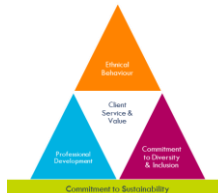




PMI'S COMMITMENT TO CONSULTING EXCELLENCE

Annual declaration to the MCA

May 2025



CONSULTING EXCELLENCE PRINCIPLES



As signatories to Consulting Excellence, PMI commits to adopting the Principles below:

ETHICAL BEHAVIOR

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means:

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

CLIENT SERVICE AND VALUE

Consulting Excellence firms promote the highest standards of client service and value. This means:

4. We provide 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

PROFESSIONAL DEVELOPMENT

Consulting Excellence firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees. This means:

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

COMMITMENT TO DIVERSITY AND INCLUSION

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

11. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
12. 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.
13. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

COMMITMENT TO SUSTAINABILITY

Consulting Excellence firms are committed to sustainable development within their organisations and their work with clients. This means:

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.



ETHICAL BEHAVIOUR

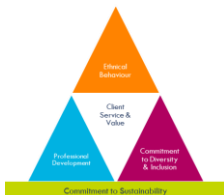
CONSULTING EXCELLENCE FIRMS WORK WITH CLIENTS, PARTNERS, EMPLOYEES AND OTHER STAKEHOLDERS IN AN ETHICAL WAY



We take our corporate responsibilities as an SME seriously; we seek to minimise waste, environmental impact and contribute to the communities in which we operate. We report on this at board level. Current examples of activity; we support a food bank charity local to our head office, we support a charity which funds a school for Tibetan orphans in Nepal both financially and through the provision of staff, resources and facilities. We have an activity theme on our current business plan to make the business carbon negative by the end of 2025. We have completed the elimination paper-based resources in our consulting operations.

We have an ethical supply chain policy which ensures we vet our suppliers fully; we are a living wage employer and require our suppliers to be so too. We operate anti-modern slavery policies and rigorously monitor our both our customers and suppliers adhere to such policies. We do work with energy businesses as clients but not those who are not committed to a journey carbon reduction and we do not work with tobacco firms as clients.

At a practical level, our policies aid the fostering of our ethical culture, these though are supported by our leadership behaviours and our integrity value which encourages all our people to work to develop trusting relationships with both clients and each other, all our people commit to working in accordance with our code of ethics.



CLIENT SERVICE AND VALUE

CONSULTING EXCELLENCE FIRMS PROMOTE THE HIGHEST STANDARDS OF CLIENT SERVICE AND VALUE.



The first and most important part of our corporate values is to leave a legacy of success and capability wherever we work. This means we put our clients' requirements ahead of everything except staff health, safety and wellbeing. This is embodied by our approach to all client engagements which work on the basis of designing for client success first and foremost on the principle that commercial success for us will naturally follow.

We operate a single-source client data sharing system which enables clients to see all our files and data related to their account, this includes deployment plans, progress reports and goal progress. We review accounts weekly both internally and externally and clients are including in the distribution of our consultant review/summary system using an ABCD format (activities, benefits, concerns, do next) This format is used in the client reviews enabling clients to raise any concerns and then agree and record how we are addressing those concerns.

Our consulting teams are not incentivised by or required to sell extra days to clients, they have no sales nor utilisation targets, their only objective is to deliver client success. This means that many of the traditional obstacles to delivering and enhancing client value are not present in our business. 70% of our turnover can be attributed to client referral which is driven, we believe, by our emphasis on delivering and exceed our customer expectations.



PROFESSIONAL DEVELOPMENT

CONSULTING EXCELLENCE FIRMS DEVELOP THE CAPABILITIES OF THEIR CONSULTANTS, PROVIDE CAREER DEVELOPMENT OPPORTUNITIES AND SUPPORT THE WELFARE OF ALL THEIR EMPLOYEES



- Our performance review system operates on a 6 monthly cycle, it is made up of just 3 sections, Achievements, Barriers and Development. Each employee has a personal development plan based on their achievements and barriers to success. Within the development plan there are two components; first is development directly linked to their current role and second is development linked to their career progression.
- We have 6 specialty practices within the business and skill of individuals are developed accordingly, once every three months we take all staff off fee-earning duties to run week-long professional development events to share best practice, peer review activities and develop the consulting capabilities of our people.
- We have a professional development profiles and pathways for each grade within our business, these are published, and employees are mentored through the characteristics, skills and behaviours required to progress. We actively encourage and fund training not directly linked to roles if a staff member believes that such training will help them develop as an individual as well as a professional. We have a series of welfare processes in place including mental health first aiders and a free to access, unlimited counselling service. We also have a firm policy of not permitting employees to work out of hours, at weekends or during annual leave



COMMITMENT TO DIVERSITY AND INCLUSION

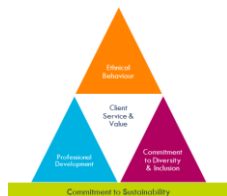
CONSULTING EXCELLENCE FIRMS ARE COMMITTED TO DIVERSITY AND INCLUSION WITHIN THEIR WORKPLACE AND WORKFORCE.



We absolutely embrace diversity and inclusion, we select and promote our people on individual merit alone regardless of gender, race, sexual preference or any other characteristic. We are confident that we have no barriers to progress in our business as we recognise the strength that a diverse team can deliver. We've worked hard to ensure we embody these values and have rigorous supporting processes. For example, we are members of WeConnect as a majority female managed business.

We ensure that our working practices are flexible to suit different groups and try not to be bound by convention and instead seek to explore the art of the possible to ensure that structures, working patterns and behaviours do not consciously or unconsciously exclude anyone. Our staff turnover is very low with average length of service being over 9 years. Our development programme ensures that individual's needs are met no matter how diverse. We're confident our promotion criteria supports this objective.

We measure our diversity over time and would be very happy to share this data. We are very keen to continue to see the consulting industry become more representative of the customers it serves as we recognise the value in this.



COMMITMENT TO SUSTAINABILITY

CONSULTING EXCELLENCE FIRMS ARE COMMITTED TO SUSTAINABLE DEVELOPMENT WITHIN THEIR ORGANISATIONS AND THEIR WORK WITH CLIENTS



We take this matter very seriously and are not satisfied with simply reducing our own climate impact, we have a current deliverable on our business plan to be Carbon Negative by the end of 2025. We are committed to this, not only because it is the right thing to do but also because we believe it is vital to demonstrate to clients that it is possible. Part of this activity has seen us significantly reduce the need for travel as a major contributor to consulting's carbon footprint.



ABOUT US



Since 1984 we've been helping our clients transform their performance through better processes and more engaged people.

Experience

We've worked with 1000's of clients in all sectors and industries in over 70 countries and in 10 languages

Flexible

All our consulting, training and apprenticeship programmes can be delivered physically or virtually (or both!) and we have the largest on-demand suite available

Expert

Working across all functional areas, with every kind of performance challenge

Client Success

Our number 1 priority is delivering sustainable success and capability for you.



DELIVERING EXCELLENCE



Consulting

Worldclass Consulting to improve performance through better processes and more engaged people. We cover all industries and all functional areas to transform your goals into results.

Training

Our learning portfolio is the broadest in the industry and we have our own in-house development team who make customisation easy. In-class, virtual or on-demand, we've got all the bases covered to the best possible standard.

Apprenticeships

Capella is our trailblazing Improvement Apprenticeship company, part of PMI and dedicated to apprentice excellence.



Our People

Our Consultants are experienced practitioners, they've been where you are, they can relate to your people and help them succeed.

Accreditation

Our Lean Six Sigma training is accredited by both the University of Warwick and The Chartered Quality Institute and BQF.



OUR VALUES



PASSIONATE ABOUT SUCCESS

Our #1 priority is to leave a legacy of success and capability wherever we go.

INNOVATE AT PACE

We succeed when we PDSA, we keep things simple and we celebrate learning.

PRIDE IN WHAT WE DO

We work hard to delight our customers and feel great about what we achieve.

WORK WITH INTEGRITY

Our clients trust us to do the right thing.
As colleagues, we work with respect and trust.

MAXIMISE OUR POSITIVE IMPACT

Both internally and externally we seek to add value to society and the environment

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