



Consulting Excellence

Declaration

In partnership with

MCA
A POSITIVE FORCE FOR THE
ECONOMY AND SOCIETY

MCA
CONSULTING
EXCELLENCE



Integration



We, **the founding partners of Integration**, are proud to present this Consulting Excellence Declaration. We firmly believe that there exists a strong alignment of principles between our company and the MCA, as reflected in Integration Consulting's ideals as well as daily activities. We strive to maintain the high standards laid out in the **MCA's Consulting Excellence Scheme** and are proud to share this declaration as a testament of our commitment to the **13 Consulting Excellence Principles** within the framework.

Carlos Lima, Gilberto Sarian, Andrea Aun and Hugo Ribeiro

Founding Partners



Integration is a strategy & management consultancy committed to realizing the change that our clients need.

Founded in 1995, Integration has grown quickly to become an internationally recognized and award-winning consultancy firm operating from offices in Buenos Aires, Chicago, London, Mexico City, Munich, Santiago and São Paulo. To date, our teams have delivered thousands of projects for clients across virtually all industries in over 85 countries.

We work side by side with our clients to create customized solutions that match their business needs for change across all levels of the organization – always integrating our expertise with the client's reality.

This is done by bringing together multi-functional and international teams of hands-on specialists that draw from our six areas of expertise called Practices: Marketing & Sales, Implementation, Finance & Management, Supply chain, Leadership & Organization and Tech & Digital – always integrating strategy and implementation.

The result of this for our clients is a unifying movement across the organization that creates a positive legacy of tangible change – always integrating people and business.

The solutions we create together with our clients work because they are adapted to each specific reality, actionable and people-centric.

Integration's approach and differential stem from the experience that we offer. Anywhere in the world, with any team, our delivery is supported by three foundational pillars:

- **1. OUR METHOD** guides the way we provide our services and embodies our identity as a consulting firm. Whatever the challenge, we do not compromise on the internal routines that ensure our clients have full visibility of the project, that their needs are being met and that our teams are receiving the technical and non-technical support they need to deliver and develop professionally.
- **2. OUR GOVERNANCE** provides perspective, reminding us that Integration is bigger than any one professional, team or project. Our weekly turnaround ensures that we are always able to deliver the experience that we want to clients — any required adjustments are escalated and acted on quickly, be it to bring additional hands, expertise or perspectives into the mix.
- **3. OUR CULTURE** is lived through the day-to-day application of our manifesto and values, outlining who we are as a company and who we want to continue to be, while also guiding our interprofessional relationships. At any of our offices and on any engagement, our professionals learn, grow and deliver based on the same principles, providing a common way of working hand-in-hand with our clients' teams.

Our Consulting Excellence

Declaration

This declaration illustrates Integration's commitment to the highest standards of **Ethical Behaviour, Client Service & Value, Professional Development and Commitment to Diversity & Inclusion**, as laid out in the MCA's Consulting Excellence Principles:



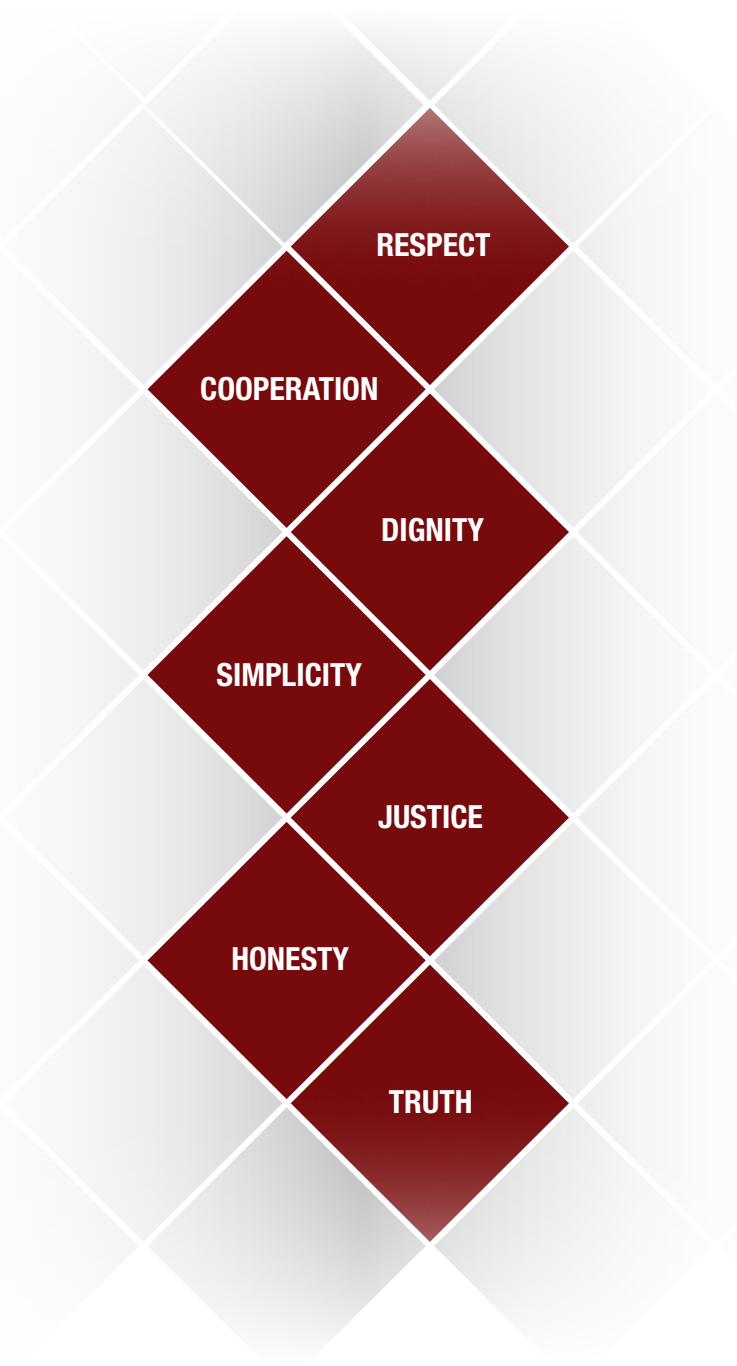
THE THIRTEEN CONSULTING EXCELLENCE PRINCIPLES

As signatories to Consulting Excellence, MCA members firms commit themselves to adopt the Principles.

Professional Values	<p>Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:</p> <ol style="list-style-type: none"> 1. We are responsible and good citizens. 2. We conduct our business ethically. 3. We foster an ethical culture. 	Page 4
Client Service & Value	<p>Consulting Excellence firms promote the highest standards of client service and value. This means:</p> <ol style="list-style-type: none"> 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. 	Page 8
Professional Development	<p>Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of their professionals. This means:</p> <ol style="list-style-type: none"> 7. We undertake training and professional development planning each year. 8. We promote strong core consulting capabilities and specialties among our consultants and teams. 9. We support our employees' career progression, professional development and welfare. 	Page 12
Commitment to Diversity, Equity & Inclusion	<p>Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:</p> <ol style="list-style-type: none"> 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. 	Page 16
Commitment to Sustainability	<p>Consulting Excellence firms are committed to sustainable development within their organisations and their work with clients. This means:</p> <ol style="list-style-type: none"> 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. 	Page 16

Professional Values

The values that guide our culture



The Ethical Principles of the ID One® Human Factor Methodology guide the relationship between our professionals and our organization.

Based on these, we define our expectations of ethical behavior within the organization. Coupled with our Corporate Criteria (a set of policies that outline rules and guidelines for decision-making in each of our offices), these professional values create a clear framework for perpetuity, ensuring that our code of ethics transcends geographies and endures.

Our values constitute a key element of our culture: they are the basis for the way we deliver projects.

We do not aim to change others – we choose to serve them better. Our values establish the way for us to achieve this goal. They guide our actions, decisions and ways of working on each project. They drive every engagement, ensuring we fulfill our mission to “promote significant change, always leaving behind a positive legacy”. They assist us in looking at the situation as it is and adjusting to it – working with clear objective, and ensuring we deliver the results our clients need in the way they need them.

Our values are reflected in our professional environment, disciplines and tools.

We ensure that our professionals learn our values and embrace them. Every new professional is introduced to the Ethical Principles of the ID One® Human Factor Methodology through a structured cultural training program. Paired with regular cultural and ethical training sessions throughout the course of their career, ensuring our values are ingrained in every member of our team. All professionals receive a structured evaluation for every project as well as structured 360-degree feedback on a biweekly basis. A significant focus in this is to instill, teach and reward the high standards of work reflected in our professional environment. Career progression is based not only on technical merit but grounded in behaviors that represent our values.



Commitment to local laws and the highest ethical standards

We are fully committed to meeting all legal obligations and complying with all local and international laws in the countries we have offices.

In 2012, we chartered a Risk & Compliance Committee that meets periodically and reports directly to our Board of Managing Partners.

The role of the Risk & Compliance Committee is two-fold: First, it ensures we remain in compliance with all international and local laws, and that we are meeting our obligations as a responsible member of the societies in which we operate. Second, the committee ensures that our decisions meet the highest ethical standards.

While our Risk & Compliance Committee sets the framework for legal and ethical actions, it is the responsibility of everyone at Integration to make decisions according to our professional values and in full compliance with the law. The Risk & Compliance Committee offers an open channel to provide guidance on any topic.

According to our internal policies, Integration only participates in bids/competitions for consulting services to public agencies and companies — in any sphere of power, from direct or indirect administration — provided that they are in countries perceived as having a low level of corruption by the International Community, as per the [Corruption Perception Index](#) published by Transparency International*. Additionally, and regardless of the country, any invitation to submit a service proposal to public agencies and companies must be submitted to the Management Committee before any response may be issued by Integration.

Code of Ethics and Business Conduct

Our [Code of Ethics and Business Conduct](#) is available on our website. Scan this QR Code to access it.



go.to-int.com/ethics

Integrity Line

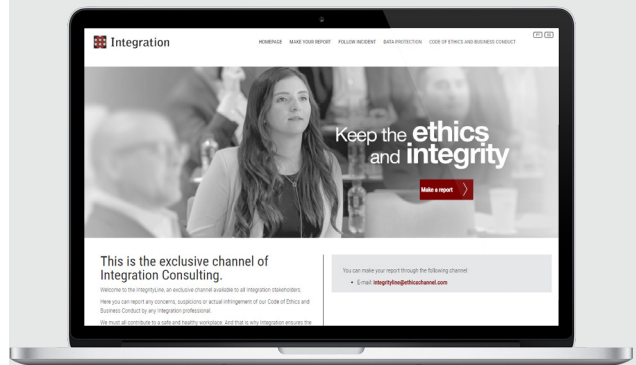
The [Integrity Line](#) is an exclusive channel to ensure the confidential, and if desired, anonymous reporting of any action or behavior considered unethical, or that violates Integration's Code of Ethics and Business Conduct and/or policies and/or current legislation. Reports can be made via website or email.

Website: integrityline.integrationconsulting.com, available in English, Portuguese and Spanish.

Email: integrityline@ethicschannel.com, available in English, Portuguese and Spanish.



go.to-int.com/IntegrityLine



* Integration only works with the public sector of countries with scores above 65/100. For reference purposes, in the year 2022, the scores of the countries in which Integration works are the following: Argentina - 38/100 | Brazil - 38/100 | Chile - 67/100 | Germany - 79/100 | Mexico - 31/100 | United Kingdom - 73/100 | United States - 69/100. [transparency.org/en/cpi/]

We partner with universities to promote consulting.

Through a variety of programs, we actively engage students and university communities to help the next generation of consultants understand the consulting industry and profession and to develop the skills they need to thrive in a consulting career. Ethical behavior is promoted through different examples of our work with universities:

Education in Consulting Skills

To nurture the next generation of consultants, we coach students with the problem-solving, analysis and communication **skills they need** to secure jobs in consulting. We provide real-world case studies of what it is like to work through a problem and generate solutions on a consulting project. We conduct these sessions twice per year in each university we work with.

Career Immersion Week

We open our office and make our teams available to host students who are interested in **learning more about consulting as a profession and as a career.**

Week in the Life of a Consultant

A behind-the-scenes look at the life of a business analyst over the first few years of their career **helps students understand the day-to-day reality of the profession.** We conduct these sessions twice per year with each partner university.

"What is Consulting?" Roundtables

We participate in hosted discussion forums, panels and roundtables that introduce students to consulting, answer their questions about careers and **inform student communities about the possibilities of a career in consulting.**

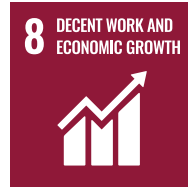
University and Club Sponsorship

We sponsor university rooms and clubs by providing financial resources that foster learning (both inside and outside the classroom) and **support universities in their mission to develop the next generation of consultants.**



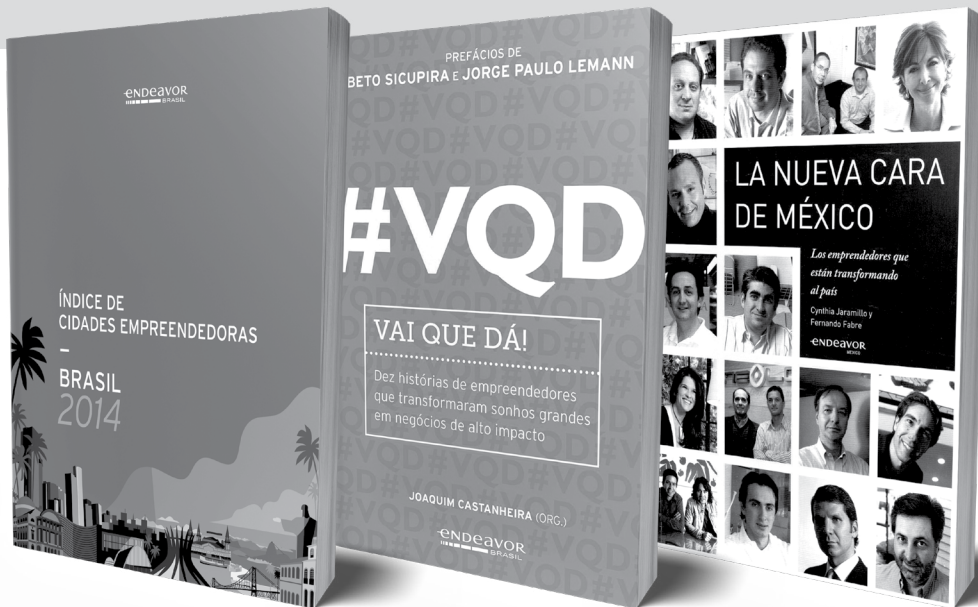
We act in accordance with the United Nation’s Ten Principles of Corporate Social Responsibility and apply these to everything we do. We measure our environmental and social footprint and actively strive to improve it. We give back to our communities by working in partnership with NGOs, start-ups and tertiary sector associations in activities ranging from mentorship to pro-bono projects.

Beyond our core business activities, Integration is committed to supporting social initiatives and start-ups. From the [17 Sustainable Development Goals \(SDGs\)](#) promoted by the United Nations, we have selected three to actively support as we believe these are the ones on which our business practices and culture can make an impact: Quality Education, Decent Work and Economic Growth and Industry, Innovation and Infrastructure.



Our pro-bono and social work is a targeted effort through which we support the education and entrepreneurship sectors (SDG 4,8 & 9). We are proud to be an international partner of Endeavor – assisting in their efforts targeting high-impact entrepreneurship – and we are proud to support other organizations through donations and volunteer work, including: Arca+, Associação Samaritano, Fundação R.W. Johnson, Fundação Telefonica Vivo, Green Ventures, Impact Hub, Infocap, Instituto Akatu, Instituto Arapyaú, Instituto Ayrton Senna, Instituto Natura, Instituto Tênis Brazil, Ismart, Molécoola and the Notre Dame Project.

Endeavor is a not-for-profit organization that works to catalyze long-term economic growth by selecting, mentoring and accelerating high-impact entrepreneurs worldwide. Endeavor’s mission is to support these entrepreneurs so they can build thriving companies that employ thousands of people, generate billions in wages and inspire countless others as role models.



Entrepreneurial Cities White Paper and Initiatives

Integration supported a white paper by conducting a study of entrepreneurial cities, in which the city of Porto Alegre was ranked last in terms of the ease of starting a business. Alongside Endeavor and the local municipality, Integration delivered a project that reversed the situation, making Porto Alegre a national reference point and creating a replicable methodology for other municipalities.

Sponsorship and Development: “VQD – Vai que Dá”

Integration sponsored and developed content for a book produced by Endeavor Brazil called “#VQD – Vai que Dá” (Go Ahead, You Will Make It). The book describes 10 successful entrepreneurial business cases, including key aspects and common levers to their success.

Content Development: “La Nueva Cara de Mexico”

Integration also produced content for a series produced by Endeavor called, “La Nueva Cara de México” (The New Face of Mexico). This was a collection of seven books that describe the journey of key entrepreneurs in Mexico, with the aim of inspiring new and current entrepreneurs.

Client Service & Value

Our internal structure is built to deliver value for our clients from design all the way to results.

Our commitment to Consulting Excellence is reflected in **the way that our multi-functional teams work hand-in-hand with clients** to design and deliver projects worldwide, as well as through our commitment to implementing the solutions we design.

WE BELIEVE IN THE POWER OF UNITING TECHNICAL KNOWLEDGE WITH PRACTICAL KNOW-HOW

Integrating client partnerships

We respect the fact that our clients know their business best. We do not presume to know more than they do on this point. In fact, we truly rely on them to guide our approach, providing us with an understanding of their reality, culture, operations and goals.



Integrating teams

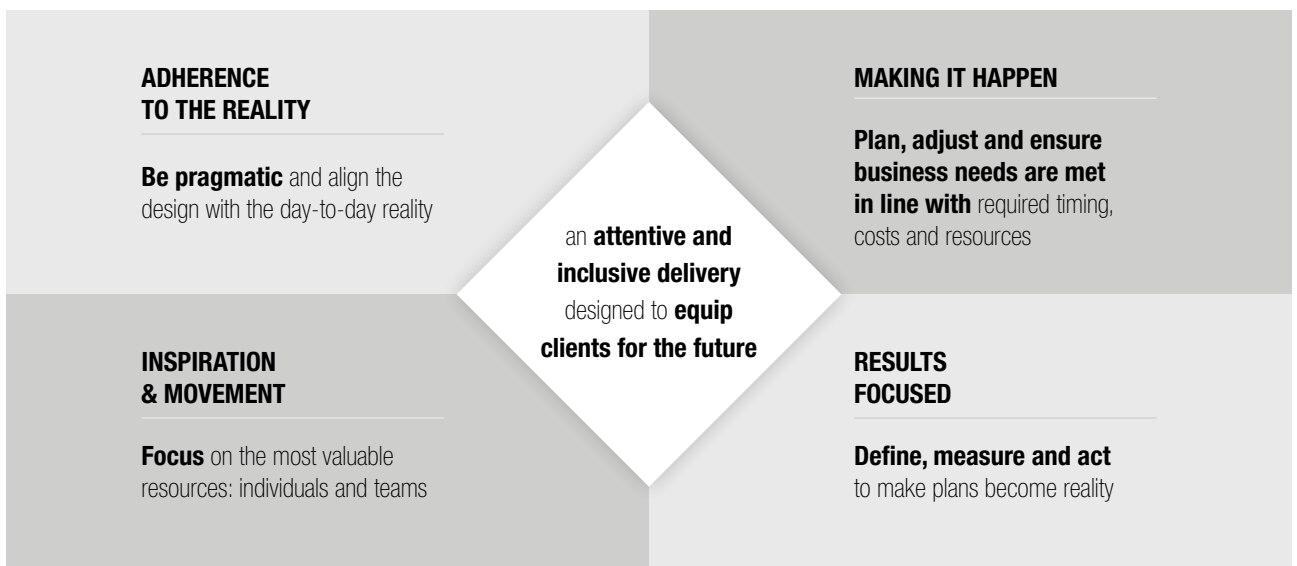
We challenge client teams with our deep functional expertise, best-practice references and external perspective. Our trained professionals utilize our method to create buy-in, movement and deliver tangible results.

Integrating subject-matter and industry experts

We consult with both internal and external subject-matter and industry experts to shape our deliveries. They help us calibrate what is possible along with the best way to implement for success given current trends, best-practices and market dynamics.

WAYS OF WORKING THAT ENSURE IMPLEMENTABLE SOLUTIONS

Implementation as a mindset and **not a project step**



A UNIQUE PROJECT DELIVERY METHOD

Different in “what” we offer and “how” we deliver it

Our mission

To promote significant change, **always leaving behind a positive legacy.**



Focused on delivering what is best for our clients, we are **always open, honest and willing** to adjust our methodologies, deliverables and approach to meet their needs.

We recruit, train and develop professionals who offer a strong and **authentic balance between technical expertise and fit with Integration’s values.**

Agility and flexibility to make real-time adjustments to our scope, priorities, strategy or ways of working based on the reality. We are **committed** to delivering the results we promise.

Reduced consultancy dependency – **ensuring the client team is capable and motivated to deliver the transformation**, knowing the path ahead, the risks and how to adapt for the future.

Our method

High-performance teams fit to the client’s culture and technical needs

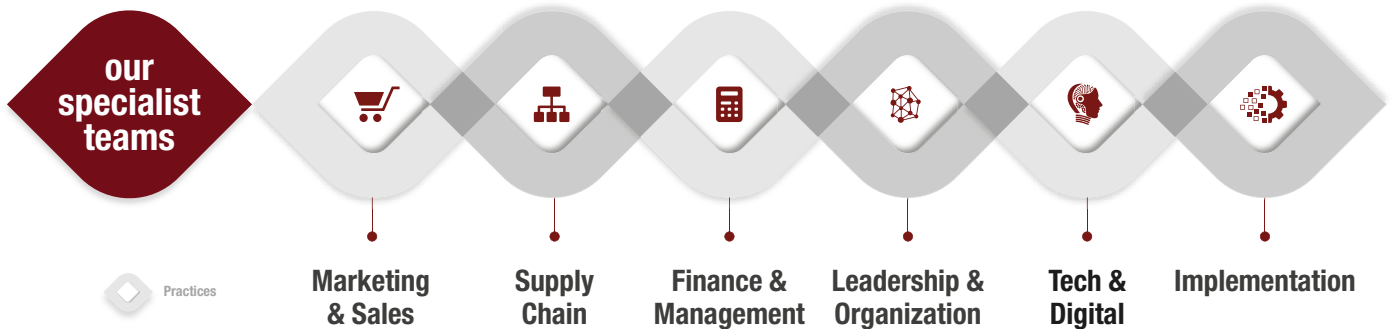
Weekly **fit and performance reviews**

Weekly status with a 360° connection to our senior leadership

After-care, project follow-up and a **sustained relationship**

STRATEGY & MANAGEMENT CONSULTANCY COMMITTED TO REALIZING THE CHANGE CLIENTS NEED

A **unifying movement** that creates a positive legacy of tangible change delivered by hands-on specialists that drive change across all levels of the business



Positive for our client's **business**

- ▶ Quick wins & lasting **results**
- ▶ **Flexibility** to adjust to the business

Positive for our client's **teams**

- ▶ **Collaboration** to focus where it matters
- ▶ **Engagement** & buy-in end-to-end

“

With a very structured governance, a very detailed methodology and a hands-on team working together [with the client], the result is much more substantiated. And after the project, during the implementation phase, we have seen very strong results and great transformation in the business. We understand that this generates greater trust in our partnership, so we have this as a consistent way of approaching other markets, other moments, other challenges we may face.

Alexandre Ustulin

KraftHeinz

“

This is a consultant that first will listen and come up with different scenarios and will adapt their approach before and during the project, depending on where the opportunities and the challenges appear to be.

Laurent Nielly

Ontex

“

Integration's approach to positioning the distributor management playbook as owned by L'Oréal's commercial teams was both practical and inspiring – it generated real results while showing us the value of connecting over our experiences, lessons and successes. They changed how our people interact.

Serge Sacre

L'ORÉAL

“

They are our partners — we have seen them grow, they have seen us grow, we want what's best for them, they want what's best for us.

Randy Millian

DIAGEO

“

Integration helped overcome the challenges by providing a robust and essential diagnosis with external benchmarks and internal analysis. They provided recommendations, with sequential steps that helped a lot in the implementation. Additionally, Integration helped us with the project governance. As part of the team working together with the organizations, this created significant synergy that led to a very favorable project conclusion.

Gonzalo Uribe

Kimberly-Clark

Some of our clients have engaged in

100+

Integration Consulting projects,
underlining the value they see in our services

Additionally

87%

of our clients have returned
for more projects

Professional Development

Professional development is our priority. Ensuring the environment and tools for our professionals to grow was one of the original goals of our founding partners, and it has become deeply embedded in everything we do. For this reason, we guarantee certain resources for our professionals such as:



The Mentoring Program

New professionals at Integration are assigned a personal tutor who provides full-time daily support for developing practical skills in consultancy. The tutoring period lasts 6-8 months, after which point a mentor is assigned to the professional – a partner or director from Integration who provides support for further career development.



Training & development

We have a learning program based on the learning needs of each professional, starting with a two-week induction and continuing throughout their career.



Project evaluations

Every professional receives a full evaluation for every project. The evaluation lays out points for individual development from that context and lays out concrete action plans to ensure the focus is always on learning.



Bi-weekly feedback

Giving and receiving feedback is an integral part of working at Integration. All our project teams sit together every two weeks to give formal, 360-degree feedback, and providing real-time feedback is encouraged.



3 promotion cycles

We conduct three promotion cycles each year, which means there is no speed limit on a professional's career. As a fast-paced business with a strong focus on professional development, our professionals can progress quickly.



Individualized careers

Because each individual is unique, we believe that each career path should be one of a kind. With no up-or-out policy, we focus on ensuring that our professionals have the information and options available to make the right decisions to grow.



Personal do's and don'ts

Every team member keeps an up-to-date record of the projects and experiences they do and do not want to be involved in. We work as hard as we can to ensure that all professionals are exposed to the challenges they need to grow.



Annual career plan

Every year, each one of our professionals meets with a more senior professional to openly discuss their development and career plan. Together, they set out the experiences that the professional needs and desires. Once agreed upon, we make it happen.



Responsibility early on

Interns and business analysts assume responsibility early on, performing important roles internally and externally – whether that is participating and leading internal activities at Integration or being exposed to senior clients and leading work front(s) on a project.

Alice Maschera



“ People have the space to set their goals and express their preferences. Integration encourages people to speak up about what they would like to do, how they would like to develop and, very importantly, what they would not like to do. These preferences then form the basis of each person's career. ”

Alice Maschera is the global director of strategy, intelligence & innovation at the London Office and has been working our Marketing & Sales practice since 2013. She mainly works on commercial and implementation projects, predominantly in the FMCG industry in Europe, Asia, Latin America and North America. Alice has a degree in land economy focusing on economics and law from the University of Cambridge and an MSc in cognitive and decision sciences from University College London.

Freya Tomley



“ I was drawn to Integration because of the focus on the culture and ways of working, beyond the technical side of projects – it's a company that values you first and foremost as an individual, taking into account your needs and wants, and enabling you to shape your own path. ”

Freya Tomley is a senior manager at the London Office and has been with the company since 2015. Her experience is focused on implementation and project & program management for new business/product launches, M&As and efficiency-driving initiatives, particularly for FMCG and healthcare companies in Europe and North America. Freya has a degree in economics and management from the University of Oxford.

Harrison Carmassi



“ Professional development journeys are of paramount importance at Integration and highly dependent on each professional to personalize. Whether it be tied to project allocations and/or day-to-day development goals, Integration will create the optimal environment to best suit your goals, needs and preferences. ”

Harrison Carmassi is a senior consultant at the London Office and has been with the company since 2018. He completed his BSc in business management at King's College London and MSc in management at London Business School.

Robin Griffiths



“ At Integration, each professional has the chance learn on the job whilst finding their niche in consulting. In projects, we start with set-up training and follow-up with on-the-job coaching and bi-weekly 360-degree feedback sessions. Though not set trainings per se – each aims to guide every individual on their unique development journeys. ”

Robin Griffiths is an engagement manager at the London Office and has been with the company since 2018. His experience includes projects in the Implementation and Marketing & Sales practices, including project management, change management, organization design and entry strategy, across Europe and North America. Robin holds a degree in economics from Durham University.

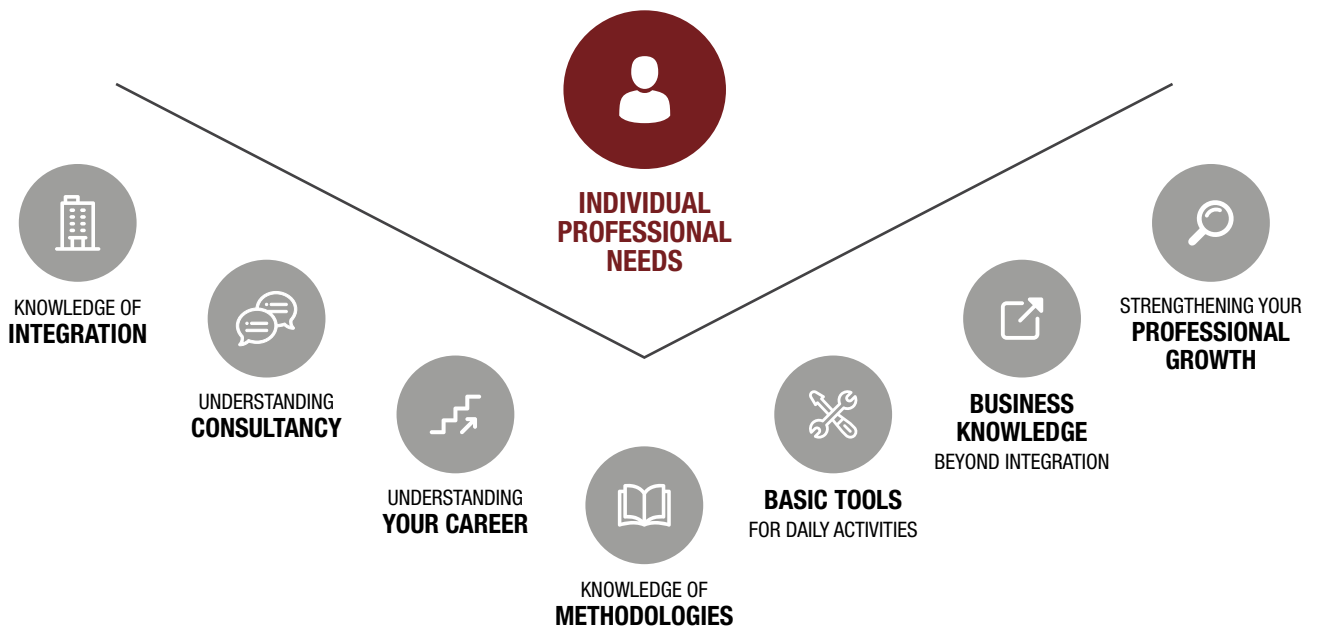
Sven Hoffmann



“ Integration puts a lot of effort into building its project teams, considering each individual's strengths but also development needs/goals to achieve the best possible outcome both for the client and for the professionals involved. Consequently, you work with very talented and motivated people and you're constantly learning new things – no matter how long you've been with the company! ”

Sven Hoffmann is a senior manager at the Munich Office and has been working in the company since 2017. He has experience in projects such as go-to-market, strategic planning/roadmaps, organizational and process redesign, and cost reductions. Sven has a master's degree in technology management from the Technical University of Munich.

Our culture is to “learn in the real world.” On top of coaching, mentoring and in-project learning, we offer our professionals a structured Learning Program. This provides a map of possible needs the professional may have along with all the resources and tools provided by Integration. These include not only technical but also soft skills, important information about Integration as well as career and role guidance.



In addition to the consulting skills program,
training happens inside every project.

Our projects begin with a structured set-up
where the team learns about the client, the industry
and the methodology.

We have a deep passion for helping our professionals grow, and we believe that the best way to evolve is to learn by doing in the real world. From start to finish, we structure ourselves to support this objective: To ensure that our professionals are exposed to the challenges they need in order to advance, guaranteeing that they receive the full support of the organization to achieve their development goals. From coaching, mentoring and receiving constant feedback to formal training, **our culture is set up to allow our professionals to thrive — and we remain steadfastly committed to their success.**



JAMIE GALE
Managing Partner in the UK



Commitment to Diversity, Equity & Inclusion

From its inception, Integration has sought to create an environment that fosters individuality, professional growth and collaboration with a deep respect for the unique characteristics of each professional. This belief informs the way we work and the value we place on our professionals and our clients.

Realizing the need to progress and ensure that diversity, equity and inclusion are truly reflected in tangible actions and outcomes, in 2022, Integration started a global internal initiative involving a range of different professionals to address the way we think about and practice these three elements. The group is now working to help achieve a clearer understanding of the topic, create concrete actions and communicate these to the company as well as the market.

THE DE&I GROUP POSITIONING

We believe that each unique individual brings a variety of life experiences that add to diversity and representation within the Integration community. This includes gender identity, ethnicity, sexual orientation, place of origin, political belief, religion, disability, gender identity/expression, socio-economic background and more. While we recognize that there's still work for us to do, we aspire to create an **equitable and inclusive environment**, as described in our Integration's purpose: **"Promoting an environment that stimulates individual professional advancement"**.



Rodrigo Marques
DE&I Group member

As a professional at Integration, I'm glad to be working in a fair and healthy environment that respects individuality – as this is an extremely important factor when aiming to become more diverse.

Now as part of the DE&I Group, I'm convinced we can further this aim by always keeping the agenda alive and continuously setting concrete objectives that will effect the change we seek – generating opportunities, promoting an inclusive environment and impacting lives. The representativeness of the society in which we live should reflect in the corporate environment as well.

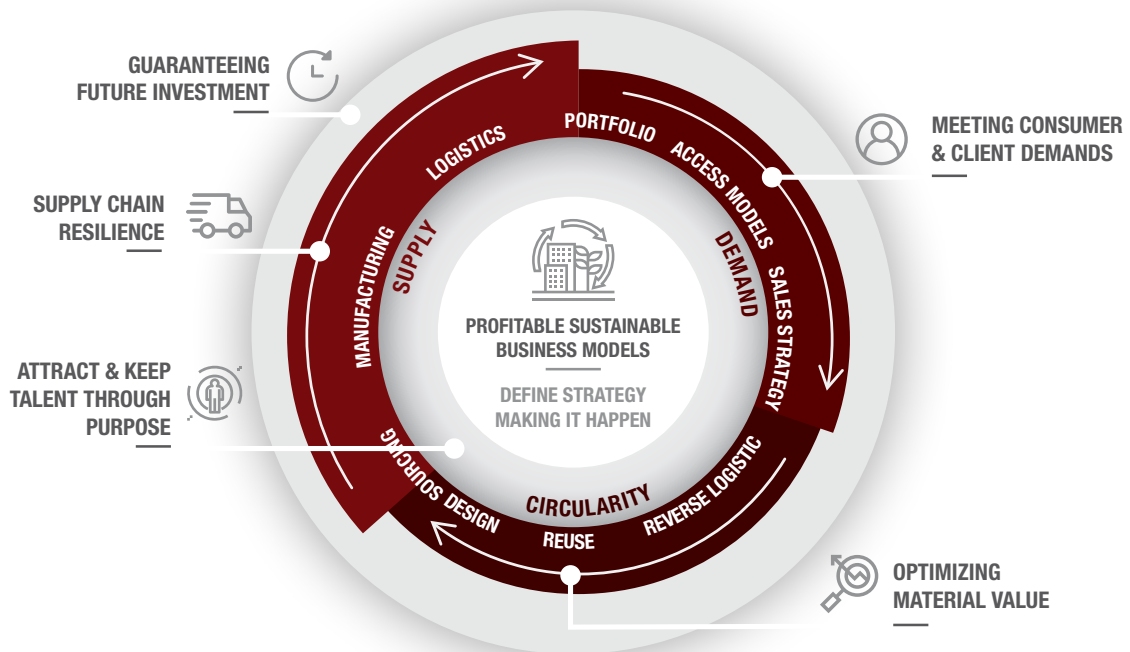
Commitment to Sustainability

Sustainability is key to business success. Our consulting work actively supports companies transition to a business model that is equipped for the future, through creating profitable, growth-based strategies that have zero, or even a positive impact in terms of environmental and social footprints along a company's value chain.

OUR SOLUTIONS

From strategy definition to implementation, Integration helps clients **overcome the challenges and leverage the opportunities** inherent to sustainability

While our solutions consider an end-to-end view, we help clients with three primary topics: **1) Truly connecting sustainability (ESG) with the business 2) Decarbonization planning 3) Circular business models**



The sustainability solutions we create together with our clients work because they are **adapted** to each specific reality, **actionable** and **people-centric**.

THE CLIENT'S REALITY	AN INTEGRATED APPROACH	SOLUTION-ORIENTED
<ul style="list-style-type: none"> What sustainability means for the business Understand the specific situation Building a tailored approach 	<ul style="list-style-type: none"> Sustainability integrated in the wider business solution Work with functional and industry experts Identify and create multi-stakeholder alliances 	<ul style="list-style-type: none"> Build strategies with implementation in mind A pragmatic approach to review the specific issues and opportunities Smooth transformational process

Acting responsibly. Integration has a sustainability team responsible for measuring and improving our company's environmental and social footprint. This team works across all offices and actively engages with our employees to explain the importance of this topic and involves them in measuring and understanding the topic, setting and achieving objectives and bringing new ideas.

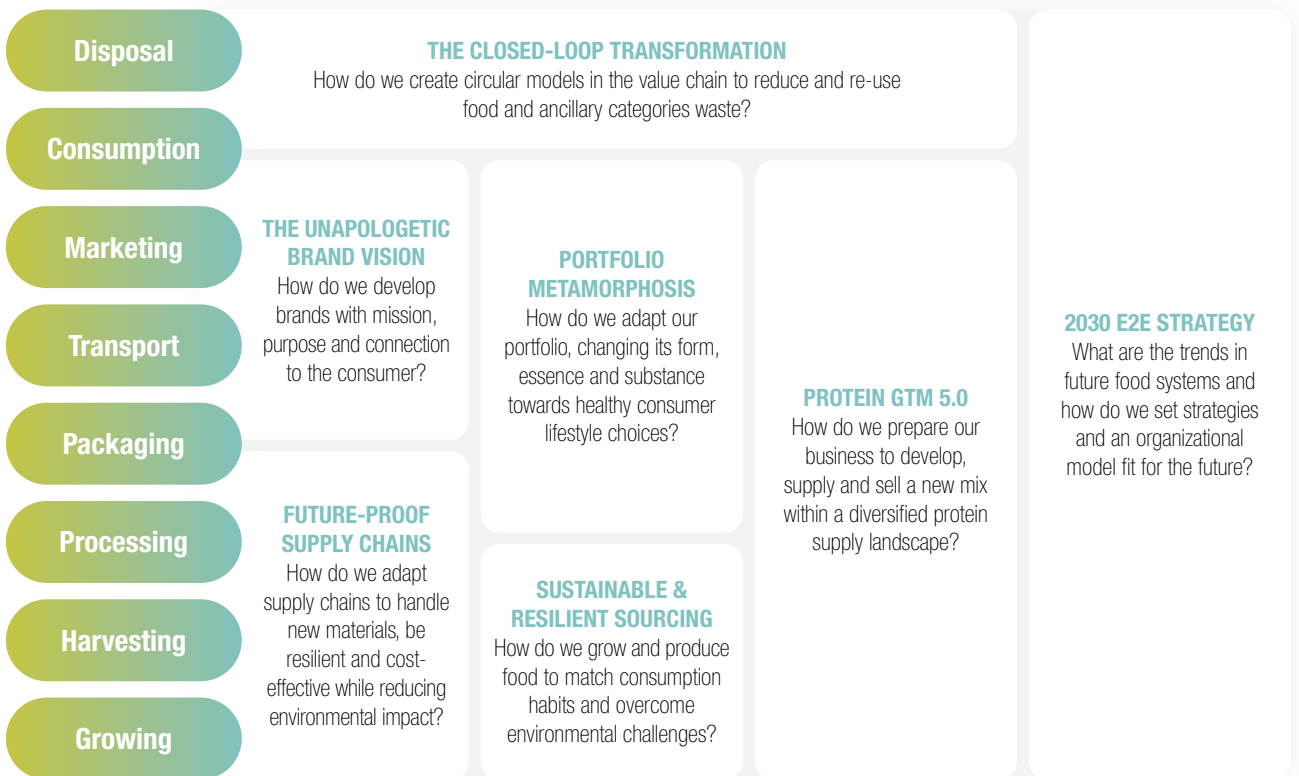
The Food System Transformation initiative. With our global food system rapidly reaching a tipping point, there is a need for business to **RESHAPE** and **RETHINK** it. For business, however, identifying a path to success is anything but clear as this field has emerged very rapidly.

We have over 25 years of experience in guiding our clients through complex transformations where there are no tried-and-tested paths to success. In recent years this has included:

- Supporting plant-based meat companies in bringing their products to new markets, including pricing, distribution and organizational capabilities
- Designing circular economy models for packaging companies to reduce waste
- Creating a disruptive roadmap for a cultured meat client to enter and win in selected markets globally

OUR EXPERIENCE

We have built a suite of **solutions tailored to addressing the challenges** of the Food System Transformation:



Awards & Recognitions

MCA AWARDS

We have had an exciting journey in our expansion, and our establishment in the UK was a special milestone. We were delighted to receive two awards from the MCA: Change Management in the Public Sector and Project of the Year 2017. We were also very honored to have been contenders for our partnership with L'Oréal in the International Project category in 2020. **We fully support the MCA's Consulting Excellence Scheme** (as one of its founding members), and we are proud to make this declaration in **support of the nine Consulting Excellence Principles**.



Best Change Management
Project in the Public Sector
Project of the Year
Best Project, 2017



International Project
Category



Commercial Impact
Category

WORLD'S BEST MANAGEMENT CONSULTING FIRMS

Integration was recognized as one of the World's Best Management Consulting Firms 2023 by Forbes, for the second year in a row. To make the list of 230 firms, each consultancy had to be active internationally, with offices in at least three continental geographies. The results themselves were based on surveys with experts from the consultancy industry as well as clients across France, Germany, Japan, Switzerland, the United Kingdom and the United States.



UK'S LEADING MANAGEMENT CONSULTANTS

Integration was recognized as one of the UK's leading management consultants in the UK Financial Times' special reports.





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