

# Demonstrating DWG's commitment to Consulting Excellence.

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MCA Consulting Excellence Declaration  
2022



**Don't journey alone**

# Consulting Excellence Principles.



As signatories to Consulting Excellence, MCA member firms commit themselves to adopt the 12 Principles of Consulting Excellence:

## ETHICAL BEHAVIOUR

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

1. We are responsible and good citizens.
2. We conduct our business ethically.
3. We foster an ethical culture.

## CLIENT SERVICE AND VALUE

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

4. We provide excellent consulting services which deliver the outcomes clients seek and need.
5. We are transparent with clients and respond to their concerns.
6. We always strive to improve the value we can deliver to our clients.

## 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:

7. We undertake training and professional development planning each year.
8. We promote strong core consulting capabilities and specialisms in our consultants and teams.
9. We support our employees' career progression, professional development and welfare.

## COMMITMENT TO DIVERSITY AND INCLUSION

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.
12. We continuously work to improve our progress on diversity and inclusion, implementing best practice and monitoring the diversity of our workforce over time. This includes collecting data to assess the effectiveness of our D&I policies and fully participating in the MCA annual report.

# Declaration.

This declaration outlines how Digital Workplace Group (DWG) lives up to the 12 Principles of Consulting Excellence.

**DWG's mission** is to guide and support organizations globally on their journey towards digital workplace success through expert advice, peer connections, research and insights.

## **Don't journey alone.**

**Our vision** is to accelerate the digital transformation of workplace experiences to unlock innovation, productivity and collaboration.

**As a member of the MCA**, DWG is committed to upholding the Principles of Consulting Excellence.

## **ETHICAL BEHAVIOUR**

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

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

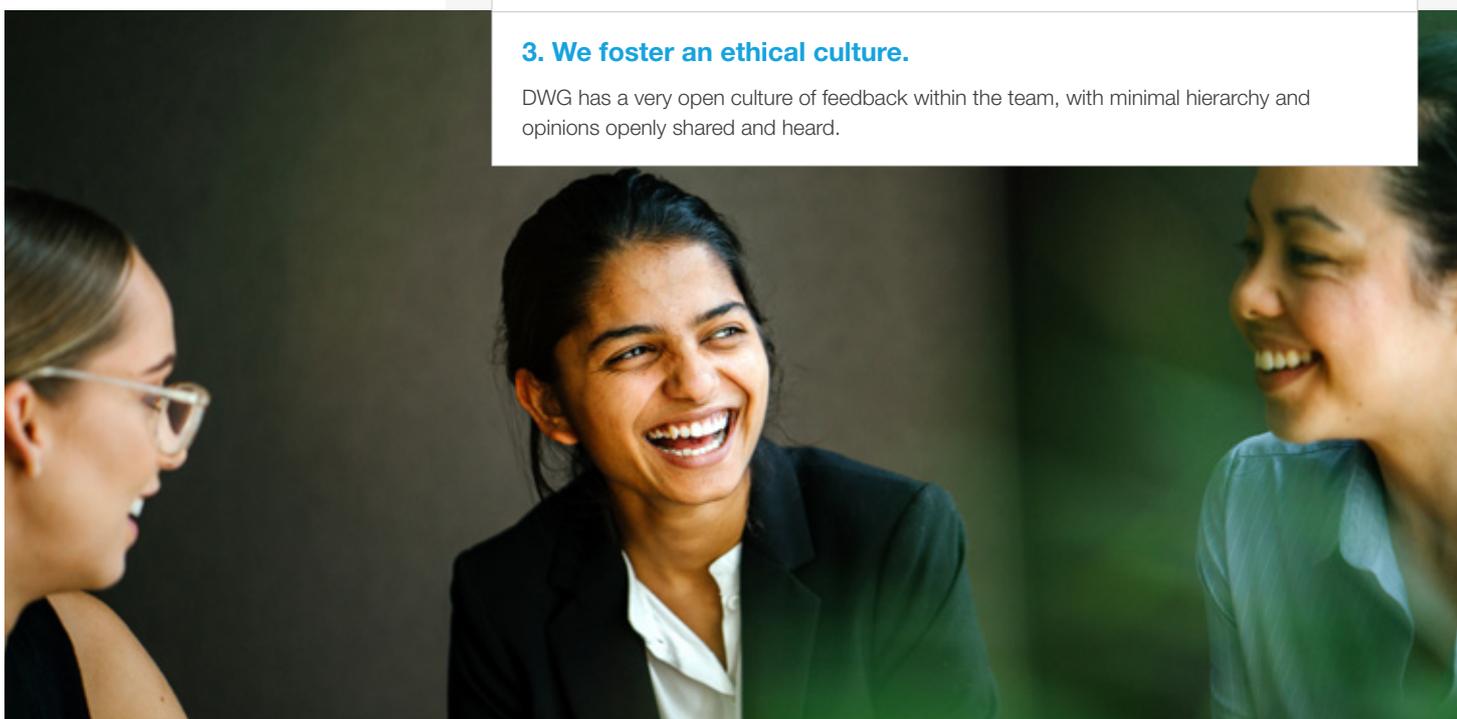
DWG has strong online relationships with our members, with many organizations continuing their membership for several years. Delivery of consultancy to our Statement of Work commitments and word is extremely important in maintaining member satisfaction and renewals.

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

DWG offers all services as remote first, limiting travel to a minimum. In May 2020, we launched the [DWG Work Miles Movement](#) to encourage others to do the same. We have encouraged flexible working for our team since the business began in 2002, enabling our colleagues to balance work and home life as their circumstances require.

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

DWG has a very open culture of feedback within the team, with minimal hierarchy and opinions openly shared and heard.



# Declaration.



## CLIENT SERVICE AND VALUE

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

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

Beyond the first consulting project scope, DWG actively engages with the client to ensure that scope develops throughout a project to ensure the best possible outcome for the client. When last measured, we received feedback scores of over 90% satisfaction from projects.

Our Net Promoter Score is 56, significantly higher than many others in this sector from our research.

DWG has been named as a U.S. Leader in ISG's [Future of Work report for Public Sector](#). We have also been recognized as a leading management consultancy in the FT's list for 2020, 2021 and 2022, awarded Bronze in the Digital Transformation category, [as detailed here](#).

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

All clients have a project manager and account manager as standard and we maintain regular contact with them to ensure any issues are dealt with openly and quickly.

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

DWG has a programme of continuous research and product innovation.

Joining the MCA is part of this aim – so we can network and learn from others.

## 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:

### 7. We undertake training and professional development planning each year.

Most of DWG's consultants are freelance so DWG does not actively invest in training for them directly, however we help develop skills by including people on projects that will push and develop their skills, always ensuring they are mentored by experienced consultants.

We get excellent feedback from consultants that working in project teams, as they do in DWG, enables them to learn from others in a way they cannot as a sole freelancer.

### 8. We promote strong core consulting capabilities and specialisms in our consultants and teams.

All projects are delivered as part of a team, mixing very experienced DWG consultants with those new to DWG to ensure skills transfer.

Consultants develop their own specialisms and often lead the product development in those areas.

### 9. We support our employees' career progression, professional development and welfare.

As a flexible, non-hierarchical consulting team, DWG has been able to understand consultants' career development wishes and has often been able to support their development through cross-functional work experience.

# Declaration.

## COMMITMENT TO DIVERSITY AND INCLUSION

**Consulting Excellence** firms are committed to diversity and inclusion within their workplace and workforce. This means:

### 10. We respect and embrace diversity and inclusion, and understand the importance and positive benefit of people from different backgrounds working for both DWG and our clients.

Having worked as a virtual team for 14 years, with a core policy of flexible working, we are proud that the geographic and gender profile of our workforce is diverse. We also remain committed to constantly reviewing our practices to identify where (for example) unconscious bias and processes have acted as potential blockers to diversity and inclusion within our organization.

DWG's new book, [Nature of Work: The new story of work for a living age](#), published in 2021, draws on lessons and stories from nature as a way to illustrate the importance of a holistic approach to creating healthy organizations – and one of the key elements covered is Biodiversity. The book makes the case that, as in nature where biodiversity is critical to the health of ecosystems, in work too, diversity of people across multiple factors is also crucial, not only for the health of an organization and the way it serves its clients, but for society as a whole as well.

### 11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.

At DWG, we use our external networks to recruit new team members and also engage external subject specialist agencies when appropriate to reach out even more broadly for new talent.

Developing a diverse cohort of future leaders is key to what we see as the success and effectiveness of our industry, which is why we run mentor sessions both for people within our client organizations and also within our own team as a critical way to enable them to develop leadership capability and influence.

Furthermore, within our industry, we hold annual [Digital Workplace Awards](#), including for the Digital Workplace Leader of the Year, to recognize future and current digital workplace leaders, highlighting their successes within their organizations and elevating their visibility in the industry.

### 12. We continually work to improve our progress on diversity and inclusion, implementing best practice and monitoring the diversity of our workforce over time. This includes collecting data to assess the effectiveness of our D&I policies and fully participating in the MCA annual report.

DWG is committed to improving our progress on the diversity and inclusion of our work community, and is particularly keen to identify and address gaps in our current practices. We actively participate in relevant conversations and working groups with the MCA, Institute of Directors and other external organizations to ensure that we stay up to date and strive to embody relevant best practice.

## About Digital Workplace Group

Digital Workplace Group (DWG) is a strategic partner, covering all aspects of the evolving digital workplace industry through membership, benchmarking and consultancy services.

DWG provides expert advice, peer connections, research and insights to guide and support organizations globally on their journey towards digital workplace success.

**Don't journey alone.**

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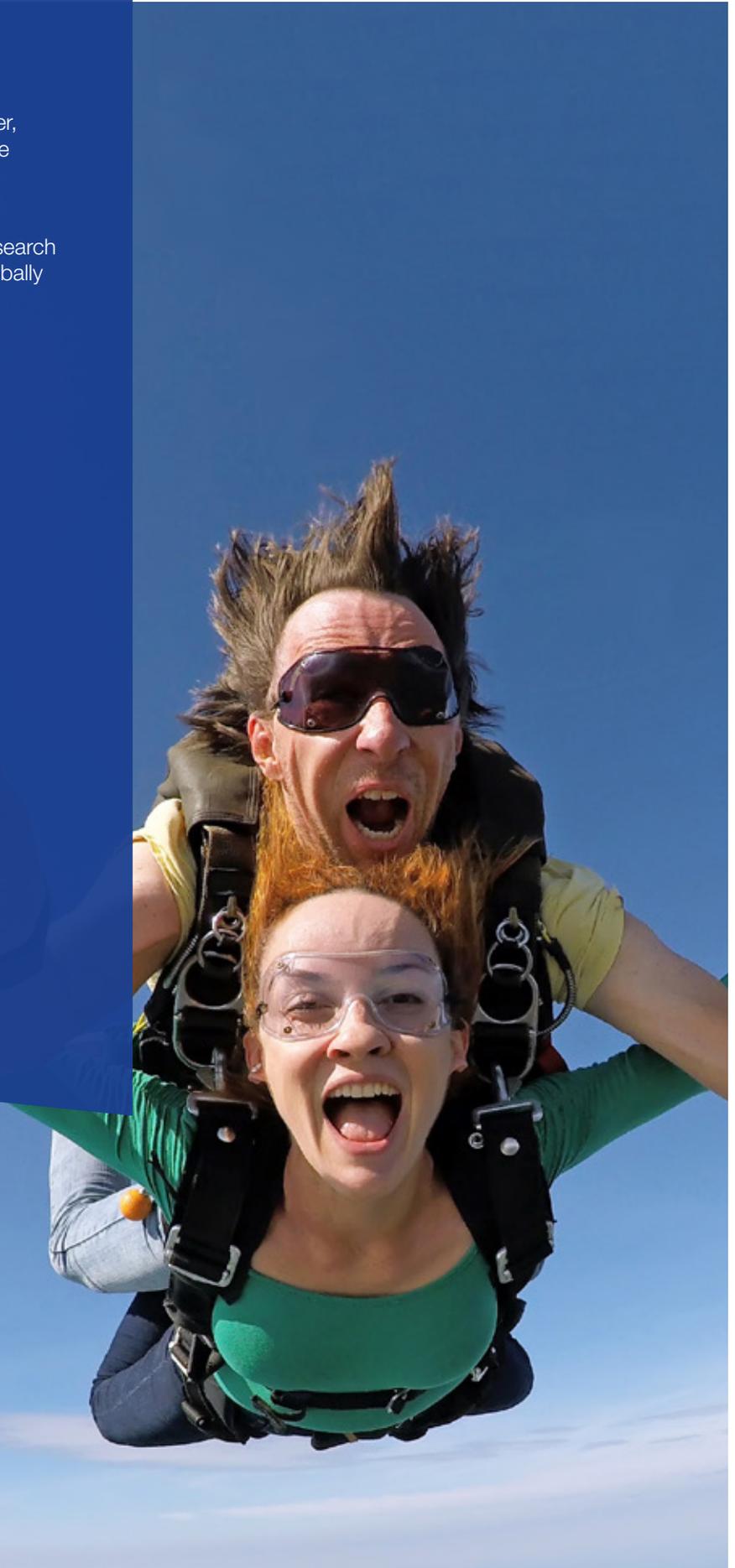
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