every passing day. In holistic terms, this means two things. Firstly, we not only acknowledge the impact we have on our people, clients and suppliers, but on the environment that surrounds us. Secondly, we support our clients in accelerating their own sustainability journeys.

Driving change from within

Last year we took a step back and analysed where we stand in terms of our own greenhouse gas emissions (CO₂e). The submission of our targets to the Science-Based Targets initiative (SBTi) was central to this. It highlighted the impact of travel in our activities, which accounts for the majority of our firm's emissions. The SBTi validated our CO₂e targets in April 2024. Our former targets – set in 2020 – are therefore invalid and have been replaced with the following: We are committed to reducing absolute scope 1 and 2 GHG emissions by 54% by 2030 (from 2019 base year) and scope 3 GHG emissions from business travel by 55% per FTE within the same timeframe. Our preliminary emissions in 2023 are reported to be at 10,683 tons CO₂e* (compared to 7,009 tons CO₂e in 2022, which equates to an additional 52% of emissions, but at the same time, means a reduction of 53% per person in comparison to 2019 figures).

Around 83% of our emissions were based on travel activities. Within travel emissions, flights account for 68% of emissions (compared to 58% in 2022).

One of the actions we took is to update our firmwide Travel policy. We now make clearer suggestions in the policy, providing comprehensive guidance and scientific education to our people. Clearly our policy wants our people to take the train on short trips. As we want everyone to take accountability for their emissions and build confidence to make sustainable decisions. Having our travel emissions for learning and development in mind, we chose the location of our Be.Campus in Brussels where as many of our people as possible can go by train.

In 2023, we launched our “Sustainable Ways of Working” (SWOW) program, with the aim of introducing sustainable and inclusive actions to our teams and our clients, regardless of the assignments content. Our first batch of World-leading sustainability consulting projects incorporated SWOW commitments in October 2023, continuously tracked on our SWOW dashboard by single points of contact in several countries and firmwide project managers. This includes encouraging project teams to make travel decisions that balance client, personal and ecological needs aligned with our travel policy.

Again in 2024 we will compensate for 100% of our emissions by offsetting them with our partner Forliance. More information will be in our Sustainability Report 2023, which will be published in September 2024.

Commitment to Sustainability

As our consultants need to fully understand the complex global warming phenomenon to make impactful decisions on a day-to-day basis internally as well as with our clients, last year we upskilled people across our regions to become Climate Fresk facilitators. Our aim is to empower them so that they can share knowledge to all our offices and support all our people and clients to base their decision making on science. We have also incorporated sustainability into all mandatory firmwide trainings.

In September 2023, all of our Partners had the chance to take part in Climate Fresk and Biodiversity Fresks at our Annual Partners Meeting, as we believe that inclusive, sustainable leadership will have a profound impact on our firm.

Throughout September 2024, we will once again publish our dedicated Sustainability Report (RY 2023), in which we provide full transparency about our own performance in material emission dimensions. We are in the process of restructuring our emissions calculations to be ready for EU CSRD guidelines. We will therefore provide detailed information on our emissions in our Sustainability Report.

Back in 2022, we were able to report that we were on track with our carbon reduction goals. Nevertheless, we are aware of the effects the Covid-19 pandemic had on our emissions. Therefore, we made the decision to grow our firmwide sustainability team in 2024 to be able to face the challenges around change.

Supporting the planet through our client work

At a time when sustainability has become one of the core strategic priorities, our own sustainability practice reached new heights in value delivered for our clients. By the end of 2023, we reached the number of 230+ experts in sustainability across our regions and 850+ members in our Sustainability Services extended community. The fact that we were recognized by IDC Marketscape as a Major Player for ESG Program Management Services is a testament to how far we have come in this arena.



BearingPoint®