

## Bourton Group LLP - CONSULTING EXCELLENCE

Bourton Group LLP re affirms its commitment to the Consulting Excellence principles made in December 2016. We originally mapped those principles against our Quality Management System and actions have been taken to close the gap and to demonstrate compliance with Consulting Excellence principles. We have featured the MCA Consulting Excellence logo prominently alongside our declaration of commitment. We confirm our commitment to Consulting Excellence and the MCA below.

### Ethical Behaviour

1. Bourton Group and its employees demonstrate the ethical values of Consulting Excellence in the way we operate our business. We adhere to policies that cover equality, diversity and sustainability. Whilst we believe that our workforce is already diverse, we strive to maintain that diversity through on-going recruitment and development policies. We are committed to developing and utilising the diverse talents and energies of all our people. We respect our colleagues, associates and all people who are touched by our organisation without regard to their differences or similarities. Our actions and behaviours demonstrate and confirm our respect for each other and each other's contributions.
2. Our differences and similarities include but are not limited to:
  - Age and experience
  - Culture (individual, group and global)
  - Economic status
  - Education and training
  - Gender
  - Job level
  - Job tasks and responsibilities
  - Lifestyle, including marital status and family status
  - Personal style
  - Physical and mental abilities
  - Race, nationality and ethnicity
  - Religion
  - Sexual orientation
  - Thoughts and perspectives



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3. To reinforce this commitment in our daily work, all company activities, policies, practices and procedures are carried out in accordance with this policy. Each colleague is personally responsible and accountable for ensuring that their actions and behaviours reflect this policy in all aspects of the business. Senior Partners are responsible for ensuring that the organisation and its representatives adhere to the principles and values of Consulting Excellence.
4. We are committed to minimising the impact our activities have on the environment by continually reviewing and improving practices and procedures including how we procure materials, encourage recycling and reduce waste. We actively support renewable energy initiatives with the use of green or renewable materials; we are conscious of the negative impact that our business may have on the environment generally. Our aim is always to reduce negative impact by making a positive contribution to sustainable development by meeting or exceeding environmental legislation.

5. The fulfilment of this commitment is the responsibility of all of our colleagues and active engagement through feedback and suggestions is actively encouraged. We also invite any comments or suggestions from our clients so that we may meet our objectives more effectively.
6. As active members of the MCA and its sub groups such as the SME Group, we positively contribute, where appropriate, with other firms and with non MCA members to promote the consulting profession and support the public interest. Bourton Group actively encourages staff to engage in charitable and socially responsible activities. Staff are given time to participate and contribute to voluntary activities. Individual charitable fundraising is supported and Bourton Group raises money for a nominated charity each year.
7. We conduct our business ethically, managing potential conflicts of interest proactively and in an open and honest manner. Our aim is to put our clients' needs first and as such we will only engage with them when we can add real value to their business or organisation. Monthly management meetings review client relationships and potential issues that might arise.
8. Our partnership agreement is explicit about client and commercial confidentiality and as such is a binding 'contract' within our 'terms and conditions' of being a partner in the practice.
9. We adopt a standard confidentiality agreement with our clients although where required, we will agree to specific confidentiality and non-disclosure agreements with clients at project initiation. All information and material supplied by clients is kept secure in line with Data Protection rules only staff that have a direct involvement with the client will have access to such information. Our quality system ensures adherence to this policy.
10. Colleague annual appraisals and regular 1-1 sessions monitor feedback which includes client and colleague feedback. We recognised that we needed to develop this to include perception of standards and personal conduct and this has been adopted from April 2017 onwards. We have developed a pattern of interim 1-1 sessions where project commitments allow and are aiming to systemise this more with a recurring 6-8-week cycle.
11. We fully support the values embedded in Consulting Excellence and encourage our colleagues to demonstrate these in their client and colleague engagement.
12. Our culture fosters collegiate team working we never allocate staff to assignments that pose conflict with their own ethical beliefs or may cause undue stress on their lives outside work. We have documented and adopted grievance procedures that allow for colleagues to raise aspects of ethical behaviour that may be in conflict with their personal values.



## Client Service & Value

13. Bourton Group's Vision is very clearly defined and understood by the business:



### Vision

It's our aim to be the group that organisations turn to, when they want to make their business better.

14. We have set out our mission:



### Mission

Through deep understanding, we will collaborate with clients and colleagues to create improvements that become culture.

15. Bourton Group's Values are to:

- Understand
  - *Client:* We will look harder and listen more intently than our peers to understand our client's unique business problems
  - *Colleagues:* When we understand our colleagues and their goals, we can work together to achieve them.
- Collaborate
  - *Client:* We will work together with our clients and their colleagues to make their business better.
  - *Colleague:* We understand that everyone here has a key role to play in our success. And we all have a key role to play in their success
- Improve
  - *Client:* We will help businesses to improve, and we will help them to make those improvements last.
  - *Colleague:* We will help everyone we work with to grow and develop as an individual

16. We have enhanced our 'Bourton Ways of Working' that encompasses:

- How we develop our relationships with clients and win work
- How we scope and manage work for our clients
- How we ensure consistent and common approaches to client projects

17. These approaches follow our consulting model that builds sustainable performance improvement by ensuring that client projects are well defined and that appropriate methods and solutions are sought to improve client business performance. Our four-step approach "Understand, Collaborate, Improve, Sustain" ensures that all projects are truly client focused and aim to deliver measurable and sustainable performance improvement.

See <http://www.bourton.co.uk/our-approach/>

18. These standard ways of working are introduced to staff at induction and appraisals and reinforced at Staff Away Days. The newly developed ways of working will form part of our Quality Management System that is currently accredited by ISO 9001 and is in transition to become compliant with ISO 9001 (2015) 015.

## Professional Development

19. Our current approach to induction and professional development is embedded in our Quality Management System.
20. Upon joining Bourton Group, a programme of induction is developed that ensures our new team members are cognisant of our Ways of Working. Dependent upon their knowledge and experience, each consultant then spends an appropriate amount of time shadowing partners and senior consultants on client projects.

21. The induction process concludes with 1-1 discussion with a Partner where 360-degree feedback is discussed and plans made for continued professional development.
22. In terms of ongoing development each Bourton consultant is required to carry out a self-assessment against a bespoke framework, utilising competences originally identified in the 'CMC' framework and Bourton Group specific elements such as technical competence and sector knowledge. This assessment is then used along with 360-degree feedback to agree professional development.
23. We will actively participate in the development of the Chartered Management Consultant framework as part of our commitment to the MCA. Once this is established, we will actively adopt and promote the CMC framework for our ongoing staff development. This will be reviewed as it develops and each consultant will be given the opportunity to commit to achieving that status should it be deemed appropriate for them and the business.
24. All our staff hold relevant educational and technical qualifications to our type consulting. These include but are not restricted to:
  - Honours Degrees in Industrial Management, Mechanical Engineering, Manufacturing Engineering, Engineering Science, Business Studies, Mathematics and Statistics, and Human Resources
  - Masters in Engineering, Statistics, Business Administration
  - PhDs in Engineering and High Energy Particle Physics
  - Lean Sigma Black Belt and Master Black Belt
  - Six Sigma Black Belt and Master Black Belt
  - Advanced Certificate in Executive Performance Coaching
  - Advanced Professional Certificate in Mentoring
25. Individuals hold professional membership of relevant bodies such as
  - CIPD
  - ACCA
  - IOD
  - MIMgt
  - Lean Construction Institute
26. We endeavour to treat our colleagues with respect, ensuring a professional approach to their engagement within the business. Our organisational values clearly recognise the commitment that we make to our colleagues and include:
  - When we understand our colleagues and their goals, we can work together to achieve them.
  - We understand that everyone has a key role to play in our success. And we have a key role to play in their success
  - We will help everyone we work with to grow and develop as an individual
27. We actively encourage all colleagues to take part in networks and professional bodies to further their development and that of the business.
28. Consulting is a very demanding role, and the challenge of maintaining a work life balance is one that we take very seriously. However, as work life balance is a very individual thing, we adopt a pragmatic approach. We accept that individual circumstances alter peoples working situations and aim to adopt a flexible approach to their engagement with us. As such we adopt flexibility to working hours and part time roles to reflect family or personal circumstances. We also adopt a pre and post retirement policy that can ensure a tapering of activity and responsibilities if the individual wishes.



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