

February 2018

ETHICAL BEHAVIOUR

1. WE ARE RESPONSIBLE AND GOOD CITIZENS

- We observe all laws and regulations, both in letter and in spirit
- We respond constructively to legal, professional and related challenges
- We encourage diversity and strive to be free of all discrimination or bias on the basis of gender, race, age, religion, sexual orientation or disability
- We avoid work that is inconsistent with these commitments or which could damage the consulting industry's reputation
- We work, where appropriate, with other Consulting Excellence firms and the wider consulting industry to promote the profession and support the public interest
- During 2018 we will implement a policy for Sustainability

2. WE CONDUCT OUR BUSINESS ETHICALLY

- We are open and honest about professional relationships
- We avoid commercial conflicts of interest and disclose relevant commercial interests or preferences
- We provide the best and most objective advice possible
- We treat competitors and others with respect
- We strive to protect clients' interests and reputations
- We use confidential client information only for agreed purposes
- We avoid inappropriate gifts or entertainment

3. WE FOSTER AN ETHICAL CULTURE

- We aim to ensure staff uphold high standards of ethical behavior
- We promote internal discussion on ethical issues, including their relationship with business practices
- We avoid requiring staff to work in conflict with their own ethical beliefs
- We encourage and enable staff and others to raise ethical concerns confidentially

CLIENT SERVICE AND VALUE

4. WE PROVIDE EXCELLENT CONSULTING SERVICES WHICH DELIVER THE OUTCOMES CLIENTS SEEK AND NEED

- We discuss and agree on the outcomes clients seek before work begins, and as part of a transparent process thereafter
- We listen carefully to clients to understand fully their needs and ways of working, and determine how to maximise value for them
- We deliver the consulting services that they commit to and aim to meet or exceed their clients' expectations
- We advise clients when the firm believes their requirements are not in the clients' interests

CLIENT SERVICE AND VALUE continued

- We suggest alternative approaches and solutions, where appropriate, including, where the firm intends to stand down, other providers
- We challenge clients, where necessary, and deliver difficult messages, backed by evidence
- We work or continue to work on projects only where the firm is confident of achieving successful outcomes and generating real value, has the right skills and competencies, and believes it can provide objective and impartial advice
- We work openly with partners and subcontractors, where appropriate, to meet client needs
- We transfer knowledge, skills and experience to clients
- We ask clients to identify and promote cases where the firm has delivered excellence

5. WE ARE TRANSPARENT WITH CLIENTS AND RESPOND TO THEIR CONCERNS

- We clarify who is accountable to clients for each consulting assignment
- We respond positively to client demands for information
- We are open about the capabilities and competence of the firm, consultants and teams
- We ensure clients are served by skilled and expert consultants, always explaining who will be working with them and why
- We consult clients and agree next steps when team composition needs to change
- We accept responsibility for the performance of partners and particularly any suppliers the firm manages as the prime contractor, ensuring those partners and suppliers adhere to principles of ethical behaviour and client service, and disclose their capabilities and competence
- We avoid changing project scope or length without clients' explicit understanding and agreement
- We protect client confidentiality, data and IP
- We make it easy for clients to raise concerns and ensure accessibility for investigating and resolving complaints
- We communicate in clear, unambiguous language

6. WE ALWAYS STRIVE TO IMPROVE THE VALUE WE CAN DELIVER TO OUR CLIENTS

- We capture the lessons from assignments as a basis for future improvement
- We monitor the performance of consultants on projects regularly to support them and help them and the firm improve
- We welcome feedback, negative and positive, and structure working relationships to ensure clients have opportunities to provide it
- We value and seek to promote innovation and we invest in research
- We identify and implement good practice from within the firm (and where appropriate from beyond)
- We participate in professional networks and industry bodies, to improve continuously the firm's understanding of the consulting industry and the sectors and clients the firm serves

PROFESSIONAL DEVELOPMENT

7. WE UNDERTAKE TRAINING AND PROFESSIONAL DEVELOPMENT PLANNING EACH YEAR
 - We develop our individual consultants with appropriate training
 - We create well-organised and effective teams
 - We assess periodically the performance of all consultants and provide constructive feedback
 - We encourage consultants to reflect honestly on their performance, capabilities and development
 - We encourage consultants to provide feedback on the firm's culture and performance, and commit to respond openly to suggestions for improvement
 - During 2018 we will implement our enhanced Induction programme for new recruits

8. WE PROMOTE STRONG CORE CONSULTING CAPABILITIES AND SPECIALISMS IN OUR CONSULTANTS AND TEAMS
 - We ensure consultants are qualified to work at the level of seniority to which the firm appoints them and have the skills to be successful in their role
 - We review their capabilities against current and emerging client needs and adapt training accordingly
 - We encourage all consultants to pursue relevant and valuable professional qualifications and awards, and support them in doing so
 - We provide consultants with opportunities and incentives to update their specialist knowledge and expertise and to acquire new skills throughout their career
 - We foster a culture that emphasizes team-working

9. WE SUPPORT OUR EMPLOYEES' CAREER PROGRESSION, PROFESSIONAL DEVELOPMENT AND WELFARE
 - We create a culture and organisation that ensure consultants are not just managed and assessed against commercial targets, but are also supported in the development of their careers and their welfare
 - We treat individual consultants fairly and without bias
 - We encourage staff to participate in relevant professional networks
 - We welcome requests where appropriate for flexible and alternative ways of working