



Our Commitment to the Consulting Excellence Framework

At Egremont group we fully endorse **the MCA's consulting excellence** framework, and make it our business to ensure that everything we do reinforces the nine principles. We have always been committed to high standards of ethical behaviour, value for clients and professional development and we are delighted to be able to use the consulting excellence framework to articulate, reinforce and continuously improve these standards.

The Consulting Excellence Principles

Pillars	Principles
Ethical Behaviour	<ul style="list-style-type: none"> ▪ We are responsible and good citizens ▪ We conduct our business ethically ▪ We foster an ethical culture
Client Service and value	<ul style="list-style-type: none"> ▪ We provide excellent consulting services which deliver the outcomes clients seek and need ▪ We are transparent with clients and respond to their concerns ▪ We always strive to improve the value we can deliver to our clients
Professional development	<ul style="list-style-type: none"> ▪ We undertake training and professional development planning each year ▪ We promote strong core consulting capabilities and specialisms in our consultants and teams ▪ We support our employees' career progression, professional development and welfare

How we embed the principles into our daily work

Ethical Behaviour

Our ethos centres around four key words: clarity, care, courage and collaboration. These guide how we work both with each other and our clients, and we believe these are at the heart of our ethical approach. Some examples of how we tangibly demonstrate ethical behaviour are listed below:

- We strive to be free of all discrimination or bias on the basis of gender, race, age, religion, sexual orientation or disability
- We encourage our employees to support local charitable causes
- As a business, every year, we support two chosen not-for-profit organisations through fundraising and pro-bono work
- We are proud to sponsor TEDxExeter for the last five years, helping them to bring experts and enthusiasts together to spread ideas and raise debate on the broad social, economic and moral issues that impact all of our lives
- We are transparent with our clients, being clear from the outset and throughout on fees, deliverables, progress against deliverables, consulting skills, and any potential conflict of interest
- **We strive to be impartial and objective at all times, putting our clients' interests first**

- We invite feedback from clients regularly throughout a project, ensuring that together, we can work through any potential issues and risks
- We ask our employees to give us formal feedback every quarter on what we need to improve, and together, we create solutions to any problems that need addressing, embracing our ethos of clarity, care, courage and collaboration

Client Service and Value

Our mission is to deliver sustainable continuous improvement to our clients, to exceed their expectations and to make a difference to the organisation and the people within it.

Like our client work, our approach to client service and value is multi-faceted; **there isn't just one approach in isolation. It's how we define the project scope and listen and respond to client requirements from outset to completion and beyond. It's how we manage the client relationship and project governance. It's how we recruit, train, support and deploy our consultants. It's how we work one to one with our clients. It's how we research the best ways of delivering sustainable change and then bring that insight to life on every project.**

Below are a few tangible examples of how we deliver client service and value:

- We are always clear before we begin a piece of work on the objectives, deliverables, resources, scope and fees and we agree these with our client. Typically, we conduct a detailed scoping visit before the project is signed off, helping us to listen, challenge and respond to design the project that is right for that client in that context
- Our consulting approach, recently formalised, sets out how we expect our consultants to work in partnership with our clients at every stage of the project, building relationships as critical friends at every level, focused on delivering the outcomes that our clients seek and need
- We only undertake work that we have the competency to deliver
- A key part of the way that we work is transferring capability. We strongly believe that continuous improvement is only possible if we empower people through skills and mindset to think and act differently
- Each project has a clear project governance structure for both Egremont and the client
- We conduct a monthly deliverables review with our project sponsor, which allows us to have targeted discussions on those areas of the project that may have issues or risks to be resolved
- We always field the best team for the job, drawing on our network of subject matter expert associates where we need to
- We share learnings regularly within and across projects, using a mixture of IT sharing platforms and face to face meetings, monthly on project, and quarterly as a company
- We invest in research to strengthen our core competency of change, continuously improving our methodology and tools to deliver the best value that we can

Professional Development

We are only as good as our people, so we need to help them to achieve their full potential and deliver consistently excellent work. We do this through formal and informal training, best practice sharing, coaching and nurturing a climate based around clarity, care, courage and collaboration.

Below are a few tangible examples of how we deliver professional development:

- Our competency model describes knowledge and behaviours expected at every level and is regularly reviewed and improved as our work develops and changes. For example, last year, we integrated principles of authentic leadership, which we had been developing for one of our clients

- All consultants follow a formal performance development process, involving three reviews a year, at which they provide evidence of how they are progressing against the required levels for their grade
- We have a formal induction approach for all new starters, which is tailored according to role and experience
- A recommended training programme supports the competency framework and line managers are responsible for identifying individual development needs. The VP with accountability for people is responsible for identifying company needs
- Every quarter we solicit feedback from our employees on what **is and isn't working and together at our 'all-company' meetings** we decide how to continuously improve our approach
- We encourage our employees and associates to share stories of project insights, best practice and learning via our online sharing platforms and through our quarterly company meetings
- We buddy up new starters with experienced consultants

Closing Thoughts

We joined the MCA in 2016 to contribute to the development of our industry and to give our consultants wider opportunities for growth and learning. The launch of the consulting excellence framework in the year that we joined, made membership an easy decision.

"We are delighted to have been accepted as members of the MCA and excited to contribute to the thought leadership which will help to shape our industry's future. We believe passionately in delivering our very best to our clients and we are looking forward to sharing our experience and insights with the MCA and its member, particularly as they build the Consulting Excellence Scheme, a cause very close to our hearts."

Sean Connolly, Egremont Group CEO