

# Charles Marcus

## Consulting Excellence Declaration

### for The Management Consultancies Association

Charles Marcus is a member of the Management Consultancies Association and declares our commitment to adopting the consulting excellence principals outlined as part of this membership.

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#### **ETHICAL BEHAVIOUR**

*Consulting Excellence* firms work with clients, partners, employees and other stakeholders in an ethical way. This means:

##### **We are responsible and good citizens.**

Charles Marcus has had an Ethics Policy in place for many years. This policy recognises the need for us to operate ethically with an understanding on;

- (a) how we interact with the communities that we provide consulting expertise;
- (b) how we address environmental ethical behaviours;
- (c) what economic impacts our business transactions have on clients, suppliers and employees alike;
- (d) the human rights of all people we interact with;
- (e) employment conditions to ensure the highest standards are met.

Our focus is multi-faceted. We undertake to operate in an ethical manner towards our business partners as well as to our employees. We also expect our suppliers and clients to operate ethically.

##### **We conduct our business ethically.**

We enforce client confidentiality. Our consultants are trusted with sensitive and critical business information. Under no circumstances is it permissible for this information to be disclosed to a third party. Our client contracts enforce confidentiality and data protection – we always agree to this.

We prohibit the use of forced labour. We encourage the right of employees of any party to be able to leave such employment when they choose.

We require compliance with child labour laws. We will not deal with any party unable to satisfy us that child labour does not exist in any form. We have an established policy on anti-slavery and human trafficking.

We will not partake in any form of bribery, no matter how insignificant this may be. We have turned work away where potential clients wanted a fee paid on top of the engagement to facilitate the work. We have an established policy on anti-bribery.

We will disengage with any party who does not continue to meet our ethical expectations.

##### **We foster an ethical culture.**

Charles Marcus put into place a code of professional conduct and practice over a decade ago. The code outlined how our consultants would interact as members of the consulting community. The code places an emphasis on ethical behaviour, accountability to corporate values, accountability to clients meeting their objectives and what was expected of a management consultant.

Our consultants have flexibility with the assignments they work on. This ensures that they never work on an assignment that is in conflict with their own ethical beliefs.

Open communication channels exist. Consultants are encouraged to highlight instances of ethical conflict so that they can be addressed at a firm level. In all instances, we provide support to our consultants to ensure they are able to work in an ethical environment.

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## **CLIENT SERVICE AND VALUE**

*Consulting Excellence firms promote the highest standards of client service and value. This means:*

### **We provide excellent consulting services which deliver the outcomes clients seek and need.**

Each engagement undertaken by Charles Marcus is backed by an engagement contract. Each contract is extensively reviewed to ensure that we fully understand the terms and conditions we will be working under.

Where appropriate, we encourage the inclusion of engagement objectives, deliverables and milestones as part of the contracting process to ensure we are in total understanding, before work commences, on what will be required. This allows us to voice any concerns we have and set the appropriate level of expectation so as to avoid conflicts and disputes during an engagement.

This approach also allows us to suggest alternative approaches to meet the client's objective better. We always want to provide services that are seen as adding value add. We acknowledge that our engagement is to provide expertise that our clients may not have. It is important we continuously demonstrate this expertise.

With the large number of engagements that we have undertaken over the years, we need to ensure that we avoid conflicts of interest. We do this by making clients aware of planned activity where there may be a view of such a conflict. It is always better for a client to be made aware that we have considered their needs in avoiding a conflict of interest before any work is undertaken. Many of our engagements are for the provision of a single consultant so we are easily able to ring fence activities to ensure there is no perceived conflict of interest.

Throughout each engagement, our consultants are encouraged to provide knowledge transfer to the client so that the client can become as self-sufficient as possible. This may take the form of written documents or physical demonstrations. Each engagement usually concludes with some form of knowledge transfer activity.

### **We are transparent with clients and respond to their concerns.**

Engagement contract terms are fully transparent. We want to engage with the client on a basis that is mutually beneficial to both parties. We avoid instances where there is inequity in contractual terms. This helps us minimise client concerns before any work commences and provides all parties with the opportunity to effectively set expectations.

All clients are encouraged to raise issues as they occur. An escalation path through our consultants to senior management is made available. We always address and concerns raised by clients in a timely manner.

We accept responsibility for the work completed. On the rare occasion where an issue arises after we complete our work, we recognise our responsibility to continue to work with our clients to address these issues.

We endeavour to keep all project scope unchanged. Any change is usually at the request of the client. This allows us to ensure that client expectations are maintained, as change in scope either leads to a change in timeline or costs which we always want to avoid.

### **We always strive to improve the value we can deliver to our clients.**

We welcome feedback from our clients. This is almost always positive and is reflected by most engagements being extended multiple times. Our consultants recognise the value they bring to our clients and seek to continue to improve this. We gauge the success of this by ongoing engagements with the same clients.

We encourage participation in professional networks. Our consultants often find new opportunities through their networks and act as our sales force in developing the business. We have supported many of our consultants joining the Chartered Management Institute to provide them with access to further networks and professional development opportunities. Staying up to date improves the value we can provide to our clients.

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## **PROFESSIONAL DEVELOPMENT**

*Consulting Excellence* firms develop the capabilities of their consultants, provide career development opportunities and support the welfare of all their employees. This means:

**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.**

Most of our consulting team hold professional accreditation with a variety of bodies around the world. Ongoing professional development is a requirement of maintaining accreditation and membership. Whether this be a chartered accountant, an IT specialist or a project manager, each consultant understands the need to maintain their skill levels.

Our consultants are encouraged and supported in expanding their professional development during breaks in their assignment engagements. Clients have an expectation that our consultants are up to date with the latest specialist knowledge. Ongoing professional development is the main way to accomplish this.

Charles Marcus provides financial assistance where required to support professional development by its consultants. We are also flexible with working arrangements to allow ongoing professional development as long as our client base is appropriately supported.