

2022

MCA: THE TWELVE PRINCIPLES

CONSULTING EXCELLENCE: A COMMITMENT

NORTH
HIGHLAND

MCA
A POSITIVE FORCE
FOR THE ECONOMY

PLACING PEOPLE AT THE HEART OF EVERY DECISION

At North Highland, we **make change happen**, helping businesses transform, by placing people at the heart of every decision. Our approach is always *people-first*. But it's more than an approach – it's a way of working that translates into real value, both now and in the future.

We create a powerful experience for our clients that's unique, trusted

and collaborative. And we want to create the most enviable company culture for our people too, inspiring them to achieve their full potential. Lasting change isn't just a vague pledge; it drives our future and the future of our clients. It's the strength and the opportunity to make every choice better. And that's exactly why the 12 principles of consulting excellence are weaved into our very fabric.



“AT NORTH HIGHLAND, OUR PEOPLE ARE COMMITTED TO CONSULTING EXCELLENCE IN EVERYTHING THEY DO – WE BELIEVE THAT’S HOW WE MAKE CHANGE HAPPEN”

— 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 make change happen *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** 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.

TAKING ACTION NOW

We're proud to go above and beyond for our clients. How do we prove this? By being the only consulting firm in the world to offer a satisfaction guarantee.

We consistently work to maintain our high standards through:



CONTINUOUS IMPROVEMENT

Quality interventions

A cross-functional group has identified and prioritised a list of quality interventions based on interviews and insights – the results of which gives us an opportunity to drive meaningful impact based on feedback from our clients and account teams. Part of this will include an improvement in the handoff between sales and delivery teams, ensuring transparency for our clients.

Relational survey

Based on a Net Promoter Score, this measures key drivers as well as satisfaction within each service and capability area.

Transactional (post-engagement) feedback programme

We've designed a model that marries qualitative and quantitative inputs to capture feedback. The program was piloted in H2 2021 and is in soft launch phase this year. The results are shared in real-time with the project teams to ensure that the closed-loop feedback process takes place. Updates are shared monthly to executive leadership.



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

These are developed within our Cordence Worldwide network, who are certified to ISO 9001 standards in Hungary, France and the Netherlands. Our management systems are currently being certified to the same standard in the UK, which complements our ISO 27001 certification.



KNOWLEDGE SHARE

Consultant toolkit

Responding to the needs of our clients, we leverage our consultant toolkit to quickly access our firm's best-in-class assets when we deliver capability, offering and solution work. Our toolkit spans the full breadth of our services and is utilized by all levels of our firm. The 150+ assets in the toolkit are continually updated through our capability and offering agile development team efforts. Providing access to commonly-used assets allows us to move swiftly and reduce the amount of time it takes to deliver our high-quality services.

Shared expertise

In addition to providing best-in-class service delivery assets in the toolkit, our consultants continually share their expertise to improve all levels of our organization. Whether through the continuous refinement of existing delivery approaches or creation and publication of new deliverables, we encourage knowledge-sharing and socialization of best practices firm-wide to scale our expertise.



PROFESSIONAL DEVELOPMENT

07

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**.

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.

Black employee network (BEN) mentoring programme

This facilitates deep, one-on-one relationships between the BEN community and North Highland leaders. The programme gives BEN members the opportunity to access the experience, knowledge and guidance necessary to become future North Highland leaders.

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.



DIVERSITY, EQUITY & INCLUSION

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Diversity, Equity and Inclusion is mission-critical to every aspect of our strategic intent to be the leading change and transformation consultancy. **We respect and embrace** diversity, equity and inclusion, and understand the importance and positive benefit of people from different backgrounds working within our firm and for 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.

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We continuously work to **improve our progress on diversity, equity and inclusion**, implementing best practice and monitoring the diversity of our workforce over time. This includes collecting data to assess the effectiveness of our DEI policies and fully participating in the MCA annual report.

WE ARE ONE TEAM

At North Highland, we believe diversity ranges far wider than race, gender or physical abilities – it also encompasses different capabilities, characteristics, contributions, backgrounds, thoughts and experiences. And it's these differentiating characteristics that make us unique and our work distinct. That's why we value, appreciate and embrace that which connects us *and* makes us different. It's the only way to create a sense of belonging among every single one of our people.



WORKING TOGETHER

Inclusion requires us to work as a collective, and requires buy-in from the highest levels. That's why we have executive leadership driving our DEI efforts, working alongside a strong DEI committee with representation from across North Highland. We have also created and expanded numerous employee resource groups 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)



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.



ABOUT NORTH HIGHLAND

North Highland makes change happen, helping businesses transform by placing people at the heart of every decision. It's how lasting progress is made. With our blend of workforce, customer, and operational expertise, we're recognized as the world's leading transformation consultancy. We break new ground today, so tomorrow is easier to navigate.

Founded in 1992, North Highland is regularly named one of the best places to work. 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 3,500 experts in 50+ offices around the globe on hand to partner with you.

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



Tony Doocey
Managing Director

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