

4C Associates MCA Consulting Excellence Declaration 2025

Contents

-  **Our commitment to the MCA**
-  **A word from our MD**
-  **About 4C**
-  **Ethical Behaviour**
-  **Client Service & Value**
-  **Professional Development**
-  **Commitment to ED&I**
-  **Commitment to Sustainability**



Our Commitment to the MCA



ETHICAL BEHAVIOUR: We 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: We 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: We develop the capabilities of our consultants, provide career development opportunities and support the welfare of all our 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: We 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: We are committed to sustainable development within our organisation and our work with clients.

This means:

14. We commit to ensuring that our firm operates in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

A word from our MD

“Like being a Bcorp, we’re confident that being a member of the MCA is firmly the right thing to do – for our consultants, our clients and the profession as a whole. I’m proud of the journey that 4CA has been on over the last 25 years and looking forward to continuing that journey as part of the MCA.

It’s great to be able to share how our people and our organisation demonstrate our commitment to the MCA principles and what that means for how we work with our clients to demonstrate value.

It’s easy to say, but these things are a natural part of how we’ve evolved the way we do business over the last few years and these principles are a key part of what makes us proud of who we are & what we do. Being part of the MCA gives us the chance to share how we work and to be involved in developing the profession for the future.”

Jeremy Smith, Managing Director





Certified



Corporation

4C is a leading commercial, supply chain and operations consultancy that harnesses the power of people and collaboration to build transformative solutions that create sustainable impact for our clients and society.

We are a trusted partner, working with public and private sector organisations around the world. Our success is fuelled by our people who bring diversity of knowledge, experience and thinking to every project.

At 4C we believe that business can be a powerful tool for creating positive change and are proud to be a B Corp, leading the way towards a more sustainable and equitable future.

Our Core Values



Purposeful

We believe we have a responsibility to contribute to the greater good and make a difference in the world embracing diversity and promoting equity and inclusion. We are driven by a sense of purpose that goes beyond financial gains and focus on creating real impact, for our people, our clients and society.



Genuine

We are authentic, reliable and act with integrity in all our interactions. We seek to build genuine relationships with our clients, colleagues and stakeholders based on trust, honesty, and transparency.



Innovative

We are committed to pushing the boundaries of conventional thinking and exploring new ideas to solve complex problems. We value creativity, agility, and a willingness to take risks and embrace change.



Committed

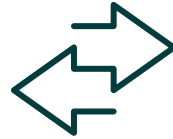
We are deeply committed to the success of our people and our clients, going above and beyond to deliver exceptional results. We take a long-term view on client relationships, investing time and resources to build enduring partnerships.



We're authentic

We try to cut through the consulting jargon to get to the heart of things, while maintaining professional credibility.

We're pragmatic. The way we communicate with each other, and our clients is clear and accessible – this helps us to build genuine relationships and add practicable value in our delivery.



We're flexible

At any level of our organisation, we value and support flexibility.

Whether our team need time to do the school run, to work remotely from abroad, or to adjust their benefits selection – we pride ourselves on offering flexibility and choice wherever we reasonably can.



We listen

We involve our employees in decision making wherever we can.

Anyone can tell us what they think through surveys, drop-in feedback sessions, or even just a chat with Jeremy – people's thoughts on what they want from their employment experience with 4C are important to us.

Ethical Behaviour



We are proud to be a BCorp accredited organisation and seek to give back to the communities and clients we serve. Our 4C For good team takes pride in our action plan for change and are dedicated to maintaining and improving our BCorp impacts and scores and ensuring we continue to progress.

We seek to give back to the local community by providing volunteering opportunities for all employees (granting two days of paid volunteering time each year) and by running annual volunteering events to bring the company together whilst giving back to the local community. Last September we carried projects like the one opposite supporting a local theatre in the Hammersmith area and have plans for 2025 to continue our work to support local community groups whilst fostering teamwork and business wide engagement.

We conduct our business in line with our Ethics policy and ensure that we manage supplier relationships carefully and in line with our commitment to eradicating the risk of modern slavery or poor sustainability practices entering our supply chain. We seek to work with organisations whose values match our own and are proud to place people and the planet before profits in line with the BCorp ethos.

We ensure that all of our colleagues know what is important to us from an ethical standpoint and our commitment to BCorp forms part of our onboarding process, along with ensuring individuals are aware what is expected of them in terms of their behaviour and the standards to which we expect them to hold themselves against. Training on Ethics, Bribery & Corruption and Modern Slavery is available to all employees, and we hold our management team to a charter of strong ethical and values led behaviours, which we've just refreshed for 2025.

Details of the impacts our team made in 2024 follow and you can see our full 2024 4C for Good Impact report [here](#).



Ethical Behaviour – Our 2024 4C For Good Impact



Community

- **Empowering Local Communities:** Our team contributed 632 hours to volunteering, directly supporting hundreds of community members
- **Fundraising Success:** We raised over £4,000 for our chosen charity, MIND, to support mental health initiatives

Customers

- **Sustainable Solutions:** Delivered innovative, sustainable solutions across multiple sectors, helping clients meet their social, ethical and environmental goals
- **Enhanced Quality Management:** Improved quality management processes to increase client satisfaction

Environment

- **Sustainable Travel:** Conducted quarterly travel management reviews to continually improve promotion of eco-friendly travel solutions
- **Recycling Initiatives:** Upgraded office recycling facilities, including the addition of battery recycling points

Governance

- **Articles of Associates Amendment:** Ensured our actions have a material positive impact on society and the environment
- **Client Screening Procedure:** Supporting clients who are genuinely committed to societal improvement

Workers

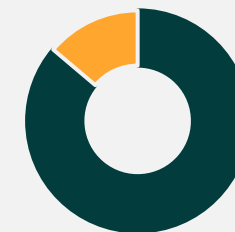
- **Employee Satisfaction:** Achieved an 83% satisfaction rate, reflecting our commitment to fostering a positive work environment
- **Home for Talent:** 4C welcomed two new apprentices to our client-facing team for the first time

BCorp Impact Assessment

2023 Score: 85.3 points

2024 Improvement: 13.7 points

2024 Score: 99.0 points



Ethical Behaviour – Our Management Charter 2025



We behave consistently and act as role models: We will:

show respect and support for each other in our interactions internally & externally
recognise we don't all think in the same way and respect that the approach of others can be valid and viable

show respect for all colleagues across the business, recognising what they bring to 4C
work together to win business and make clients successful
are genuine to each other – we share our own reality, express ourselves honestly and show empathy

are visible, available and present whenever and wherever we can be

We operate as one team. We will:

define the 4C vision, strategy and objectives and work hard to pull in the same direction to achieve them

work hard to ensure that we are a unified, joined up team and do not to undermine each other

don't breach confidences, and we act professionally in front of the wider team

communicate the same messages across the business

work actively to remove silos

pose healthy challenge to each other in a respectful way – when we disagree, we still stick together as a team

all work hard to originate sales through new and existing relationships

bring the full breadth of 4C to our clients and bring each other into conversations to enable this

We make decisions for the good of 4C as a whole. We will:

define clear roles & governance & trust each other to deliver – calling each other out if we don't make decisions quickly to keep moving forwards

put the good of 4C overall above the good of our sector or community

define how we operate with central policies and systems – not local

strive for consensus as a partner team, and if we can't achieve it then the MD decides



Client Service & Value



We work with leading organisations across all sectors including the government and public sector, regulated industries, retail, consumer, hospitality, life sciences and financial services.

We understand that every organisation is unique, with its own history, culture, and challenges. That's why we tailor a collaborative approach to each project, working closely with our clients to design and implement solutions that are right for them.

We are recognised by the Financial Times and Consultancy UK as a leading consultancy firm within our areas of specialism. Whatever the challenge, our team of experts have the experience, tools and expertise to deliver bespoke solutions that bring long-lasting value.

Our business is built on long standing relationships and a deep understanding of the needs for each individual client rather than a drive to deliver off the shelf solutions.

Our engagement managers and client facing teams work closely with our clients at every stage of an engagement to ensure needs are constantly being met. We are supported by a robust resource management team who ensure that the right resources are in place for changing client needs or in the event of any concerns.



Our client Sellafield recognised for their exceptional work in Procurement at the GO Awards

We work closely with our clients to ensure their needs are met and to ensure we deliver value in every sense. We ensure that we manage our clients consistently through a key account management framework and ensuring that clients have access to experienced engagement managers to review their needs and ensure that we continue to offer value. We utilise a quality management review framework to support this process for the benefit of our clients and for future organisational learning.

Professional Development



We review performance at an individual, sector, service and organisational level to highlight development areas, for succession and to seek to retain our talented team members. We use the objective setting process and year end reviews to develop training requirements across the organisation, as well as ensuring that all colleagues have an objective around owning their development and ensuring they do what they can to own their own development needs, with the full support of the Learning Academy, their manager and their sector teams.

We manage performance and development via a robust role expectations framework, which clearly sets out the capabilities and behaviours required to succeed in each of the role within our organisation, as well as demonstrating the requirements to progress through the organisation. This is built on a framework of core consulting skills, supported by both internal and external training to develop those key skills and supported by the Services specialisms and Services led Learning Academy, ensuring our consultants can become expert in our services as well as excellent consultants.

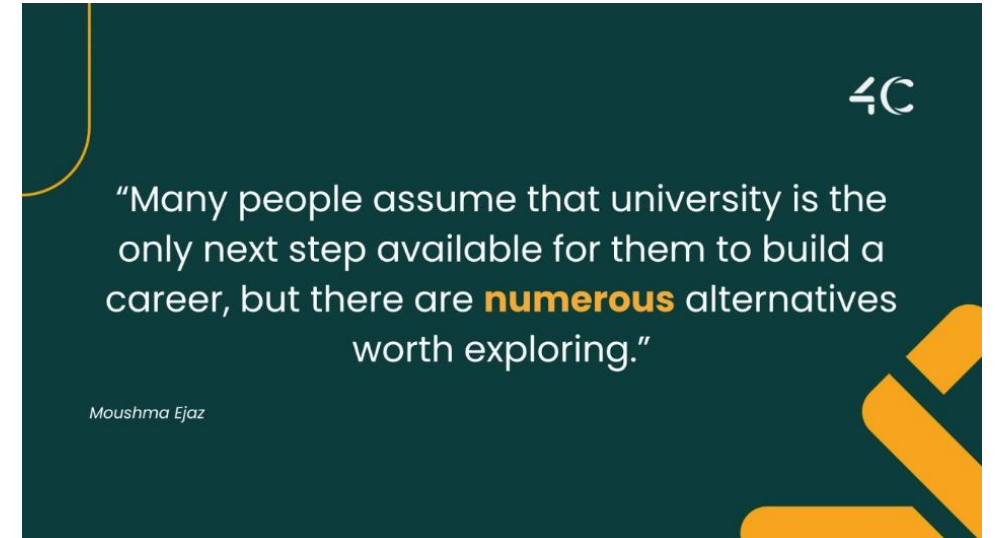
We work with managers to ensure they are familiar with the role expectations framework and can support their direct reports to progress through the organisation. We manage careers particularly closely at entry level, with the support of a dedicated Learning Manager & ECC Lead, guiding and managing the early careers cohort through the first part of their journey in consulting.



We support external professional qualifications from apprentice level to chartered memberships and financially support membership of professional bodies for all employees.

Our current apprentices joined us from sixth-form and are studying Level 4 Management Consultant qualifications alongside their roles as Consulting Analysts.

You can find out more about Moushma's journey on LinkedIn.



We place huge emphasis on the mental and physical wellbeing of our staff and have a specific well-being policy in place as well as a dedicated team of mental health first aiders and a range of resources available to everyone, including a well-being room on site, access to EAP and other well-being (including financial well-being) resources as well as time off to support employees with both their physical and mental well-being. We support national and global mental health initiatives, including suicide prevention and emphasise the importance of movement and physical wellbeing on mental health.

We run a number of movement challenges a year to build teamwork and to get the organisation moving!

As new MCA members, we are looking at how we can work with the MCA to align our current competency framework and Learning Academy offer to support the chartership of our consultants. The profession as a whole.



"We're fully supportive of the recognition of a chartered award for our profession and though it's early days, are committed to working with the MCA to see how we can adapt and use our Learning Academy resources and pathways to give maximum benefit to our consultants, clients and the profession as a whole."

Allison Ford-Langstaff, Managing Partner & Services Lead



Commitment to Diversity & Inclusion



At 4C we are committed to building a diverse, inclusive, and equitable workplace where all individuals are valued and treated with respect.

We recognise that diversity is more than just differences in race, gender, ethnicity, and age. It includes differences in culture, religion, sexual orientation, socioeconomic status, education, and abilities.



We believe that a diverse workforce brings a variety of perspectives, experiences, and ideas that enhance creativity, innovation, and decision-making. We know that our success as an organisation depends on our ability to attract, retain, and develop a diverse workforce.



We are committed to creating a workplace that reflects the diversity of the communities we serve, and to building a culture that celebrates and values differences whilst also encouraging and aligning these values to the way we work as one 4C. We believe that this commitment will not only benefit our employees, but also our customers, partners, and the communities in which we operate.



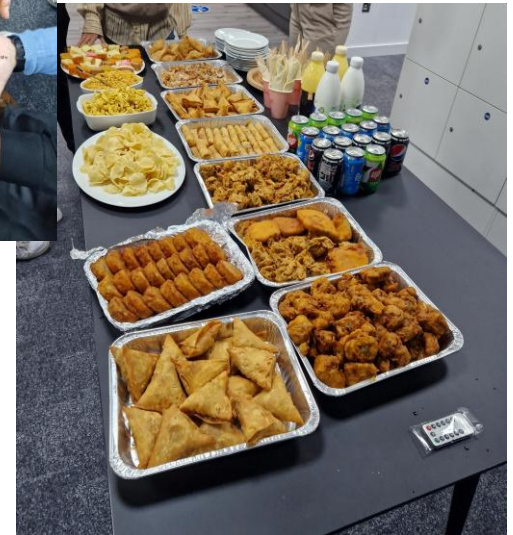
We have been working throughout 2023 and 2024 on our ED&I action plan, developed by employees in the business to reflect what is important to them and to ensure genuine inclusion.

Our new ED&I Working Group Lead, Consultant Zohra Ahmad is currently working to refresh our initiatives list for 2025, taking into account feedback from our Coffee Catch-up sessions and alongside the greater amounts of ED&I data we now hold for our employees – which we share with the MCA.

Commitment to Diversity & Inclusion



We run a full cultural calendar to celebrate and share diversity and different perspectives and have a Partner sponsor for all of our ED&I activity.



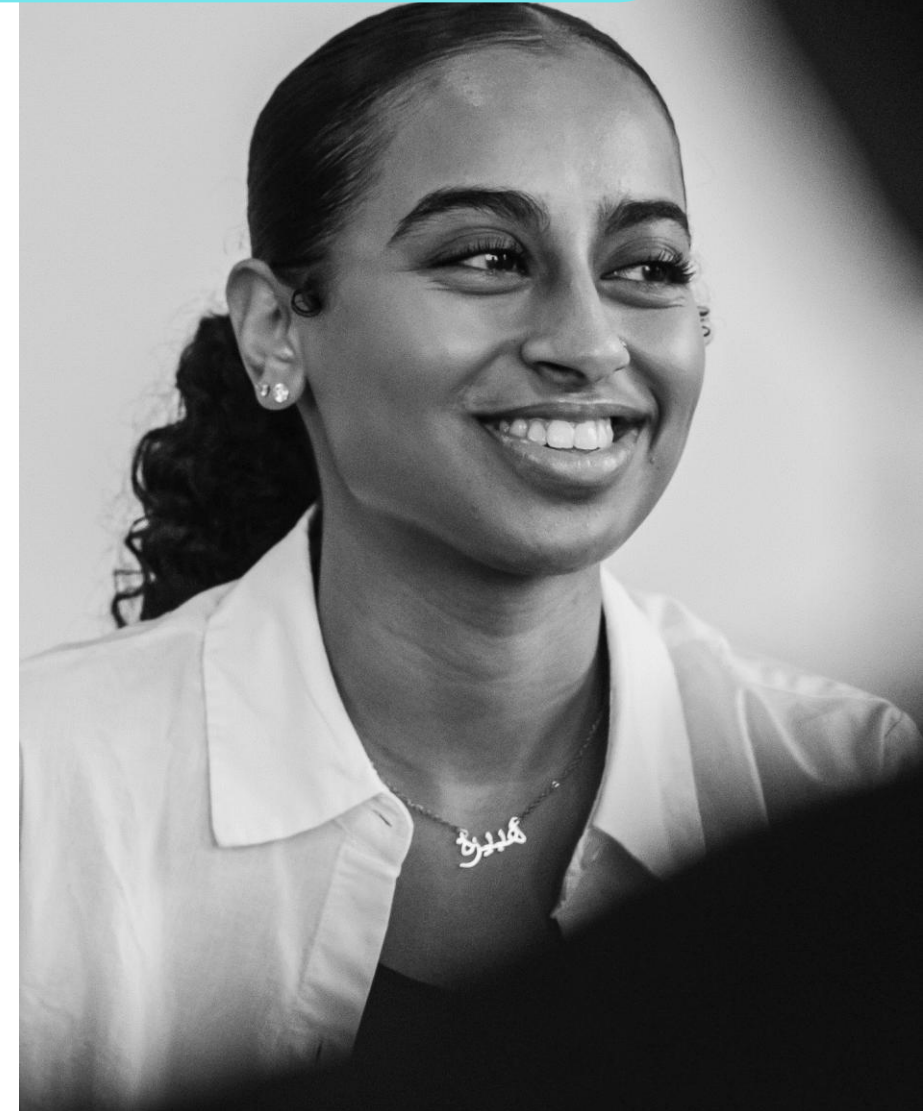
Commitment to Diversity & Inclusion



We actively seek to recruit from different backgrounds, including educationally and a degree level education is not required to work at 4CA. We have colleagues in a variety of positions across the organisation who have joined us from non-university backgrounds, including our HR co-Ordinator (Hubaira, opposite) who was 4CA's first ever apprentice.

We have recently implemented a consulting apprentice programme aimed specifically at those without a degree level education. We work with local colleges to attract talent from the local area, as well as advertising on diversity jobs boards. Where we do partner with universities to attract Early Careers talent, we look to

do so through their disability and diversity networks to ensure a broad reach. We are a Disability Committed organisation and have recently implemented an adjustments policy for recruitment and ongoing employment. We are also providing advice and education in relation to Neurodivergence and its impact in the workplace. We now have a Partner leading our ED&I activity and a further partner who will be providing coaching for future leaders, especially women seeking to reach senior levels. We firmly believe that all of our employees have access to development and progression in our organisation regardless of background or defining characteristics and continue to work to evolve our practices to ensure no inherent bias that could inadvertently disadvantage any group or individual.



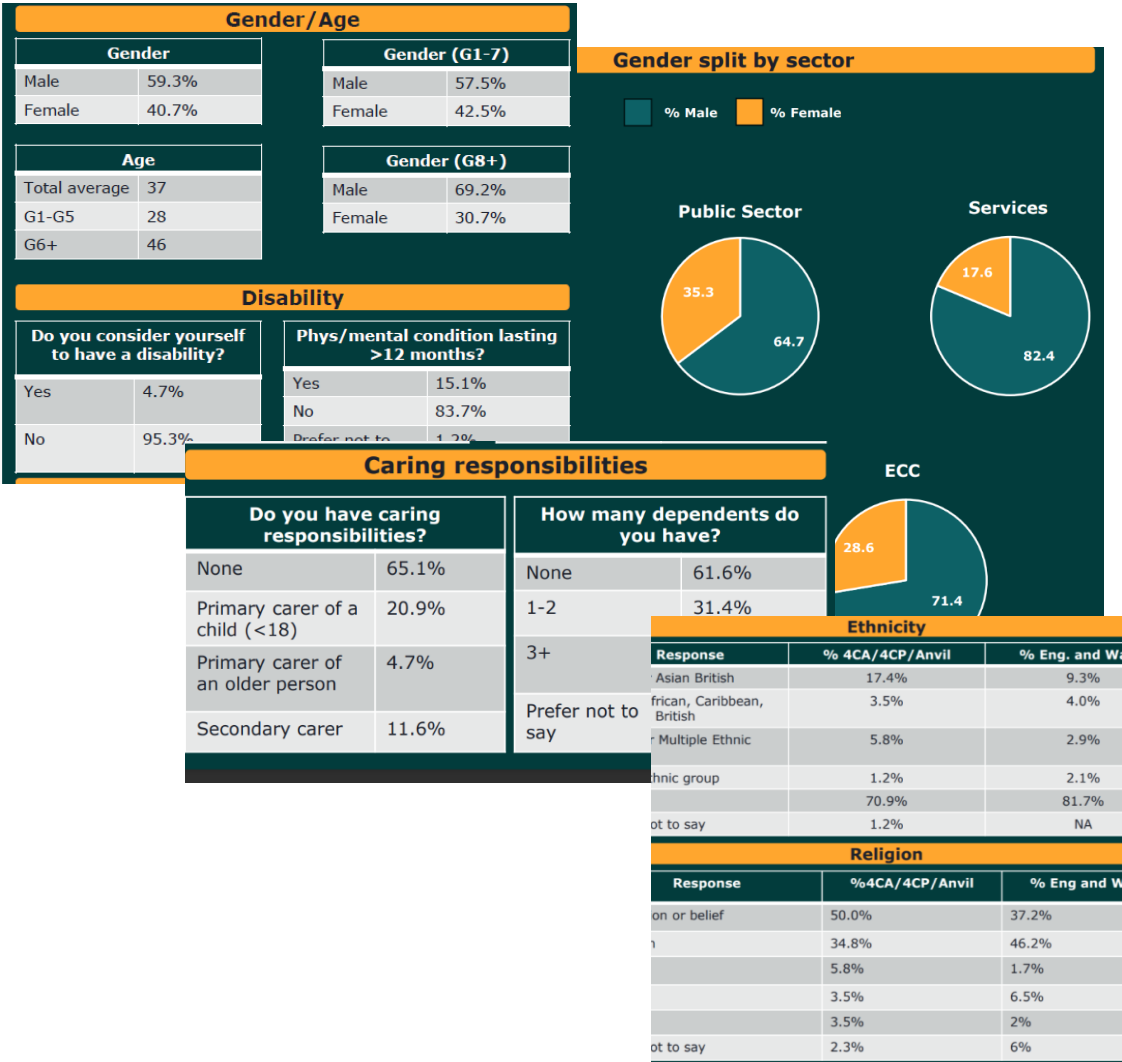
Commitment to Diversity & Inclusion



We collect identifiable ED&I data in real time to enable us to identify trends and areas for focus to ensure our practices are enabling us to make progress with regards to the recruitment and retention of underrepresented groups.

We are a diverse organisation, currently representing 23 different nationalities and around 30% of colleagues from non-white backgrounds and our workforce mirrors industry averages of being just over 40% female – work to attract more women into consultancy remains a key focus for us and our active Women’s Network is working alongside our recruitment team to achieve this.

We share (anonymously) our ED&I statistics with the organisation to generate discussion about what action we can take to ensure wide ranging diversity and ensure our colleagues are involved in making 4CA an inclusive place where everyone can feel like they belong.





Our transformative solutions all aim to deliver a positive, sustainable impact for our customers and the communities they serve. Our rebranding in 2023 put a focus on this and we are continuing to embed our 'purposeful, genuine, committed and innovative' values into all we do. Several examples of how we have worked with clients to embed sustainability can be found in our Impact Report.

We are committed to reducing our own impact and in 2023 implemented several initiatives to achieve this goal, including switching to energy from renewable sources to power our operations and reduce our greenhouse gas emissions, improving our recycling practices and conducting a corporate travel review, introducing a new travel and expenses policy that mandates greener travel alternatives and have now launched a new online travel booking system that prioritises eco-certified accommodation and provides emissions data to enable our team to make more informed travel decisions.

We updated our Cycle to Work scheme in 2023, providing more flexibility and value for those who wish to cycle to work and have invested in technology to enable flexible work policy, allowing our employees to work remotely or from co-working spaces, and reducing the need for commuting. That's our Group CEO, Simon Terry – a keen cycle commuter and user of the scheme!

Through these efforts, and others highlighted in our Impact Report we hope to make a positive difference in the world, and to inspire others to join us in our journey towards sustainability.

Jeremy Smith- Managing Director
MCA Council Member

www.4cassociates.com

5th Floor, Kings House, 174 Hammersmith Road, London W6 7JP

