



Our Commitment to the Consulting Excellence Framework: 2023

At [Egremont Group](#) we have a passion for business transformation that delivers exceptional results. We help clients all over the world create a movement for change within their business and overcome the barriers holding them back.

We fully endorse the MCA’s Consulting Excellence Framework, and make it our business to ensure that everything we do reinforces the thirteen principles. We have always been committed to high standards of ethical behaviour, value for clients and professional development as part of our desire to be a company that has a positive impact on the world around us in every way. We are therefore delighted to be able to use the framework alongside other initiatives such as our accreditation as a B Corp to articulate, reinforce and continuously improve these standards.

The Consulting Excellence Principles

Pillars	Principles
Ethical Behaviour	<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
Client Service and value	<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
Professional development	<ol style="list-style-type: none"> 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	<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

Commitment to Sustainability	13. We commit to ensuring that our firm operates in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them
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How we embed the principles into our daily work

Ethical Behaviour

As a certified B Corp we are committed to using business as a force for good and being both aware and transparent about the impact our organisation has on our people, our clients and the world around us. Our ethos centres around four key words: **clarity, care, courage and collaboration**. These guide how we run our business and the way we work both with each other and our clients. They are at the heart of everything we do and we consistently challenge ourselves to ask where we can be better.

Some examples of how we tangibly demonstrate ethical behaviour are listed below:

- We are a [certified B Corp](#). The B Corp accreditation process focuses on a company's impact in five main areas - workers, community, environment, customers and governance – and requires us to maintain rigorous standards and be transparent about the impact we are having in each of these categories. The B Lab, who assess and issue the certifications, describe organisations that have achieved the accreditation as follows: “Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy.”
- We encourage our employees to support local charitable causes via a payroll giving scheme, two paid volunteering days a year and company charity initiatives.
- As a business, every year, we support chosen not-for-profit organisations through fundraising and/or pro-bono work as appropriate.
- We are proud to sponsor TEDXExeter since its inception in 2012, since which time their talks have been viewed 24 million times worldwide. Our support helps them to bring experts and enthusiasts together to spread ideas and raise debate on the broad social, economic and moral issues that impact all of our lives.
- We ask our employees to give us anonymous feedback on what we need to improve and where our values may not be being met. It is the responsibility of our Chief of Staff to address any issues that may be flagged. Where there are suggestions of things we could do better as a company we use our quarterly all-company meetings to share this and co-create solutions, embracing our ethos of clarity, care, courage and collaboration.
- We strive to be impartial and objective at all times, putting our clients' interests first and being transparent with our clients, including being clear from the outset and throughout on fees, deliverables, progress against deliverables, consulting skills, and any potential conflict of interest.
- We review our marketing messages, signing off any campaigns at senior leadership team level to ensure we are accurate and ethical in the content and approach. Any clients quoted must have given us written permission to include them

Client Service and Value

Our mission is to deliver sustainable continuous improvement to our clients, to exceed their expectations and to make a difference to the organisation and the people within it. To help them achieve breakthroughs that will shape their future for the better. You can view video testimonials from our clients [here](#).

Like our client work, our approach to client service and value is multi-faceted; there isn't just one approach in isolation. It's how we define the project scope and listen and respond to client requirements from outset to completion and beyond. It's how we manage the client relationship and project governance. It's how we recruit, train, support and deploy our consultants. It's how we work one to one with our clients. It's how we research the best ways of delivering sustainable change and then bring that insight to life on every project.

Below are a few tangible examples of how we deliver client service and value:

- We are always clear before we begin a piece of work on the objectives, deliverables, resources, scope and fees and we agree these with our client. Typically, we conduct a detailed scoping visit before the project is signed off, helping us to listen, challenge and respond to design the project that is right for that client in that context.
- Our formalised consulting approach, capability framework and leadership commitments set out how we expect our consultants to work in partnership with our clients at every stage of the project, building relationships as critical friends at every level, focused on delivering the outcomes that our clients seek and need.
- We only undertake work that we have the competency to deliver.
- A key part of the way that we work is transferring capability. We strongly believe that continuous improvement is only possible if we empower people through skills and mindset to think and act differently.
- Each project has a clear project governance structure for both Egremont and the client.
- We conduct a monthly deliverables review with our project sponsor, which allows us to have targeted discussions on those areas of the project that may have issues or risks to be resolved.
- At the end of projects / project phases as appropriate we gather formal client feedback via our "Partners in Quality (PiQ)" scheme. We are proud to say that our current NPS score from this process is 100.
- We always field the best team for the job, drawing on our network of subject matter expert associates where we need to.
- We share learnings regularly within and across projects, in our regular team meetings.
- We invest in research to strengthen our core competency of change, continuously improving our methodology and tools to deliver the best value that we can.

Professional Development

We are only as good as our people, so we need to help them to achieve their full potential and deliver consistently excellent work. We do this through formal and informal training, best practice sharing, coaching and nurturing a climate based around clarity, care, courage and collaboration.

Below are a few tangible examples of how we deliver professional development:

- Our capability framework describes knowledge and behaviours expected at every level and is regularly reviewed and improved as our work develops and changes.
- We have a structured training programme for our junior consultants, which consists of consulting masterclasses and one to one coaching and feedback. It aligns with the management consultancy chartered qualification but is tailored to our needs and is more practical in nature
- All of our people follow a formal performance development process centred around 360 feedback and their performance against our leadership commitments.
 - These reviews consider both a 'what' and a 'how' category. We believe in work being a safe space for everyone to feel they are heard, and that this results in better solutions and more diverse thinking which ultimately benefits our clients. A person can meet all their objectives but if they focused on their end goals without

considering the impact they had on those around them, that will be reflected in their review.

- We have a formal induction approach for all new starters, which is tailored according to role and experience.
- A wider recommended training programme (beyond the junior consulting masterclasses) supports the capability framework and line managers are responsible for identifying individual development needs.
- We track our eNPS scores and regularly solicit feedback from our employees on what is and isn't working via an anonymous digital tool so that our people can offer perspectives and flag issues without fear of recrimination.
- Together at our 'all-company' meetings we decide how to continuously improve our approach.
- We encourage our employees and associates to share stories of project insights, best practice and learning through our regular company meetings.
- We buddy up new starters with experienced consultants as mentors in addition to the line management they receive on project.
- We believe a healthy, happy workforce is better equipped to learn, develop and deliver. To that end, we have an individual wellbeing allowance which covers four wellbeing areas: intellectual, financial, physical and mental

Diversity and Inclusion

Diversity of thought and perspectives leads to better innovation, better decisions, more enjoyable, challenging working environments and a positive impact on our communities. We pride ourselves on creating an inclusive environment where we expect to listen, challenge and support each other, no matter our backgrounds or beliefs, guided by our core values of clarity, courage, collaboration and care.

Below are a few tangible examples of how we are committed to diversity and inclusion

- We strive to be free of all discrimination or bias on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We actively work with our recruitment partners to reduce the potential of unconscious bias playing a part in our hiring decisions.
- We run an annual ED&I survey to monitor our diversity, identify areas of improvement and gather feedback from the team
- We partner with Crankstarts Internships who support Oxford students from disadvantaged backgrounds to find intern placements
- We give each other feedback in our annual performance review process on how well we are living our values and our associated leadership commitments
- We actively encourage participation from all to the development of our business, listening to all voices from within the company and finding ways to include everyone in some aspect of growing our business
- We continue to work with our B Corp accreditation to look at what else we can do to embrace diversity and inclusion practices within our every day processes

Commitment to Sustainability

We have a working B Corp group comprised of employees from consulting and support staff and from different tiers of the organisation. This group's accountability is to keep us on track, to implement agreed sustainability actions, to educate the rest of the workforce on their

accountabilities and how they can help, and to propose to the Egremont Group Leadership Team (EGLT) further actions to improve our sustainability practices

Below are a few tangible examples of how we are committed to sustainability

- Our work directly and indirectly impacts client performance across the triple bottom line and we actively support our clients to embed their ESG objectives into everyday actions
- We have established CO2e tracking and reporting across Scope 1, 2 and 3 emissions and we publish our carbon reduction plan on our [website](#)
- We are monitoring carbon emissions for each project to improve target setting
- We have appointed an Environmental Officer with responsibility for development, implementation, promotion and monitoring of environmental strategies
- We partner with Trees for Life, a charity dedicated to restoring the Caledonian Forest, providing ecological and social benefits beyond carbon offset
- In 2021 we achieved our ambitions of Net Zero and in 2022, we offset over 150% of our calculated emissions
- We introduced green homeworking guidelines to home-workers
- We promote a paperless culture – implementing new tools and approaches to enable this
- We promote carbon efficient modes of transportation e.g. launching a company EV scheme, promoting and incentivising ride sharing
- We created a company training video showing all employees how they can contribute to our social and environmental goals
- We joined the Supply Chain Sustainability school for external learning and development
- We lead team events to improve environmental sustainability e.g. outdoor community volunteering with TCV (The Conservation Volunteers)

Closing Thoughts

Without a commitment to excellence as described above, we would not be the successful consultancy that we are. A commitment to excellence translates into pride for our team and results for our clients.

We like to give our clients the final words, so from one of our latest client videos, “This [programme] was about working really intimately and closely with a partner who was really there to set us up to succeed...we’re beginning to see great results from the work that we’ve done. It feels like a very different place...They were fantastic. It didn’t feel like a consultancy. It really felt like they were on the journey with us.” For more, please visit our [site](#)