

Consulting Excellence Declaration

MCA 2025



ANNUAL DECLARATION

Gate One is the global and digital transformation consultancy dedicated to helping clients thrive. Our purpose is to deliver meaningful change to our clients.

We're fully committed to the MCA's Consulting Excellence scheme and the 14 Consulting Excellence principles.

Our clients' success is both our professional focus and our very real business imperative. Our work makes a genuine difference in transforming clients, colleagues and communities. Breaking from consulting tradition, we leave them better off than we started and are genuinely invested in their long-term success.

We are more than just a management consultancy, with a focus beyond pure strategy. We're growing and have global aspirations, already serving clients across the geographies that we now operate in (UK, US, Ireland and India). We approach our work with strong values that reflect who we are and who we want to be: we'll continue to remain true to who we are, growing our team and culture as we continue to scale.

We don't presume to know our clients' businesses better than they do. We listen and understand before applying our skills. We're true partners – we work with our clients, not for them. You'll see throughout this document how we're committed to delivering consulting excellence through transforming organisations for the better and empowering them for the long term.

"We're delighted to continue our association with the MCA and work with them to help transform management consulting for the better. The MCA's principles of Consulting Excellence completely chime with Gate One's philosophy of crafting more meaningful change for our clients, their customers, our team and beyond."

Ben Tye, Managing Partner





Hello, we're Gate One!

Where purpose-driven people create lasting impact together

WE DELIVER END-TO-END DIGITAL AND BUSINESS TRANSFORMATION

Gate One is the global business and digital transformation consultancy dedicated to helping clients thrive.

With a unique collaborative approach, we guide clients through high-impact business and digital transformation projects – across industries, across the globe. We have people in the UK, Ireland, the US, and India.

We work closely with our clients to deliver meaningful and lasting change—through collaboration, creativity, and entrepreneurship. With years of experience in industry and consulting, our team understands how to make transformation projects successful.

300

CONSULTANTS

90

DIGITAL
TRANSFORMATION
PRACTITIONERS

60

CHANGE
MANAGEMENT
CONSULTANTS

WE'RE THE CONSULTANCY
AT THE HEART OF **HAVAS**
ONE OF THE WORLD'S
LARGEST MEDIA,
ADVERTISING AND
CREATIVE AGENCY
NETWORKS.

ABOUT **HAVAS**

We're part of a global network of best-in-class consulting, advertising, communications and media agencies. We create tailored teams that make a specific difference to the brands, and businesses we work with to develop integrated, end-to-end digital and operational solutions to complex strategies.

20k

PEOPLE

700

AGENCIES

100

COUNTRIES

WHAT WE DO



01

We're responsible and good citizens

02

We conduct our business ethically

03

We foster an ethical culture

ETHICAL BEHAVIOUR

We recognise the privilege of our work. We take our responsibilities to our customers, our team, the consulting industry, and beyond very seriously.

We work with integrity, meeting the highest standards of conduct, ensuring value for money and recognising where client work is unnecessary or better served by others.

The starting point is always recruiting the highest-quality talent – people who can deliver high-quality work, behave and act professionally, and embody our values.

A critical element of an ethical culture is fairness, equality and inclusion in all elements of recruitment and performance management. We're a culturally diverse and gender balanced organisation, with almost half of our recruits being female. Male and female pay is identical at all grade levels. All salaries are openly communicated across the firm. We promote when individuals are ready, not based on their time in grade.

Beyond client work, we support three fantastic charities:

- **Resurgo** - an organisation that works with people to transform society through high-impact, scalable enterprises - with mentoring and skills workshops and fundraising.
- **Sebby's Corner** - a charity dedicated to supporting families living in poverty, families escaping domestic abuse, refugees, asylum seekers and victims of modern slavery and human trafficking.
- **Active Connections** - a not-for-profit company working with young people with behavioural difficulties.

In the past year, we supported a total of 34 charities, across over 40 volunteering experiences, delivered 60 days of pro-bono consulting and raised nearly £20,000

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We provide excellent consulting services which deliver the outcomes clients seek and need

05

We're transparent with clients and respond to their concerns

06

We always strive to improve the value we can deliver to our clients

CLIENT SERVICE AND VALUE

To deliver meaningful change for our clients means being invested in their success. We provide the right blend of advisory and delivery to achieve faster and better results.

An open culture is fundamental to our delivery success and ways of working. This culture represents a major differentiator for both attracting and retaining talent and delivering more meaningful and lasting change for our clients.

Our business model is based on what we call the ripple effect; by embedding small, expert, innovative teams, we create ripples of change to drive wider culture change.

Our clients best judge success, or otherwise, in delivering excellent consulting services. We seek independent feedback on all our engagements, helping us to continually improve the value we deliver to our clients. 100% of clients state that we exceed or substantially exceed their expectations.

We're innovative from the inside out. We're natural entrepreneurs. Our in-house Incubator supports our colleagues to develop their own successful start-ups. We bring the same mindset to our work: looking at each challenge with a fresh pair of eyes and finding the best possible solutions. We currently have 22 in-flight businesses - ranging from consumer apps and fashion brands to food and drink products and financial educational platforms. We've generated £10m of combined value, £4m in fundraising and three start-ups have graduated from the Incubator with the founders pursuing their entrepreneurial dreams full-time, and 2 of them were successful on Dragon's Den!

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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

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Chartered Management Consultant (ChMC) Accreditation

PROFESSIONAL DEVELOPMENT

We're committed to continuously improving our delivery teams to ensure they meet and exceed contract requirements. Our approach to training and coaching is multifaceted, encompassing internal and external resources.

Internal training and coaching:

- **Tailored learning pathways:** We provide structured learning pathways for all levels, ensuring our team excel at every stage of their careers. Our diverse training pathways include technical consulting expertise and emphasise communication skills, teamwork, leadership development and more. Our teams participate in regular workshops and training sessions to enhance their skills and expertise, share best practices and apply client-specific contexts.
- **Mentorship:** We have a robust mentorship programme where experienced professionals guide newer team members, offering insights and support, both professionally for development and beyond for personal health.
- **Performance reviews:** Continuous performance reviews help identify areas for improvement and tailor training to individual needs.

External training and coaching:

- **Industry certifications:** We encourage and support our team members to obtain relevant industry certifications to stay updated with the latest standards and practices.
- **Professional development courses:** We partner with leading institutions to offer professional development courses that enhance skills and knowledge.
- **Guest speakers and seminars:** Regular seminars and guest speaker sessions provide fresh perspectives and insights from industry leaders. This ensures we are well-equipped to address both current and future client challenges.
- **Collaborative learning:** We facilitate participation in external workshops and conferences, promoting collaborative learning and networking.

By integrating these internal and external training and coaching initiatives, we ensure our delivery teams have the skills and knowledge necessary to continuously improve their performance and deliver exceptional client results.

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We respect and embrace diversity and inclusion

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We recruit and retain people from a diverse talent pool

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We continuously work to improve our progress on diversity and inclusion

DIVERSITY, EQUITY AND INCLUSION (DE&I)

To create meaningful change for our clients, our people, and our communities, we need diverse talent and ways of working. We're committed to fostering a diverse and inclusive culture where we can do our best work. Our journey is ongoing as we continuously focus on DE&I to evolve for the better.

Inclusive growth, particularly as we expand internationally, is one of our key strategic priorities. Our managing partner, Ben Tye, is the partner sponsor for DE&I, highlighting its importance for us. Our parent company, Havas Group, has a 10-point DE&I charter for all its UK agencies to achieve by 2025. We report our progress against this charter on a quarterly basis to the Gate One strategy board and Havas Board.

The Gate One team supports our DE&I plan, with an active internal community that drives us to achieve our priorities around four pillars: Pride, Race & Culture, Disability & Neurodiversity, and Gender Equity. Our internal community exemplifies inclusive behaviours and creates meaningful internal and external change with our clients and communities. We also work with external DE&I consultants to ensure our work in this space, and more specifically within gender equity, is continuously improving.

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

SUSTAINABILITY

To deliver meaningful change for communities, we're committed to tough sustainability targets in line with the Havas Group.

We're committed to a decarbonisation trajectory that encompasses reductions in energy consumption, increased use of renewable energy, lowering emissions associated with operations and engaging with suppliers to achieve these goals.

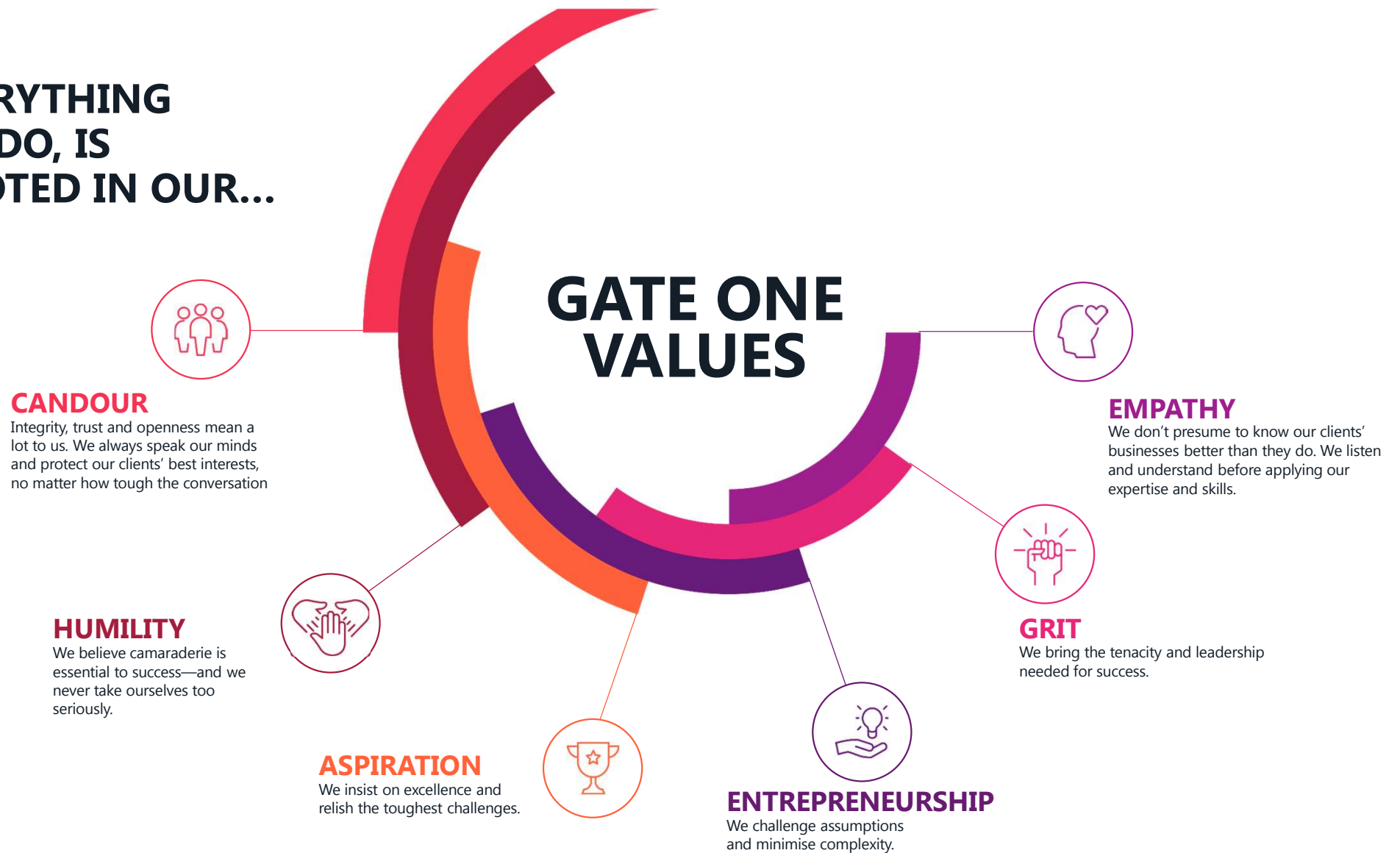
Our decarbonisation trajectory, aligned with the Paris Agreement, is structured around 4 major objectives:

1. Reduce our greenhouse gas emissions associated with energy consumption (Scopes 1&2) by 71% by 2035
2. Use 100% renewable electricity by 2030
3. Reduce our emissions linked to business operations (Scope 3) by 43% by 2035.
4. Involve our suppliers in a decarbonisation strategy aligned with the group's commitments by 2026.

Havas Group is fully committed to implementing plans to meet these targets, which are reflected within those developed, monitored and measured by Havas UK&I. Due to increasing stakeholder demand, and as part of Havas Group's CSR Programme, Impact+, a new 2021 internal emissions baseline for Havas UK&I was created to widen the full scope of emissions reporting to include emissions from media, production, events, IT, digital emissions, commuting, home working, and delivery of goods.

We're also fully committed to driving real sustainable transformation for our clients. By applying our core areas of expertise, we support our clients to become fully sustainable businesses, demonstrate progress, satisfy ever-increasing stakeholder expectations and contribute to combating the climate emergency.

**EVERYTHING
WE DO, IS
ROOTED IN OUR...**



EXCELLENCE IS BEST JUDGED BY OUR CLIENTS

With over 100% of our clients rating us as exceeding or significantly exceeding their expectation, we believe the positive feedback we've received is a testament to our commitment to our clients and the work we deliver:

<https://gateoneconsulting.com/category/client-stories/>

"I feel confident in Gate One representing me and stand behind what they do. I appreciate that they are not afraid to call out gaps in a professional way to help improve our organisation. I am consistently delighted in the insights the team brings back and their vision, enthusiasm, and direction."

Client, Biopharmaceutical Industry

"Gate One are the best team of consultants we have worked with, and we have worked with plenty. They drive us at pace, keep us honest and represent us and the agenda very well with our stakeholders. Frankly we wouldn't have been able to do any of this without Gate One."

Client, Multinational Groceries Retailer

"The combination of advisory and delivery is what we love about Gate One. I have had senior colleagues who have gone out of their way to give positive feedback about the team. I have also had feedback that Gate One are the only consultancy who 'doesn't create more work for us.'"

Client, Home Improvement Retailer

CONTACTS



Ben Tye
Managing Director

Our global MD with a thirty-year career in digital and business transformation for clients in multiple sectors across the globe.

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James Merryweather
CFO

Having held various financial roles in Havas since 2011, including CFO, James joined Gate One in 2025 to lead its financial planning & strategy.

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David Forde
Client Director,
MCA Board Member

With over 15 years' consulting experience in customer experience and digital transformation, David is now also an MCA Board Member.

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Stephanie Ross
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With 20 years' marketing experience in the tech, charity, telecoms and government sectors, Steph helps to drive external comms for Gate One.

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Let's **change.**

