



MCA

A POSITIVE FORCE FOR THE
ECONOMY AND SOCIETY

CONSULTING
EXCELLENCE

Delivering Consulting Excellence

Prepared by [cowry
consulting]



Annual Declaration

Cowry Consulting is one of the world's leading Applied Behavioural Science consultancies, working on a total of 143 projects in 18 countries in 2024. We pride ourselves on setting enterprise level standards for our client work and ensure our practice is academically robust.

The MCA Consulting Excellence programme provides us with the framework to raise standards for ourselves on an annual basis and enable us to act as a beacon of practice as a leader in our specialist sector.

In 2023 and again in 2024, we were recognised in **The Financial Times rankings for UK Leading Management Consultancies**, appearing in two categories – **Financial Institutions & Services and Consumer Goods & Retail**.

Cowry Consulting is also accredited as a **Large Member Organisation of The Global Association of Applied Behavioural Science, GAABS.org**.

We consistently act in alignment with our values of Care & Integrity and we practice applied behavioural science ethically in all our work and within our capability building programmes for our clients. We have a **Ambition to create World Class Behavioural Science Consultants** and striving for consulting excellence is baked into the DNA of our consultants specialist Career Pathways.

This first formal declaration details our commitment to the five pillars and the start of our journey to driving consulting excellence within our wider discipline.

Jez Groom

Founder, International CEO

**[cowry
consulting]**



Excellence through Ethical Behaviour

At Cowry, we pride ourselves on our ambition, care & integrity. A fundamental part of that triangle is our ethical framework that binds them together.

To ensure we use Behavioural Science ethically, we strive to:

1] Give the Customer & Citizen Freedom

Our nudges & interventions make it easy for the customer and citizen to choose the best outcome. However, we also make it easy to choose otherwise if they wish to do so. In other words, we ensure alternative options are transparent.

2] Be Honest

Our nudges & interventions are always built on information that is true.

3] Identify the Consequences

We scrutinise our nudges & interventions in a pre-mortem, for example through an ethical committee (commonly seen as Risk, Legal & Compliance plus additional stakeholders in business) and subsequently in a post-mortem, to identify and observe unintended and intended consequences.

4) Behavioural Science For Good

We advocate that a business or organisation that uses nudges for good with customers, should itself use nudges for good with its own employees. Put simply, 'Do unto others as you would have them do unto you'.



Cowry Consulting is a certified Large Member Organisation of The Global Association of Applied Behavioural Scientists (GAABS). GAABS members must demonstrate their commitment to ethical and evidence-based intervention approaches to be certified as members of the association.



VCCP

Ethical Governance within our parent organisation, The VCCP Group provides us with a Legal Team who support us with a Companies House audit, a Financial & Press Review including Employer Brand audit via Glassdoor and an ESG audit using LSEG data and scorecards.



Excellence through Client Service & Value

We have a diverse range of clients which cover both the commercial and civic sectors. We pride ourselves on the long term nature of relationships with our clients, with many of them spanning over 7 or 8 years of our first decade in practice.

We adopt an Appraisal Programme developed by our parent company, VCCP to measure client and consultancy satisfaction and responses.

In 2024, we surveyed the following clients – Asian Development Bank, M&G, Motability, HSBC, Phoenix Group, Sky, Quilter, Just Group, Coventry Building Society, Tesco Bank, Ingeus, Welsh Water, Tesco and Amazon.

Our Client Net Promoter Score overall was 9.4

Client Verbatims

“For their expertise, professionalism, flexibility working with changing reqts and adaptability to change direction on work to ensure it meets needs of stakeholders. They really try to understand the client's needs and provide solutions to meet these”.

“The end-to-end journey working with Cowry is fantastic. Inputs, and outputs from the team are high quality, professional, and valuable”.

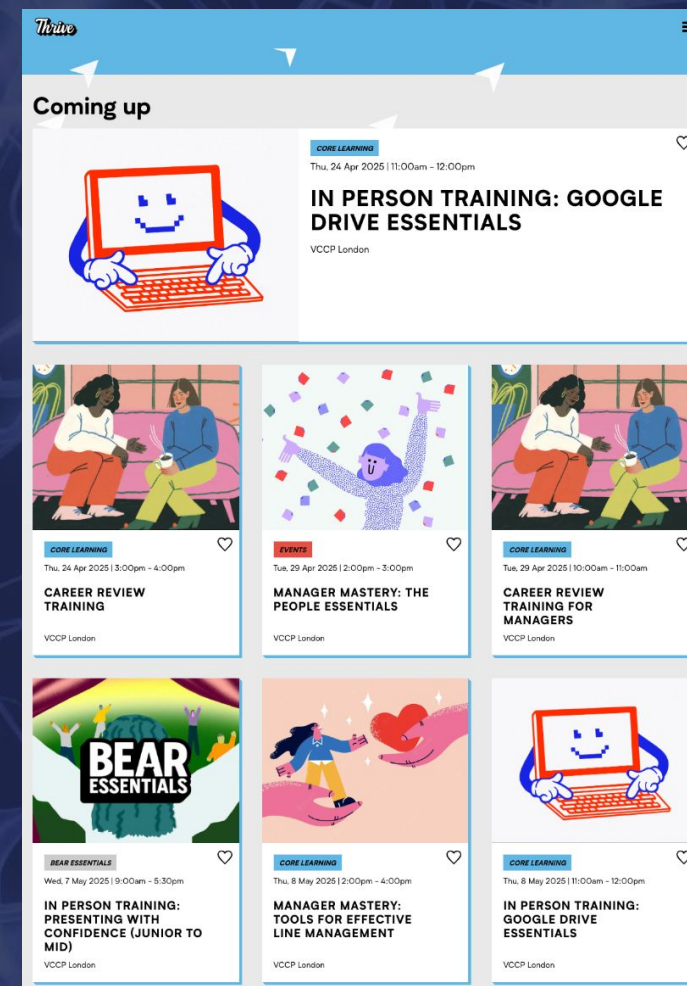
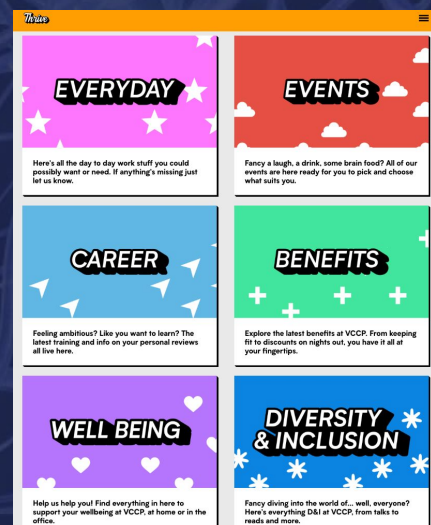
“Thoughtful interpretation of the brief, demonstrated technical excellent, collaborative to work with. Clear and actionable results”.

Excellence through Professional Development

We have market leading Career Pathways in place for each of our four disciplines and these are supported with Development Pathways and Personal Pathways. Four major goals plus 3 sub goals are defined annually for each member of the team and these are monitored quarterly and consolidated with an annual performance review.

Through our parent company, VCCP our team of consultants have access to **THRIVE**, an employee engagement platform that provides a diverse range of benefits and support that promote performance and wellbeing at work.

THRIVE also provides a suite of professional development services – from online courses, webinars, in person training covering topics such as AI, Digital, Management, Presentation, Communication, Collaboration, Goal setting and Interpersonal skills.



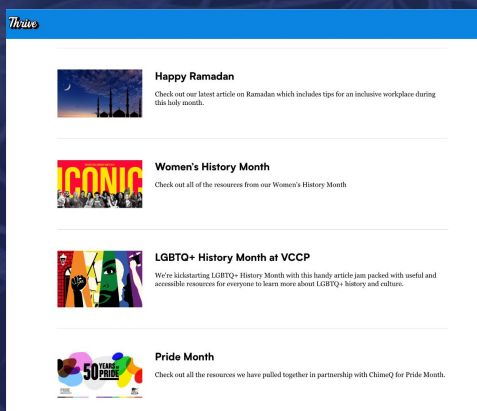
Excellence through Diversity & Inclusion

We strongly believe that D&I isn't just about ticking boxes to hit benchmarks in recruitment, we want the consultancy to live and breathe D&I into everything we do. **We're on a mission to challenge the stereotypes and legacies which exist in our industry in order to make this happen.** It means recognising diversity in all the ways humans differ, from the visible to the invisible. Diversity isn't just about gender or race, it's also about disability, neurodiversity, religion, age, sexuality and socio-economic diversity. It is also about ensuring equal opportunity to all, in our search for talent & diverse suppliers. This ensures that our workforce and partners reflect both our values of inclusion. Within the wider group, we have many initiatives in place and areas where we're looking to make more progress.

We believe that everyone in the consultancy has a responsibility to drive diversity and inclusion in what we do. Be this how and who we recruit through to the work that we make.

Sonia Gilchrist leads a group of talented and motivated individuals from across the partnership called **The D&I Collective**. This collective is tasked with representing everyone in the group and delivering tangible outcomes that make Cowry Consulting a more inclusive company.

Steph Marques also leads our **Accessibility Collective**, a collective of people who are passionate about making web experiences that can be used by everyone – no matter their abilities. Accessibility and Inclusivity is about making sure that websites and apps can be used and understood by everybody, not just based on what device or screen someone is using, but by their ability, circumstance, and background.



Cowry Consulting: DE&I Declaration

75% of Cowry employees are female

39% of Cowry employees are non-UK nationals

50% of the Exec Team are female

67% of the UK Management Team are female

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Excellence through Sustainable Development

Our sustainability programme, Good Works through our parent company, The VCCP Group, encapsulates everything we do both internally and externally for our people and planet. We established our ESG strategy Good Works because being a responsible and sustainable business is not only good for the planet and society today and in the future, but it is also good for business. We focus on a number of areas:

Responsible communications:

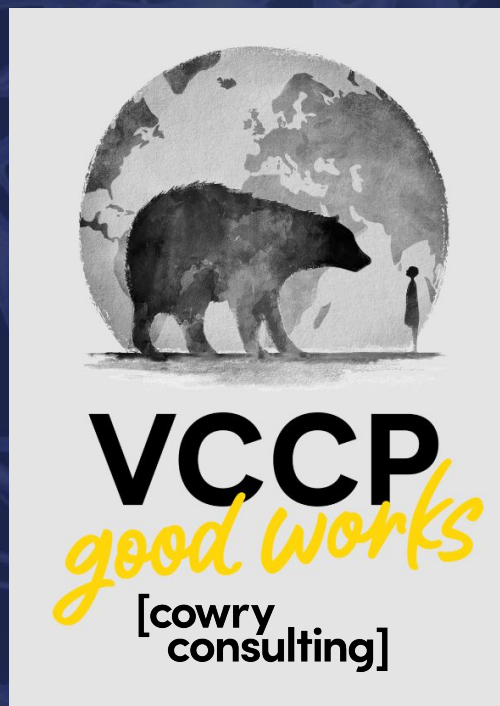
One of our most significant impacts, is through the work we undertake for our clients. We support our clients to achieve their sustainability goals, and challenge them to optimise their social and environmental impacts.

Community investment including pro/low bono work:

We encourage our consultants to use their services and talent as a force for good, including pro bono and low bono work. For the last 8 years, we provide Pro Bono consultative solutions to charity partners delivered within our Global Summer School.

Advocacy

We want to challenge the stereotypes and legacies of our industry, to make our impact on equity, diversity and inclusivity felt. We do this by raising awareness with our peers of the issues that matter to us. We have signed up for many cross industry pledges.



[cowry consulting]

www.cowryconsulting.com

Part of The VCCP Group

LONDON

Gordon House, 10 Greencoat Pl,
London SW1P 1PH, United Kingdom

NEW YORK

257 Park Ave S 6th Floor,
New York, NY 10010, USA

SINGAPORE

39B Craig Rd, Singapore
089677

MADRID

C. de Cardenal Marcelo
Spínola, 2, 6ª planta,
Chamartín, 28016 Madrid

PRAGUE

14. října 642/17, 150 00 Praha
5-Smíchov, Czechia