



OUR COMMITMENT TO DELIVERING CONSULTING EXCELLENCE

MCA Consulting Excellence Declaration

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Foreword

At BJSS, we believe in partnerships; with our clients, our colleagues, and the community.

For our clients, their business is our business, and they trust us to work as one team to deliver the outcomes they need. Our award-winning Enterprise Agile approach allows us to prioritise delivering fast value and iterate or pivot as new findings and insights are discovered. We also pride ourselves on our ability to build our clients' in-house capability, and enable them to continue to deliver sustainable change, without our ongoing support.

For our colleagues, we know that our people are our best asset and we strive to create the culture they need to be inspired, learn and perform at their best every day. Our dedicated, colleague-run culture, learning and development, communications and events, and diversity and inclusion teams are empowered to make this a reality.

For the community, we strive to give back to the areas we operate in. Our numerous community schemes aim to transform the futures of disadvantaged young people by providing training and opportunities to develop their skills, confidence, and outlook to choose and succeed in a career in consulting. We have also been carbon neutral since 2019 and run a Green Field Conservation project to re-wild 125 acres of land, near our Leeds Head office, in the Yorkshire Dales.

Consulting excellence is at the heart of how we work with our partners in the community, our teams and clients to drive real and impactful change. That's why we're thrilled to declare our commitment to the MCA Consulting Excellence Principles and bring to life how we follow them in our work every day.

Jila Bahri-Esfahani

Head of Delivery for Consulting at BJSS



Our Declaration

At the centre of everything we do are our people and being a trusted partner to our clients and society.

We are proud to declare our commitment to the MCA Consulting Excellence Principles.

About BJSS

Delivery excellence since 1993

BJSS started in 1993 to challenge the possibilities of the technology space and deliver the best in class solutions that truly make a difference to clients.

For 30 years, BJSS has grown to become an international company delivering complex, innovative technology solutions used by millions every day.

And now we're made up of thousands of talented consultants united by a commitment to excellence, a spirit of continuous innovation, and a dedication to think and act differently.

Recognition

BJSS has been recognised across four categories in the Financial Times UK's Leading Management Consultants report for five consecutive years. We're also recognised in seven categories of the Forbes World's Best Management Consulting Firms.



Our Vision

To be the partner customers trust to deliver the innovative technology they need to transform and thrive.



Why We're Different

BJSS Consultants have deep industry knowledge and are experts in their fields. Our people are diverse, inclusive, and passionate about the value we deliver.

We act with integrity and empathy to build long-term client relationships. We're talented, curious, and collaborative, and committed to landing real change with our customers.

We strive to be:



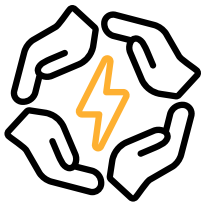
Pragmatic and realistic

We bring business and technology together to provide pragmatic recommendations grounded in real-world delivery experience with many of the world's leading organisations.



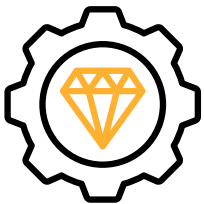
Trusted and collaborative

We're a leading business and technology consultancy for organisations. Trusted by our clients, we collaborate to deliver complex and innovative solutions used by millions of people every day.



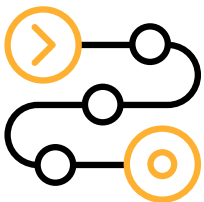
A reliable partner

We'll be a partner in a client's transformation, helping every step of the way, fitting around their needs, and ensuring they own the brighter future they are creating.



Deep expertise

Our experienced consultants are able to support across organisations. We have recognised, credentialed consultants in high-demand areas across the five industries that BJSS serves.



End-to-end delivery

We deliver right across the value chain from strategic advisory through to technical delivery and adoption. We use an Agile, iterative approach to quickly deliver value and pivot as new findings are discovered. We work to ensure sustainable change.

MCA's Five Pillars of Excellence

- 1. Ethical Behaviour
- 2. Client Service & Value
- 3. Professional Development
- 4. Diversity & Inclusion
- 5. Sustainability

Our Values

Our values align with the MCA's five pillars of excellence.



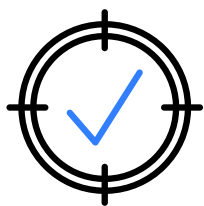
Professional Excellence

The aim of our work is to always deliver the best outcome for the client.



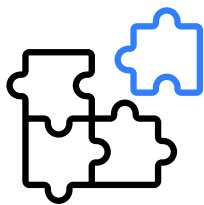
Innovative Thinking

We are creative in our approach to solving client problems – we do things differently to other consultancies.



Delivering Great Outcomes

We build a reputation as a consultancy that gets things done, delivers the work we commit to, and adds value to what's asked of us.



Collaboration

We share knowledge and great ways of approaching problems, celebrating the diverse skills of each of us, and of other BJSS teams.



Long-term Relationships

We build partnerships rather than transactional relationships, which are based on integrity, trust, and doing what's right.

Consulting Excellence Principles

As signatories of Consulting Excellence, BJSS commits to adopting the 13 principles.

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.
4. We deliver 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.
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.
10. We respect and embrace diversity and inclusion of people from different backgrounds.
11. We recruit and retain people from a diverse talent pool and strive to build cultures.
12. We support industry efforts to improve progress on diversity and inclusion.
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.



Ethical Behaviour

We are responsible and good citizens

At BJSS, we pride ourselves on being responsible and good citizens in the type of work we do, the way we conduct our work, and the way we contribute to the local communities we work in.

Type of work

- We have an almost 50% split of private and public sector clients, working with many charities and government organisations to drive transformation programmes that will have a big impact and positive outcomes for society and those that use their services.
- Our services are underpinned by our sustainability offering. During our engagements we use our unique sustainability framework to help our clients design, deliver, and embed sustainability in their operating models, operations, and ways of working.
- We aim to always help our clients, partners, communities, and colleagues reduce their carbon footprints and make the necessary changes to become more sustainable.

How we conduct our work

- Our interactions with each other and our clients are guided by a clear set of shared values that focus us around delivering responsible and high-quality services.
- We always focus on adding real value for our clients, and aim to build their capability to deliver future changes on their own, without our support.
- We also focus on ethical and sustainable practices in the way we conduct our work, aiming to reduce and offset our carbon footprint.
- Since 2019, we have been a carbon-neutral business, and our goal is to become a net-positive business in the future.

Local community contribution

- We want to ensure that the skills of the next generation of IT talent are properly developed and that we have a diverse, thriving sector.
- Alongside our partners, we deliver sustainable programmes that support our community development themes for Youth and Technology. We combine financial support with pro bono commercial and technology expertise, to offer improved community project outcomes.
- In our communities, we create new opportunities for future innovators, creative thinkers and problem-solvers, and take positive action towards improving diversity.
- Results from our work:
 - 6,200 school children have benefitted from BJSS workshops.
 - 3,700 young women introduced to careers in technology.
 - 5,100 new opportunities for disadvantaged children.

We conduct our business ethically

Corporate governance is a key element of BJSS.

Gender Pay Gap

We are open and transparent about any imbalances in our organisation, and continue to investigate why these inequalities exist, and commit to taking action to address them.

Disability Confident Committed

The UK Government's Disability Confident scheme helps organisations to think differently about disability, and improve how they attract, recruit, and retain disabled workers. BJSS is committed to recruiting and retaining people with physical or mental conditions that have a long-term and substantial effect on their daily lives.

Corporate Social Responsibility

Our CSR focus is Youth and Technology. We engage credible public, not-for-profit, and private sector organisations to execute sustainable projects in these focus areas, supporting them financially and through pro bono consultancy. We do not extend any CSR support to political parties or groups with partisan political affiliations, organisations which are racially exclusive, or religious organisations.

Modern Slavery & Human Trafficking

BJSS is committed to ensuring transparency in its business and in its approach to tackling modern slavery throughout its supply chain, consistent with its disclosure obligations under the Modern Slavery Act 2015.

Scottish Business Pledge Signatory

BJSS supports the Scottish Government's aim of achieving greater equality, sustainability, and innovation within the Scottish economy.

Carbon Reduction Plan

BJSS has been carbon neutral since 2019 and is committed to achieving net-zero emissions by 2025.

Armed Forces Covenant

We recognise the value serving personnel, reservists, veterans, and military families bring to our business, and signed the covenant in March 2017.

We foster an ethical culture

At BJSS, we believe an ethical culture is crucial if we are to operate to the best of our professional and technical ability, and deliver to our clients and stakeholders with integrity.

We foster an ethical culture through championing ethical practice across all levels of the organisation, being guided by a strong set of values, and ensuring our colleagues are educated and upskilled in ethical practice.

Our ability to uphold our integrity and deliver sustainable business success relies on everyone at BJSS. To drive our culture, we are guided by a clear set of values, one of which is Professional Excellence. This outlines the expectation to ensure the work we deliver is of top quality, but also that the way we deliver this is responsible and ethical to each other and our clients.

In addition, every 12 months, all BJSS colleagues are required to participate in the following mandatory training to ensure ethical practice:

- BJSS Information Security
- GDPR Regulations
- Health and Safety
- Equality and Diversity
- Bribery Act

We also have clear whistleblowing policies in place to encourage the raising of serious concerns without fear, and to provide confidence that concerns are taken seriously.



A woman with long, curly dreadlocks is sitting in a modern office chair at a desk. She is wearing a dark long-sleeved top and blue jeans. She is looking down at a laptop on the desk, with her hands on the keyboard. The office has large windows in the background, and the floor is highly reflective. The overall tone is professional and focused.

Client Service & Value

We deliver the outcomes clients seek

At BJSS, our consultants are diverse, inclusive, and passionate about the value we deliver to clients. We act with integrity and empathy to build long-term client relationships and ensure that we prioritise delivering the value and outcomes our clients need. In fact, most of our work and growth is due to referrals from clients.

We focus on providing excellent services by:

- Taking a collaborative approach to contract and scope of work development, ensuring we take the time to understand our clients' challenges, and shape appropriate and correctly-sized engagements, with clear and agreed outcomes for delivery.
- Ensuring quality of delivery against these outcomes through a dedicated account team and regular reviews (e.g. project health checks), and taking an iterative approach that enables us to adapt to feedback and concerns.
- Forming multi-disciplinary teams and multi-skilled consultants so we can flex and adapt skills to meet varied client needs.
- Delivering outcomes across the value chain for our clients, from strategic advisory through to technical delivery and adoption. We prioritise delivering fast value and an iterative approach to pivot as new findings and requirements are discovered.
- Championing a one-team approach and transparent ways of working with clients.
- Ensuring we focus on upskilling and building the capability of our clients so they can continue to deliver outcomes beyond our engagement.

We also ensure our consulting services remain relevant to the needs of our clients, and continue to review and update our offerings to ensure we are one step ahead of the challenges we expect them to face.



We are transparent with clients

Agile delivery is in our DNA at BJSS. Our award-winning Enterprise Agile Book informs how we deliver on each engagement, and a key element of this involves working openly with clients and responding to their needs.

We focus on collaboration and communication:

- Working openly with clients, inviting representatives to Agile ceremonies - ensuring they provide input and feedback.
- Tracking progress and updates through open tools.
- Creating tailored communication and engagement plans.

We ensure predictable delivery, whilst providing flexibility to respond to change and needs.

We recognise, especially in these uncertain times, that clients' requirements may change throughout delivery, or they may have feedback that requires us to adapt our approach. From our experience, the following ways of working enable us to ensure predictability whilst providing flexibility to respond to needs:

- Creation of a backlog of epics and user stories, sized according to current levels of detail.
- A clear delivery roadmap of backlog items - helping stakeholders have a forward-looking view of change.
- Tracking items using story points over a regular cadence or sprint, reporting metrics such as backlog volume, burndown charts, and team velocity.
- Working in sprints, with teams committing to specific goals for each sprint, and tracking how these goals are contributing to overall business objectives.
- Sprint commitments managed at 80% capacity, allowing teams flexibility to respond to events or unforeseen work.

We strive to deliver value to our clients

We always strive to go above and beyond for our clients to achieve the right outcomes, and build the capability of those we work with.

At BJSS, our commitment to integrity demands we do the right thing for our clients. We are open to challenging our clients and stakeholders on approaches, where appropriate, and are willing to make recommendations even where this may reduce our scope of work because it is the right thing for them.

A primary aim on engagements for us is to build capability. We support our clients by providing the coaching, tools, and templates they need to continue to deliver outcomes and embed change, without a reliance on third parties. We do this through:

- Inviting teams we work with to form a single team, united behind a shared purpose, ensuring that everyone is involved in decision making, design and testing.
- Actively involving our clients in co-creation, supporting them to learn first-hand through experience.
- Working collaboratively with clients to identify areas of upskilling or required coaching, and deliver targeted training.
- Following a formal approach to knowledge transfer that ensures knowledge and capability is transferred to client teams before we leave engagements. It is based on industry best practice and can be tailored to the clients we work with.
- Handing over multiple tools and templates that we collaboratively design and tailor to our clients' needs, and then upskill them to use for future projects or programmes they are working on.



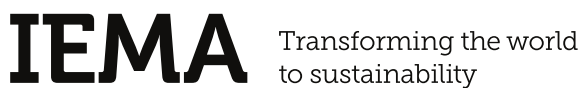


Professional Development

We undertake training and professional development planning each year

BJSS Consulting is committed to creating an environment that allows our consultants to develop their careers and grow as individuals.

- We have a dedicated Learning and Development team at BJSS, and a specific Learning and Development Lead for BJSS Consulting who works with the central team to develop learning pathways for each grade.
- We have a Consulting development framework, and undertake frequent skill assessments of our team against the framework to inform where training and professional development is required. We also consider our growth strategy for the year, and the skills and capabilities we need in our team to support our ambitions.
- Alongside the learning pathways, we have a clear process where consultants can apply to undertake training that they believe will allow them to develop their careers, with the expectation that they share this knowledge back within the team.
- We undertake reviews every six and twelve months with our consultants to support them in managing their development.
- Where required to meet client demand and our peoples' development, we invest in capability specific qualification/certifications.



We promote strong core consulting capabilities and specialisms in our consultants

We have a clear development framework that communicates the capabilities our consultants should acquire throughout their career and the priority areas to focus on at each grade.

The framework underpins career development conversations between consultants and their manager, which includes objective setting, annual and six-monthly reviews, and promotions.

The capability framework is based on seven core capabilities:

1. Consulting Behaviours
2. Core Consulting Skills
3. Delivery
4. Content Development & Innovation
5. People Development
6. Client Development
7. Business Leadership

As our business grows to meet our client demand, we will proactively look at the shape, roles and development paths of our team to ensure we continue to support our peoples' development and career growth at BJSS.

We support our employees' career progression, professional development, and welfare

We support our consultants' career progression and professional development through a mix of formal and informal training, supported by strong people management, coaching, and mentoring schemes.

Training

- Formal qualifications and accreditations aligned to our Consulting Services.
- Lunch & Learns led by members of the team.
- A Consulting Academy for graduates or starters to Consulting.
- On-the-job training and support.
- Detailed training led by Consulting Service Lines.
- Leadership essentials training.

People management

- Responsible for the career development and welfare of our consultants, including running six-monthly performance reviews.
- Supporting consultants through our bi-annual promotion process.
- Consistency and quality of People Management is guided by a clear People Management Charter, and formal training ahead of taking on the role.



A photograph of two women in an office environment. The woman in the foreground is wearing glasses and a red and black plaid shirt, looking intently at a laptop. The woman in the background has braided hair and is also wearing glasses, looking towards the same point. The image has a light blue tint and a semi-transparent dark overlay where the text is placed.

Commitment to Diversity & Inclusion

We embrace and respect diversity and inclusion

We understand that equality and diversity improves wellbeing, sets the standard for respectful interactions with other organisations, and enables BJSS to build teams with diverse backgrounds and experiences.

We also know that a more diverse range of voices positively impacts our ability to provide creative and innovative solutions in our work and supports our clients and partners to do the same.

At BJSS, we foster ways of working that are collaborative, inclusive, and flexible:

- All of our consultants complete a range of training modules on aspects of diversity, inclusion and belonging, including anti-racism, disability, gender identity and unconscious bias.
- We promote a culture of safety: on all our engagements, we seek to create a culture of psychological safety where everyone feels comfortable being and expressing themselves.
- We ensure digital accessibility: we work with our delivery and design teams to deliver products that are inclusive and accessible by design, through understanding user needs and behaviours.
- We provide equal access opportunities: we ensure that the upskilling and training we provide is available to all and provided fairly based on skills and abilities.
- Listening to the quietest person in the room, we seek to create environments that encourage everyone to speak freely and confidently.
- We celebrate the diversity within our team with events, sharing of experiences, and discussion sessions to help promote awareness, appreciation and learning.



We recruit and retain people from a diverse talent pool

We recognise that we are on a continual journey to improving diversity and inclusion in our team, however we are taking the following steps to improve our recruitment practices and drive a culture where differences are respected and celebrated.

Recruitment

We have actively enhanced our recruitment process to remove any bias and ensure that the perspectives and needs of diverse individuals are accounted for so they can achieve success. This includes:

- Assessing where university degrees are necessary and removing the requirement for them in applicable roles, acknowledging that university may not be the route for all individuals.
- Mandated unconscious bias training for all individuals involved in the recruitment and line management process.
- Actively seeking feedback on reasonable adjustments made for individuals throughout the recruitment process.
- Run our job adverts through external bias reviews to highlight and remove gender, age and ability specific requirements.

Culture

We strive to empower individuals to openly talk about a range of issues, and be confident to share, listen and support. We focus on:

- Activity talking about diversity, inclusion and belonging, from leadership and team meetings to organising speaker series with diversity champions, seeking to encourage a culture of safe disclosure.
- Celebrating diversity and encouraging learning through awareness initiatives (e.g., Pride Month, Mental Health Awareness Week, Disability Awareness Month), with activities and information sharing.
- Starting the conversation on working practices and challenges by establishing diversity-focused internal communication channels as well as external thought leadership.

People Management

Creating a safe environment for our teams and individuals, where people are supported through their careers, and are encouraged and able to bring their authentic selves to work. This includes:

- Mandating Equality and Diversity Training for all people managers, squad leads, and individuals in management positions.
- Creating a clear People Management Charter to ensure people managers commit to advocating and providing the pastoral care and support needed to enable individuals to succeed.
- Encouraging safe disclosure of diversity in a safe, secure and sensitive manner to help us understand and measure.

We support industry efforts to improve progress on diversity and inclusion

We strive to support industry efforts to improve progress on diversity and inclusion, and help shape best practice.

Making the Leap.

We have partnered with **Making The Leap**, a grassroots societal change charity aiming to transform the futures of disadvantaged young people in the UK. They provide training to raise young people's aspirations and develop their skills, confidence and outlook, to choose and succeed in a career. We have run sessions to introduce young people to business, masterclasses on Consulting, and are recruiting through Making The Leap for employment opportunities.

TechUP

We work with **TechUp**, an Institute of Coding-funded programme that is taking 200 women from underrepresented communities in the UK and retraining them for technology careers, for example as Data Scientists and Software Engineers. BJSS is one of the industry partners, providing mentors, course feedback, and attending industry board meetings to support the running of the programme.

We have run Equality Workshops with a **not-for-profit organisation** that helps people from disadvantaged minority backgrounds to find jobs. The aim of these workshops was to understand perspectives from the talent of tomorrow, diverse talent in industries, change makers, and business leaders to generate actionable insights to help more young people overcome barriers and reach their career aspirations.



We work with local community charities and programmes, such as **Digital Her** - a programme that aims to tackle the shortage of women employed in Manchester's digital and technology industry. The initiative works closely with schools across Manchester's 10 boroughs to inspire over 1,200 young women to consider a future within digital and technology. The programme demonstrates the breadth of roles and opportunities that exist in our industry, and it provides the practical skills and experiences that young women need to make informed choices.



We work with the **Diana Award** where we provide professional mentoring interventions to young people aged 14-18 at risk of becoming NEET (Not in education, employment or training). We support this from our graduates to senior leaders.

As with all organisations, we recognise we are on a continual journey. Understanding the data behind our workforce set up, and improving how we gather data related to all protected characteristics, is a key priority for us so that we can actively measure and track how we are making improvements.

An aerial photograph of a wind farm. Several white wind turbines are scattered across a landscape of green agricultural fields and brown soil. The sky is filled with large, white, billowing clouds. The word "Sustainability" is overlaid in bold black text on the left side of the image.

Sustainability

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

At BJSS, we've been carbon neutral since 2019 and our goal is to become a net-positive business in the future. We help our colleagues, partners, communities, and clients reduce their carbon footprints and make the necessary changes to become more sustainable.

Our environmental management measures and projects are integral to our efforts to decarbonise our operations and support our partners and clients. These include:

- Selecting our new offices based on proximity to public transport, reducing each individual employee's footprint, and introducing the latest environmental innovations such as thermally efficient construction techniques, movement-sensitive lighting, and water-saving appliances.
- Building a culture of sustainability across the company through environmental training and volunteering and driving carbon literacy through events such as Hackathons. We also have a director-led Sustainability Steering Group and Working Group and Sustainability Champions in each of our offices.
- Screening our technology estate to identify improvement opportunities and embedding green software practices. For example, our IT Carbon Reduction Plan which reduces embedded emissions from IT equipment, and monitoring IT function to track and limit its environmental impact on power usage by staff.
- Developing a supplier decarbonisation programme and Supplier Engagement Framework to address embedded emissions in the supply chain.
- Supporting biodiversity through investing in the conservation of a Green Field site in the Yorkshire Dales, and replanting over 20 hectares of native forest, as part of our responsibility to offset unavoidable emissions.

We are also working with clients and our local communities to drive understanding of how to reduce the carbon impact of technology and to use technology to be greener:

- We work with clients to make more strategic technology choices that support their business goals while working towards a more sustainable future. Our experts in green software, complex data engineering, sustainable solution/service design, cloud sustainability practices and change management can deliver the capabilities for data-driven decision making at all levels, with a clear understanding of implications for enterprise sustainability commitments.
- Our Building Greener Software offering focuses on creating leaner, more energy efficient applications, prioritising cleaner energy, and producing fewer carbon emissions. This includes the use of cloud and serverless computing.
- We have developed tooling to support green software development and 'open-sourced' these tools, so they are available for others to use.

More information on our sustainability practices can be found at:
bjss.com/about-us/sustainability

Our Client Testimonials

“Their style is welcoming, open, and transparent which has helped us forge a strong working connection, and they have felt like an extension of our team. The quality of deliverables were high, as were the training material and handover documents.”

Senior Director, UK Grocery Retailer

“The team brought a real sense of partnership to the project and delivered to our brief, calmly accommodating issues and challenges arising and skilfully engaging with our time-pressed business stakeholders. They demonstrated real insight into our needs and organisational environment and were adaptable to changing diaries and competing pressures.”

Deputy IT Director, Higher Education

“The final report provided actionable insight with clear and practicle next steps. The key stakeholders are bought in and are are excited about the future journey and vision outlined by BJSS.”

Chief Digital & Technical Officer, Higher Education

“The value BJSS added helped us to land sustainable-yet-transformative change, embed target behaviours with colleagues and help develop experimentation capabilities in order to innovate, test and learn at greater pace and scale.”

Director of Product Fulfilment & Operations, Multinational Home Improvement Retailer

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Proven to deliver, time and time again

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