

# CONSULTING EXCELLENCE: A COMMITMENT



# TURNING VISION INTO VALUE

North Highland helps businesses move from strategy to reality, taking a pragmatic and practical approach to build solutions that work and create impact that lasts.

As the world's leading change and transformation consultancy, our award-winning services – powered by a combination

of talent and technology – **turn client visions into real, measurable value.**

We simply cannot do that without a commitment to excellence, which is why our affiliation with the Management Consultancies association is so important to us.



“AT NORTH HIGHLAND, OUR PEOPLE ARE COMMITTED TO CONSULTING EXCELLENCE IN EVERYTHING THEY DO – WE BELIEVE THAT’S HOW WE TURN VISION INTO VALUE”

TONY DOOCEY, MANAGING DIRECTOR AT NORTH HIGHLAND



# ETHICAL BEHAVIOUR

## 01

We are **responsible** and **good** citizens.

## 02

We conduct our business **ethically**.

## 03

We foster an **ethical culture**.

## PUTTING PEOPLE FIRST

Since 1992, we've put people at the core of everything we do. And we've never compromised on this. Today, we still turn vision to value **together**.

To create the best client and employee experience possible, we place our values front and centre:



### CLIENT-CENTRICITY

We prioritise our **clients** and **mutual respect**.



### EMPOWERMENT

We have the **confidence** to make choices in our **careers** and **assignments**.



### CARE

We respect and value the **individual contributions, differences** and **quality of life** for everyone.



### ACCOUNTABILITY

We truly care about the **success** of our company, clients and teams.



### INTEGRITY

We ensure that **honesty, professionalism** and **inclusivity** underpin our every action.



## WE'RE COMMITTED

What's more, we work to create sustainable, long-term economic empowerment in our communities. We do so by harnessing our consulting expertise and collaborating with community groups, not-for-profit organisations and other experts to support projects that enable people to become financially stable.

We are dedicated to being an environmentally responsible company, with a carefully constructed environmental agenda and set of policies to ensure we are continually striving to improve our environmental impact. Our efforts are a real testament to our culture & our people: each individual actively contributes to collective initiatives that are for the greater environmental good. We are also committed to working towards Net Zero GHG Emissions; this will undoubtedly drive significant environmental benefit.





# CLIENT SERVICE AND VALUE

## 04

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

## 05

We are **transparent with clients** and respond to their concerns.

## 06

We always **strive to improve** the value we can deliver to our client.



## CONTINUOUS IMPROVEMENT

At North Highland, we take great pride in delivering high-quality work that provides tangible value to our clients with every project. Our clients frequently praise us for the exceptional value we bring to their organisations. Through rigorous internal processes and methodologies, we ensure that we create lasting impact during each engagement we undertake.

### Quality interventions

We run a qualitative feedback program to facilitate ongoing, two-way dialogue with clients surrounding quality pre-, during-, and post engagement.

Achieved 90%+ client close-loop feedback rate in 2024.

Through internal integration, our client satisfaction data populates in real-time in the firm's Customer Relationship Management platform, ensuring timely mitigation and resolution of client quality concerns.

### Client Satisfaction Survey

Based on the Net Promoter Score methodology, this monthly survey offers a continuous read on key drivers of satisfaction, including team performance, value realization, and work quality.

We continue to outperform the management consulting industry benchmark.

### Project-level feedback programme

We routinely administer a post-project survey to measure client feedback and assessment of consulting team and deliverable quality.





## TRAINING & CERTIFICATION

### Training and certification programme

Team members are encouraged to develop a continuous learning mindset by staying abreast of all the latest approaches.

### Quality management methodologies

We are qualified to the highest standards and are certified to ISO 9001, as well as ISO 27001.

### Cyber Essentials Plus

North Highland is certified with Cyber Essentials Plus, demonstrating our commitment to cyber security and meaning we are protected against common online security threats.



## KNOWLEDGE SHARE

### North Highland's Service Packs

Our Service Packs provide our consultants with guidance and gold standard assets for delivering a tested, integrated, repeatable approach to transformation services for our clients. Assets include expertise-specific guidance templates, gold standard assets and digital tools for efficient and consistent for selling, solutioning, and delivery designed to help our clients plan and implement a transformation. These sets of assets, approaches, and tools represent each of our services and how we apply them to address the use cases and challenges our clients most commonly face.

### Shared Expertise

In addition to providing best-in-class service-specific assets in the service packs, our consultants continually share their expertise and tacit knowledge through formal and informal channels to improve all levels of our organization. Whether through the continuous refinement and person-to-person sharing of best practice delivery approaches or creation and publication of new sales assets and delivery materials, we encourage knowledge-sharing and socialization of best practices firm-wide to scale our expertise.





# PROFESSIONAL DEVELOPMENT

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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**.

## 10

We support the adoption of the **Chartered Management Consultant (ChMC) Accreditation** across the industry and champion its values.

## BUILDING LASTING CAPABILITY

Our Talent Development division delivers an exceptional employee experience through impactful, relevant and engaging content. These learning materials and curriculums are designed to be easily digestible, facilitate unparalleled performance, ensure informed career choices, and ultimately maximise job satisfaction. In this way, it both promotes skills development and helps build our enviable culture.



## ESTABLISHING PRIORITIES

Talent Development at North Highland supports our C-suite executives to achieve the firm's objectives. Once priorities are established, performance goals then revolve around three pillars: people, firm, and client. These ambitions are set for each division and cascaded throughout the company, in turn supporting the development of individual goals.



## PROPELLING INDUSTRY LEADING PERFORMANCE

They also effectively align to business functions, and work closely with the firm's leaders to understand key trends through market scans. By recognising the critical and emerging skills that will trigger industry-leading performance, we can plan for their adoption into our firm.

This results in access to over 20,000 courses, all accessible virtually to keep our consultants one step ahead.





## CREATING CAREERS

North Highland runs initiatives not just technical skills, but career development too. They include:

### **Women's Leadership Programme**

This program serves as a talent pipeline for women in leadership positions, including, pinpointing career opportunities and establishing connections for career growth.

### **Reverse Mentoring Programme**

This is where individuals who differ in age, experience, gender, diversity or another trait are paired up, with the more experienced individual learning from the insights and experience of the other.

### **Cognitive Apprenticeship Programme**

This is where consultants are paired with seasoned experts to guide them through a curated journey that blends formal learning with intentional on the job experiences. This program allows consultants to practice their skills in a safe environment, while providing a clear career path to their specialty area of choice.

### **Academy Apprenticeship Programmes**

These programs, focused on our consultants early in their career, provide a deeper dive into various areas including Portfolio, Retail, Public Sector and Data & Analytics.

### **Chartered Management Consultant (ChMC) Accreditation**

At North Highland, we foster professional excellence by supporting our consultants in obtaining the prestigious Chartered Management Consultant (ChMC) certification. The ChMC program elevates industry standards, enriches our consultants' careers, and instills pride in the management consulting profession.





# SOCIAL RESPONSIBILITY

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**Social Responsibility** is mission-critical to every aspect of our strategic intent to be the leading change and transformation consultancy. Our social responsibility commitment is intentionally embedded throughout our ways of working, from recruiting to career development to people manager interactions. **We respect, embrace and understand** the importance and positive benefit of inclusive environments and people from different backgrounds working within our firm and for our clients.

## 12

As an equal opportunity employer, we recruit and retain people from diverse backgrounds and strive to **build a workplace culture** where all identities, perspectives and experiences are valued, respected and celebrated. Furthermore, we provide **fair access to career opportunities** and leadership development for all employees through our processes and distribution of resources, including identifying and eliminating barriers that prevent fair access.

## 13

We continuously work to **improve our progress in social responsibility**, implementing best practices and monitoring the impact of our efforts over time. This includes **using various tools to assess our processes** and participating in the MCA's annual reports.

## 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.

## WE ARE ONE TEAM

At North Highland, we value all capabilities, characteristics, contributions, backgrounds, thoughts and experiences. We believe in the profound value of social and personal differentiating characteristics that make us individuals and create distinction in our work. That's why we appreciate and embrace that which connects us and that which makes us different. It's the only way to create a sense of belonging among every single one of our people.



## WORKING TOGETHER

Our social responsibility commitment is embedded within our values and we expect each employee to actively demonstrate and embrace this commitment across all levels of the firm. We have executive leadership driving our social responsibility efforts, working alongside many stakeholders with representation across North Highland. From the C-Suite to our individual contributors, our people understand the significance of social responsibility through everyday actions, behaviors, and leadership. We have also created and expanded numerous community networks to provide the opportunity for connection with, conversation about, and support of our culture:

- BAME (Black, Asian Minority Ethnic)
- BEN (Black Employee Network)
- Pride Alliance (LGBTQ+ focus)
- WIN (Women in North Highland)
- VAN (Veterans at North Highland)
- LATTE (Latinx & Tribal Teams Elevation)
- EAST (Elevating Asian Strength and Talent)
- DANCE (Disability Accessibility Neurodiversity Community & Empowerment)





## REFLECTING EACH OTHER

It's our ambition to reflect the diversity of our customers, employees and the communities that we serve. Our supplier diversity programme aims to do just that, by discovering and developing diverse suppliers. These include:

- Minority-owned business enterprises
- Woman-owned business enterprises
- Disadvantaged business enterprises
- Veteran-owned business enterprises
- Service-disabled veteran-owned business enterprises

Our supplier diversity efforts will also boost the procurement of goods and services from diverse vendors.

### The Good Business Charter

North Highland is accredited by the Good Business Charter in recognition of the fact that we pride ourselves on conducting our business with fair and responsible business practices.

### Carbon Reduction Plan

North Highland UK is committed to achieving Net Zero emissions by 2050. We have defined a position statement, and we're proud to share our carbon emissions are considerably lower than other industries.

### Local Community Service

We are committed to operating sustainably — not only environmentally, but socially — by supporting the communities in which we work. As part of this commitment, every year our firm dedicates a 'Day of Giving Back' where all employees participate in fundraising and provide strategic consulting support to a chosen charity. We continue to support this charity throughout the year with pro bono consulting hours focused on areas, such as strategy development, corporate fundraising, marketing, and systems transformation. Our firm prioritises working with charities that support underprivileged young people and tackle homelessness in our local communities. Our consultants actively raise funds, share skills, and help build sustainable models for these organisations to scale their impact. We view this work as a core expression of our values and as a key part of delivering long-term social sustainability.





## ABOUT NORTH HIGHLAND

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**Tony Doocey**  
Senior Managing  
Director

With industry-leading client satisfaction ratings, North Highland's methods and expertise are regularly recognized by the world's leading analyst firms. We are a proud member of Cordence Worldwide, a global network of truly connected consultancy firms with the ability to think and deliver together. This means North Highland has more than 5,500 experts in 60+ offices around the globe on hand to partner with you.

For more information, visit [www.northhighland.com](http://www.northhighland.com) or connect with us on [LinkedIn](#), [Twitter/X](#), [Instagram](#) and [Facebook](#).