



A FourCentric
Company

4C Associates MCA Consulting Excellence Declaration

2026



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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 their consultants, provide career development opportunities and support the welfare of all of 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 our 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 organisations and our 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.



A word from our MD

“When we joined the MCA last year, I was confident that being a member of the MCA was the right thing to do – for our consultants, our clients and the profession as a whole. I’m so glad not to have been wrong!

We’ve had a fantastic first year of membership, with many of our employees getting involved in everything the MCA has to offer. We’ve been finalists in our first MCA Awards; we’ve contributed to the Young MCA network and the D&I Toolkit and have representatives at each of the various network groups.

It’s great to be able to share again 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 really 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™



A FourCentric
Company

4C drives **sustainable transformation and cost savings** across organisations' commercial activity, supply chains and operations. Our people-led, technology-enabled solutions deliver **lasting client and societal value**.

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.

What Makes Us Different

We're proud of our culture as an organisation – here are a few things we think make 4C a truly special place to work.



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 you need time to do the school run, to work remotely from abroad, or to adjust your 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.
- You can tell us what you think through surveys, drop-in feedback sessions, or even just a chat with Jeremy - your thoughts on what you want from your employment experience with 4C are important to us.

Commitment to Ethical Behaviour



We are proud to be a **B Corp accredited organisation**, having successfully retained and refreshed our accreditation in 2025, continuing to strive 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 B Corp 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. In 2025, we worked with **the Josiah Braithwaite and Hammersmith Community Gardens** and will continue that work in 2026 to support local community groups whilst **fostering teamwork and business wide engagement**. An intrepid team of 15 4CA employees walked **the Jurassic Coast** to raise over £7,000 for **the Alzheimer's Society** and already have an epic walk planned for 2026!

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 **B Corp ethos**.

We ensure **that all of our colleagues** know what is important to us from an **ethical standpoint** and our commitment to B Corp 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 continue to iterate and are reinvigorating for 2026.



Ethical Behaviour – Our 2025 4C For Good Impact

Recognitions

4C Associates was proudly announced as a **finalist at the MCA Awards** - the UK's leading awards for management consultancy excellence.

Shortlisted in **Performance Improvement in the Private Sector**, this was a standout moment for the business and a genuine celebration of our people, our partnership with Bourne Leisure, and the brilliant collaboration behind the work.

This recognition was complemented by inclusion in Consultancy UK's list of **the UK's top consultancy firms**.



Employee Satisfaction

Our annual Employee Engagement Survey delivered really encouraging results, with an **82% employee satisfaction rate** and an **eNPS of 18** reflecting the pride our people take in the work they do.

Powered by our people, our network groups helped shape 2025 by bringing colleagues together through learning, conversation, social connection and shared experiences. Across EDI, MHFA, 4C For Good, Women's Network and our employee taskforce, these initiatives reflected what matters to our people and strengthened our sense of community.

A refreshed office layout, including additional screens and more flexible desk arrangements, helped create a workspace that better supports how our people work, day to day.

Community - Volunteering

300.5 hours were spent giving back, with our people getting involved in volunteering and B Corp activities that support our communities and shared values. Building on our work from the previous year, we were proud to return to the Josiah Braithwaite and Hammersmith Community Gardens in 2025. Our team once again rolled up their sleeves to help care for these spaces, contributing time and effort to activities that support health, wellbeing and connection within the community.

Other volunteering highlights included **international volunteering** at Heemtuin de Heimanshof in the Netherlands, a Jurassic Coast Path walk in support of Alzheimer's Society - not forgetting many fundraising runs - reflecting the many ways our people chose to give back throughout the year.

You can see our full Impact report for 2025 [here](#).



Commitment to 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 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 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.

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.

UK Fusion Programme: Building Commercial & Procurement Capability

Placing the UK as global leaders in fusion energy



UK flagship programme

BACKGROUND

STEP (Spherical Tokamak for Energy Production) is a government-funded, industry-led programme sponsored by the Department for Energy and Net Zero. It aims to demonstrate the commercial viability of fusion energy by building a prototype plant to deliver a consistent energy supply.

CHALLENGE

- First-of-a-kind programme requiring partnerships with fusion, engineering, and construction experts
- Establish UK Industrial Fusion Solutions (UKIFS) as the Intelligent Client
- Develop supply chain strategies for rare and novel requirements
- Build day-to-day commercial and procurement capability

SOLUTION

- Deployed a dedicated 4C team working in partnership with STEP
- Set up partnership agreements and designed the Commercial Transition Plan to stand up UKIFS
- Developed strategies to engage system partners critical to delivery
- Leading the preparation to procure engineering and construction partners

OUTCOMES

Commercial capability established – Robust procurement and partnership framework in place

Accelerated fusion programme – Enabling the UK’s prototype plant to progress on time and to plan

Safe, sustainable, low carbon energy – Supporting a programme that could transform the UK’s energy future

Significant economic value – Thousands of jobs expected in construction, long-term high-skilled roles in operations, and potential for the UK to lead globally in fusion supply chain expertise

Whole Plant Partner model – Integrated alliance combining the best of public and private sector strengths

Commitment to 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.

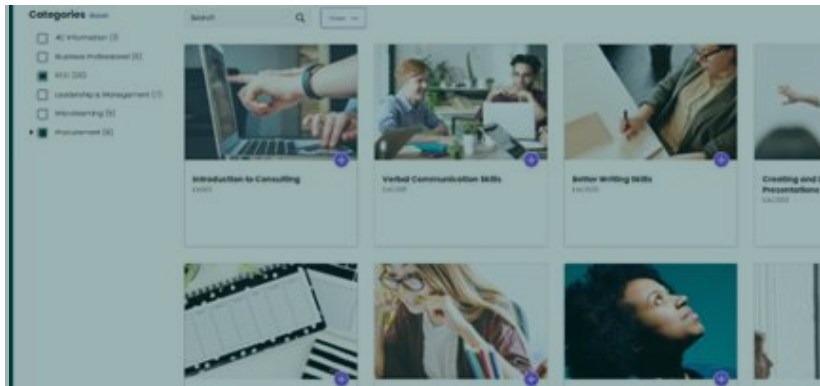
We manage performance and development via **a robust role expectations framework**, which clearly sets out the **capabilities and behaviours** required to succeed in each of the role within our organisation, as well as demonstrating the requirements to **progress through the organisation**. This is built 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 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**.



Commitment to Professional Development

Learning Academy & LMS



Chartered Consultancy

Whilst we continue to develop our Learning Academy offering and seek to support the adoption of the Chartered Management Consultant (ChMC) Accreditation, we're supporting three of our Partner Team to have their experience recognised as Chartered Management Consultants.

Qualifications

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

Apprenticeships

Our most recent apprentices, who joined us from sixth-form in 2024 have now completed (with distinctions) their Level 4 Management Consultant qualifications, which they undertook alongside their roles as Consulting Analysts.

We look forward to welcoming two new apprentices in summer 2026.

Well-Being

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!

Professional Development

Learning Academy LMS

Throughout 2025, we've worked to move our learning content to a new LMS system, meaning our consultants can access a wide range of training courses and defined learning pathways at the point of need.

After a pilot with our ECC colleagues, the LMS has been rolled out business wide, with a range of early careers, technical pathway, mindfulness and management courses available to all.

We're continuing to work across the business to develop new content, providing depth to our service areas, consulting skills and AI training offerings.



The screenshot shows the homepage of the 4C Learning Academy LMS. At the top left is the 4C logo with the text 'A FourCentric Company'. To its right is a 'Home' link, and further right is a 'Login →' link. The main heading reads 'Welcome to the 4C Learning Academy'. Below this is a large image of a curved wooden bench in a garden with people sitting on it. Underneath the image is the heading 'Featured Courses', followed by four course cards. Each card has a small image at the top, a title, and a course ID.

Course Title	Course ID
Engagement Management	EM001
Introduction to Procurement	PFL001
The Procurement Act 2023	PPL002
Running an RFx Process	PPL003

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.

Our employee led **ED&I team** leads a range of initiatives and are constantly seeking to engage, educate and share how our diversity is our strength. The team is led by *Pawan Auja* and *Hubaira Abubakar*, who represents 4CA at **the MCA D&I Working Group**.

We're proud to have contributed to the most recent MCA toolkit and look forward to continuing our contribution.



We recognise that diversity is more than just differences in race, ethnicity, gender 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 workforce that reflects the diversity of the communities that 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

Committing to Diversity & Inclusion

Our Continuing Cultural Calendar

To build an inclusive community, our **Employee Task Force**, **DEI Group** and **Women's Network** hosted multiple events including:

- Candle Making
- International Women's Day Speaker: Apprentice Winner Sian Gabbidon
- Eid Dinner
- Safe Working Space LGBTQ+ workshop
- Golf Afternoon
- Sports Day Picnic
- Women's Network Book Club
- Padel Social
- Women's Network Speaker: Isabelle Liu, CIPS Award Winner for the Best Initiative to Build a Diverse Supply Base
- Establishing a Running Group 'Billable Miles'
- Sponsoring 'Procurary' fundraising & celebrating the unsung heroes of procurement
- Hosting Dr Rashada Harry Executive Director at Amazon Web Services and Woman of the Year in Tech 2023–24, for an inspiring session on inclusive leadership and creating lasting impact beyond Black History Month.



Commitment to Diversity & Inclusion



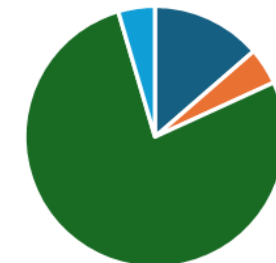
ED&I Data

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**. In 2025 we expanded our reporting to include group companies to review how we can share best practice across our group of companies and work together to **tackle underrepresentation in the industry**.

We are a diverse organisation, currently representing **20+ different nationalities** and around **22% of colleagues** are from non-white backgrounds. Our workforce mirrors industry averages of being around **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.

Share of employees (%)



- Black African, Caribbean, or Black British
- Mixed or Multiple ethnic groups
- Asian / Asian British (Chinese, Indian, Bangladeshi, Pakistani, other Asian)
- Other ethnic group (Arab, any other ethnic group)

Commitment to Sustainability



- We achieved a 75% **reduction of emissions** per £m revenue generated since the baseline year of our Carbon Reduction Plan
- We fully embedded our **Travel Management Solution & Expenses** policies, encouraging our team to take sustainable travel options and book Eco Rated accommodation options
- We actively balanced in-office and **virtual events** and team meetings, to ensure we maintain our human connections, whilst minimising emissions, as one of our key categories of emissions. We continued our policy of not mandating office working days.
- Renewing our lease, we replaced our office printer with **Certified Carbon Neutral** equipment
- We now only offer e-SIMs, not separate company phones, significantly **reducing e-waste** and have contributed to the **circular economy** donating surplus office equipment to not for profits.
- We were shortlisted by the Management Consultancy Association as **a Finalist in the Private Sector Performance Improvement** category for a project improving the sustainability, availability, food traceability and safety for catering at a chain of UK holiday parks.
- We're proud to be supporting some of the **UK's key infrastructure projects**, including new rail stations to improve affordable access to employment, and one of the UK's major transport hubs to improve supply chain sustainability and resilience.



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.

Storytelling:

We spoke & posted about ethical, sustainability & inclusion topics across the year



Waste Reduction

Mental Health

Internships

Thought Leadership

DEI

BCorp Certification

4C Retail & Consumer
1,078 followers

Companies have the power to make sustainability more than a slogan - because consumers expect it, and the planet needs it. ...more

UK households generate over 3 million tonnes of extra waste during Christmas, including 114,000 tonnes of plastic packaging

In this festive packaging guide, we showcase alternates to classic packaging, gifts & décor.

Let's Make This Christmas a Little More Eco-Friendly.

Source: Christmas packaging facts and waste statistics (2019, apacm)

4C Associates
17,253 followers

This Suicide Prevention Day, we join the global call to Change the Narrative on Suicide.

By speaking openly and with compassion, we can help break stigma and remind each other that no one is alone.

Support is available:
Samaritans, Inc. (116 123)
Mind (mind.org.uk)
findahelpline.com

#SuicidePreventionDay

World Suicide Prevention Day

'Changing the Narrative on Suicide'

4C Associates
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Earlier this year, we said goodbye to Joe & Joe as they wrapped up their placement year with us at 4C Associates.

This video looks back at their reflections and the impact they made during their time here, alongside Alisa, who continues her journey with us!

We're grateful for their contributions and proud to have been part of their journey. Wishing them continued success in everything ahead!

Interested in a career at 4C Associates? Check out our analyst roles here 🌟

#ConsultingCareers #LifeAt4C #FutureLeaders Alisa Chirgadz Joe Gillespie Joseph Vinken Ali Barrett Swati Singh

What Stands Out Most When You Think About Your Placement Year at 4C?

Alisa Chirgadz

The most rewarding part has been seeing how my work has been implemented

4C Associates
17,253 followers

We are thrilled to announce that **Allison Ford-Langstaff (FCIPS)** will be attending edie25, the UK's leading sustainable business event, on 26-27 March 2025!

This year, the event focuses on Biodiversity, Net Zero, Circularity, Cross-sector collaboration and innovation, which directly aligns with 4C's mission to empower organisations to embed sustainability into every aspect of their strategy, operations and reporting — driving measurable impact for people, planet and profit to deliver prosperity.

This is a fantastic opportunity to gain insights from industry leaders, engage in interactive sessions, and network with sustainability professionals.

Are you attending edie25? Connect with Allison at the event to explore how our tailored sustainability solutions can help you accelerate impact. Send a DM to arrange a meeting!

🔍 Don't miss out on our sustainability games on the website later this week, a fun way to challenge your sustainability thought process. Watch this space for updates.

#Sustainability #edie25 #CorporateSustainability #NetZero #SustainableBusiness #4C Rowena Mockridge Gopal Iyer, CMLT

edie25

Allison Ford-Langstaff
Managing Partner

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Last week at 4C Associates, we had the privilege of hosting **Dr Rashada Harry**, Executive Director at Amazon Web Services and Woman of the Year in Tech 2023-24, for an inspiring session on inclusive leadership and creating lasting impact beyond Black History Month.

We were reminded that inclusion isn't something to celebrate once a year, it's a continuous journey that shapes how people experience the workplace every day.

Some key takeaways that resonated with us:

- Inclusion in action - Built through the small, everyday choices we make, from how we host events to how we collaborate.
- Culture is the glue - Inclusion holds a business together; it's not a project, it's a mindset.
- Lead with awareness - Conscious leadership means inviting discussion, understanding resistance, and creating space for growth.
- Measure what matters - "What doesn't get measured doesn't get done." Lasting change comes from tracking and owning our impact.

A huge thank you to Rashada for sharing her insights and inspiring us to embed inclusive practices into our everyday culture, act with empathy, and ensure that inclusion lives beyond a single month.

And special thanks to **Janet Conte, Zohra A, Alex Cox, and Hubaira Abubakar** for their dedicated effort in organising the session as well as the delicious snacks from local Afro-Caribbean businesses.

#blackhistorymonth #speaker #EDI #culture #awareness #inclusivity #diversity #equity

4C Associates
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At 4C, being a B Corp isn't just a badge — it's our blueprint for doing business better.

This Zero Waste Week, we're celebrating the small actions that add up to big impact:

- Cut down on e-waste with eSIMs
- Donated laptops to the Turing Trust
- Boosted energy efficiency — one photocopier at a time
- Volunteered 600+ hours and raised £4,000+ for **Mind and Alzheimer's Society**
- Helped clients deliver sustainable, high-impact solutions
- Recertified with a big jump in our B Corp impact score
- Built a better workplace with 83% employee satisfaction and new apprentices

We're proud of the progress we've made — and we'd love to help you do the same.

Want to make sustainability initiatives actually work for your organisation? Reach out to **Allison Ford-Langstaff (FCIPS)** and **Daniel Walsh** — they'd love to chat.

#BCorp #Sustainability #SocialValue #ZeroWasteWeek B Lab UK #ConsultingForGood #4CForGood Alex Willis Lubaina Cementwala Sabika Mazhar Charlie Savage Alice Lloyd-Evans Rowena Mockridge Maha Ashraf Ali

Podcast Episode

How to Make Money and be a Force for Good: 4C Associates B Corp story with Suzanna Hinnell

Talent Talks Podcast

Martin Smith
Host

Suzanna Hinnell
Director, 4C Associates



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Thank you!



Jeremy Smith – Managing Director



MCA Council Member



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