

**Confidential**  
**Consulting excellence declaration**

**10th May 2023**

## Our approach

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"As a company devoted to providing only the highest of standards of client service and value, we are delighted to continue our association with the Management Consultancies Association (MCA). For over 50 years, we have been putting clients first to achieve unparalleled results and create long-term effects that improve their business, people and more. Collinson Grant is proud to share the aims and values of the MCA and its commitment to consulting excellence."

**Ben Collinson**  
**Managing Director**

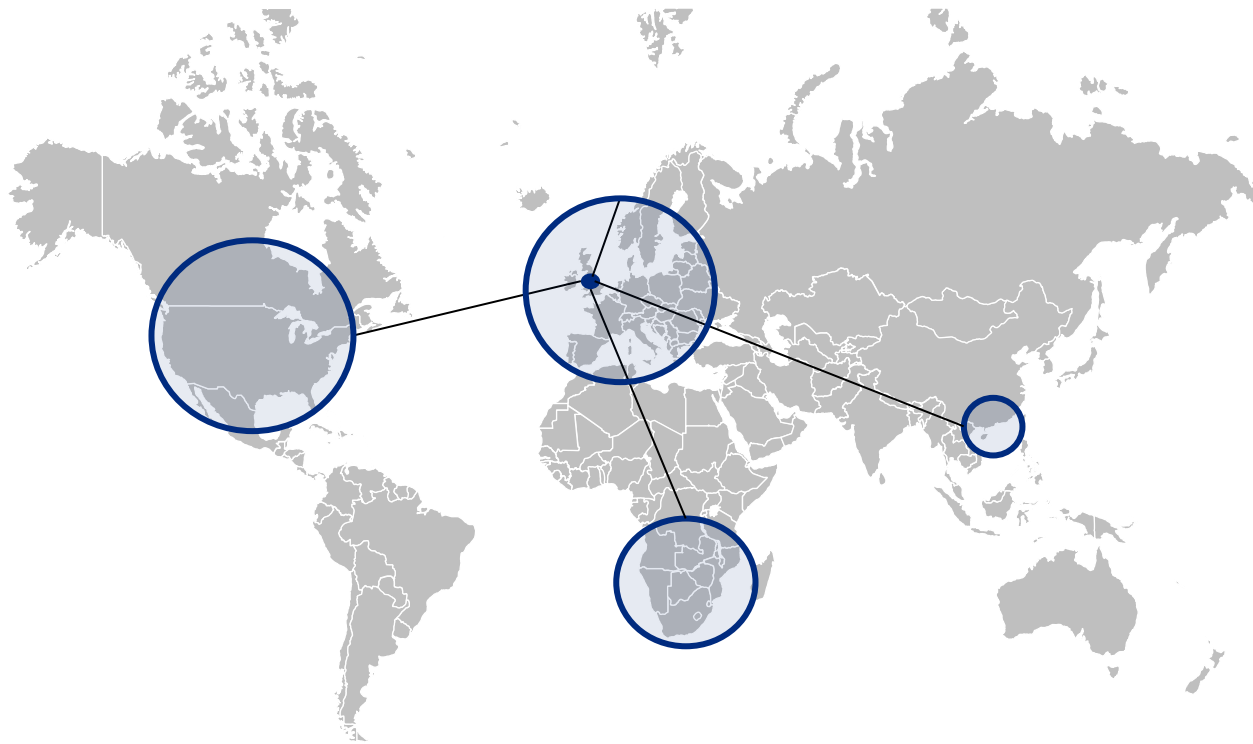
# First class return

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- Collinson Grant has been helping companies to integrate acquisitions and restructure businesses since the early 1980s. We help firms all over Europe, in the United States and more widely, to reduce costs, improve performance and profit, and manage people. Our approach builds long-term relationships
- A few solid principles have sustained our business over the years:
  - to focus on our essential skills – supported by robust concepts and proven methodologies and practices
  - to employ only experienced line managers with deep operational and financial experience and expertise
  - to offer a stable and reliable partner
  - to work collaboratively with clients
- 3,500 consultancy assignments for over 950 clients over 50 years have one thing in common – every client is connected by a previous assignment – most typically a recommendation, enduring relationship or project
- Our emphasis is on results and value-for-money. We expect to give a first class return on the investment in us. We do not recommend action unless we are sure that the outcome will be worth it. We are not afraid to give bad news, or to champion ideas that may not be welcome
- Many of our clients have operational assets and supply networks around the world. We know how to restructure and relocate operations, redesign organisations, improve performance, boost the effectiveness of supply chains, analyse the value chain, adopt lean processes and new technologies, and plan shared services
- Our work often involves restructuring and redesign of organisations and operations. In such cases our operational, project management and HR / employment law capabilities means we can bring all of the necessary expertise to bear to affect a successful transaction and subsequent transition

# Who we are and where we work

“ We’re an agile SME with the ability to compete with leading consultancies on an international scale whilst remaining true to our values and principles. We consistently exceed expectations of value and return on investment ”



## Our business

Collinson Grant is a management consultancy with a history of profitable growth

We help organisations throughout the world to restructure, merge acquisitions or businesses, cut costs, increase performance and profit through the management of people and adoption of digital

Whether restructuring complex businesses, turning around performance, improving efficiency or securing better returns our consultants aim is to return ten times their fee to clients

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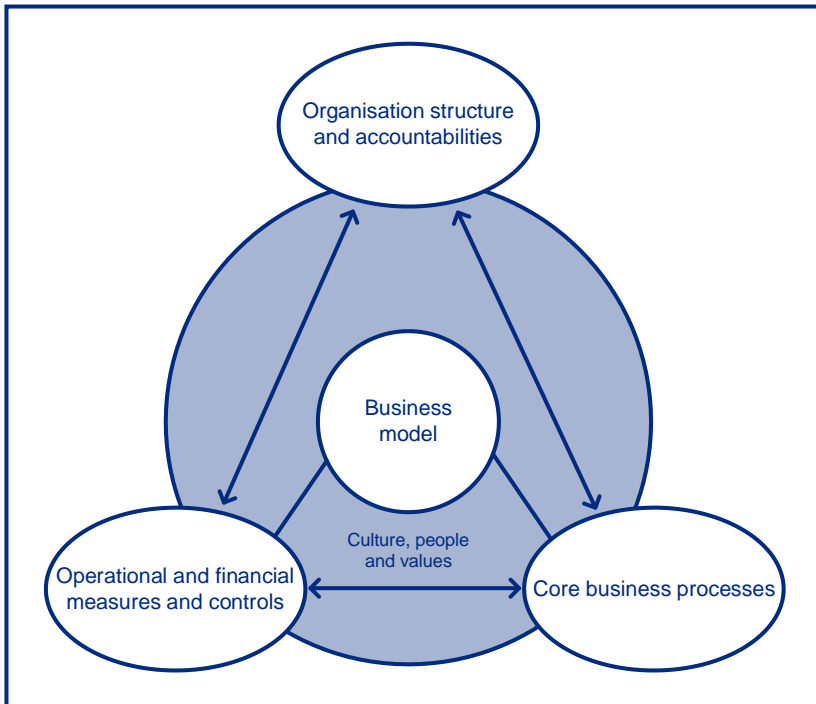
## Our principles

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# The sort of work we do

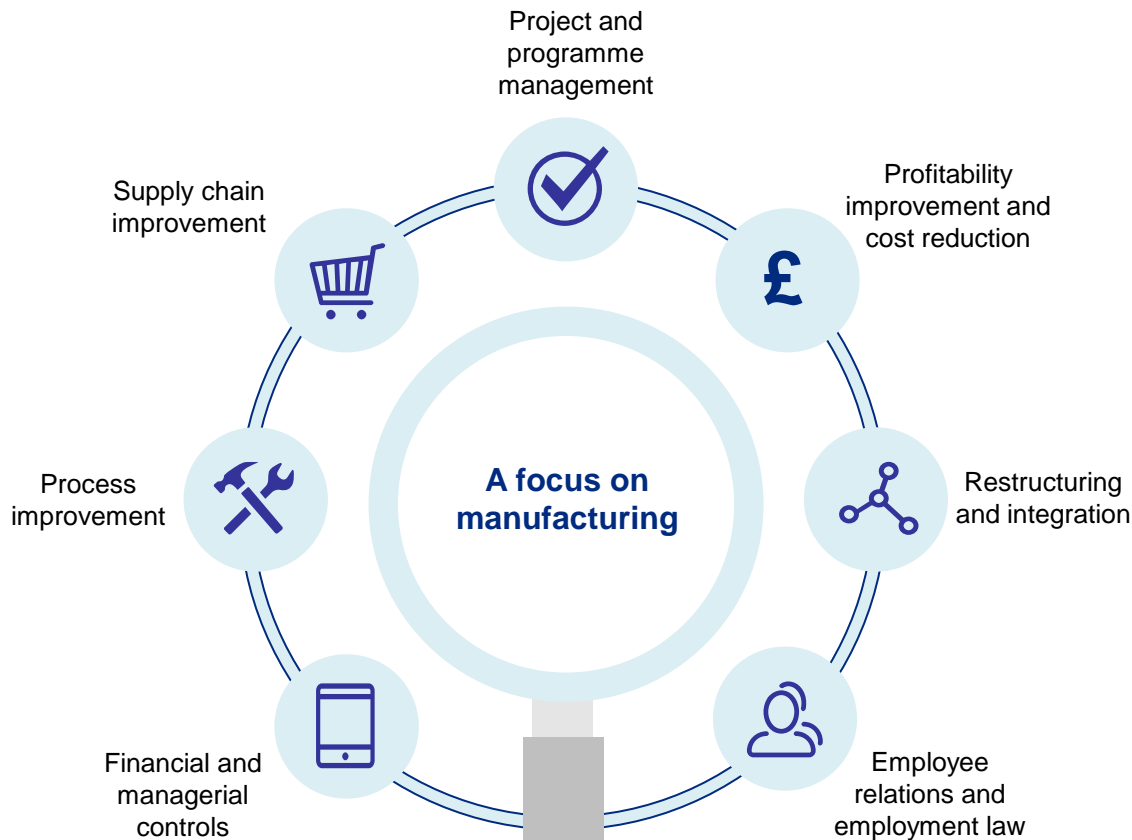
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Most of our work is on three themes – organisation, costs and people. We use this simple framework to manage complex assignments and to support managers on smaller, more focused projects. We help them:

- to restructure and integrate – after acquisitions or to improve profits
- to cut costs. We make systematic analyses of overheads, direct costs, and the profitability of customers and products. This helps managers to understand complexity, and to take firm steps to reduce it
- to improve the supply chain. We examine every process and contact to improve efficiency and service
- to set up financial and managerial controls. We create robust systems to improve decision-making and reduce risks
- to refine business processes and introduce lean practices. We analyse and improve how work is done, and use new ways to create change and make it stick
- to manage people. We advise on rewards, guide managers on employee relations and employment law, get better performance from people, and manage redundancy

# Core sector – manufacturing



## Manufacturing

Collinson Grant works with a wide variety of clients within the manufacturing industry in the UK, Europe and further afield. We have helped them to reduce cost, remove complexity and improve processes. Our experienced managers have operational knowledge from within industry, so our advice is always practical

Our work focuses on:

- Financial and managerial controls: ensuring financial and operational risk is effectively controlled
- Process improvement: using techniques such as Lean and Six Sigma to restructure and improve current processes, and reduce operational waste
- Supply chain improvement: reviewing in-house and outsourced logistics and warehousing facilities to determine the optimal structure for cost and efficiency
- Project and programme management: creating processes and documentation for efficiently and robustly managing projects and programmes
- Profitability improvement and cost reduction: reviewing all internal and third-party cost
- Restructuring and integration: providing support before and after integration and restructuring
- Employee relations and employment law: our sister company, Watershed Europe, has a team of experienced employment lawyers who can assist with any employment effects of an organisational restructure

# Core competencies

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We can use our skills in specific projects:

**Managing cost**

- Reviewing cost
- Reducing cost of selling, general and administrative expenses (SG&A), and operations

**Improving productivity**

- Analysing site productivity
- Process improvement

**Reducing complexity**

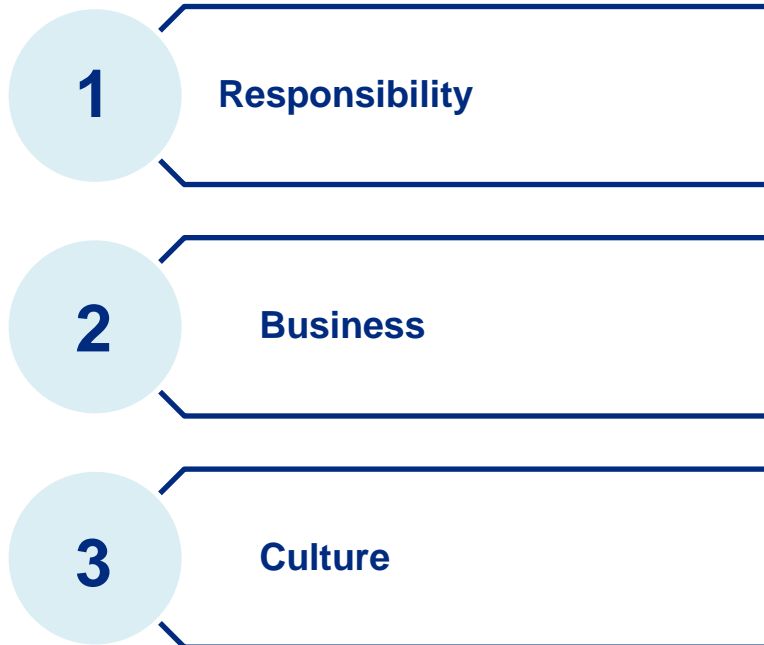
- Reviewing product range and manufacturing location
- Designing improvement

**Improving EBITDA**

- Results of reducing cost and improving productivity
- Tracking

# Ethical behaviour

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Collinson Grant is dedicated to operating in an ethical manner. Our long-term success is a result of acting with the highest level of integrity. Nearly all of our assignments have one thing in common – every client is connected – most typically a recommendation, enduring relationship or project. We have fostered a culture that embeds strong relationships and good practice at all levels from the beginning and throughout. Our onboarding process explains what we expect from our people and how things are done. Our team of high performing Consultants and Associates add value through being open, honest and transparent with clients. We do not recommend action unless we are sure that the outcome will be worth it, nor are we afraid to give bad news or to champion ideas that may not be welcome.

We look at the bigger picture and understand the effect we have on the wider world. Our ongoing commitment to corporate and social responsibility is underpinned by an integrated quality management system with certifications for ISO9001 Quality Management and ISO14001 Environmental Management. We aim to conduct assignments in a way that supports carbon reduction, sustainable waste management and energy efficiency.

Objectives and targets are reviewed to consider whether environmental effects can be eliminated, substituted or controlled. Current documented procedures are reviewed to assess their coverage and ability to achieve and maintain environmental objectives and targets. When on our own site, office activities are managed to control, to reduce or to eliminate their effect on the environment.

Our breadth of experience and technical knowledge of equality and discrimination ensures we promote diversity in all parts of recruitment, training and onboarding. As a family business, being part of a team is who we are. Employees are encouraged to be themselves and share thoughts through regular discussions in a supportive environment.



# Client service and value

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Our emphasis is on implementation, results and value for money; we achieve this through our pragmatic approach, real insights and ensuring our clients are involved in the work.

## We help our clients

- to manage complexity and cost
- to optimise operations
- to restructure value chains to improve profits
- to manage people
- to make full use of assets
- to integrate restructure acquisitions

## We create value and mitigate risk by adding

- Robust concepts and proven methodologies
- The ability to manage programmes and projects
- Appropriate technical expertise – to dovetail with the client’s teams
- Experienced people – as consultants and as line managers

**Excellent services**

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**Transparent and responsive**

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**Continuous improvement**

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# Professional development and commitment to sustainability

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**Training and development**

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**Capability**

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**Welfare**

Collinson Grant encourages its employees to hone their skills and competences continually and is committed to developing them through different mechanisms. We promote strong core consulting capabilities and specialisms in our consultants and teams. We strongly emphasise:

- Self-awareness: each employee should be aware of their own competences, strengths, and weaknesses
- Developing consultancy skills
- Gaining familiarity with management theories and conceptual toolkits
- Sharing with and assimilating from colleagues any relevant experience on how to approach and deal with the challenges facing clients' businesses
- Gaining exposure to different types of consultancy assignment including ones with which they may have little previous experience

Directors and employees periodically discuss and agree development activities that include:

- Training courses
- Reading
- Mentoring/coaching
- Peer review
- Practical work

Any training and/or Continuing Professional Development is agreed and documented. We ensure that our people are allocated to an assignment until completion. Our internal capacity management and planning system gives us sufficient visibility to effectively match people to projects and to manage this daily, weekly and monthly as needed.

# Commitment to diversity and inclusion

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Our employment law and people services include training in equality, diversity and inclusion (EDI) for managers and employees in public and private sector businesses. We write EDI policies and procedures for our clients and assist with their implementation to make sure that our clients' organisations are best in class and have competitive social mobility practices.

Our extensive experience reviewing people management practices and the way workplaces deal with diversity and inclusion have led us to regularly review people management policies, processes, tools and practices in all types of organisations including our own. The review includes diversity and inclusion practice, equal pay audits, HR department audits and equality impact assessments. We undertake benchmark comparisons and other organisation improvement activities. We have bespoke organisational analysis tools that enable us to examine all aspects of people management. We also have cultural profiling and survey tools that show your current attitudes, values, opinions and beliefs and how they interact to support or impede success in an organisation.

We provide training, coaching, policy documents, support material and advice for clients that cover all protected characteristics: age, disability, race, colour, ethnic background, nationality, religion and belief, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity leave, as well as wider diversity matters such as those relating to gender.

We are pleased to continue to contribute to the MCA annual report by collecting data and assessing the effectiveness of current EDI policies within Collinson Grant.

**Respect and embrace diversity and inclusion**

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**Recruit and retain from a diverse talent pool**

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**Continuous improvement**

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**Collinson Grant**

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