

BearingPoint

MCA Consulting Excellence

BearingPoint Declaration 2026



MCA Consulting Excellence Scheme

MCA member firms adopt the Fourteen 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
10. We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values.

Commitment to Diversity and Inclusion

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

11. 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.
12. 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.
13. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

Commitment to Sustainability

Consulting Excellence firms are committed to sustainable development within their organisations and their work with clients. This means:

14. We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

Our Consulting Excellence Declaration

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BearingPoint's commitment to consulting

At BearingPoint, we are deeply committed to Consulting Excellence, and we strive to embed this commitment in every aspect of our work. As long-standing members of the MCA, we actively collaborate with the Association as our industry body to champion client value, uphold the highest professional standards, and advance excellence across the consulting sector.

We fully support the MCA's mission to raise standards and deliver meaningful value for clients. Our culture, values, and the standards we uphold are fully aligned with the 14 Principles of the Consulting Excellence scheme. BearingPoint is a proud and proactive supporter of this important initiative, and we embraced the opportunity to sign up and demonstrate our commitment to a scheme that represents a significant step forward for our profession.

The Consulting Excellence scheme celebrates the true value of consulting and reinforces member firms' commitment to exemplary ethical behaviour, outstanding client service, and continuous professionalism. As the new badge of quality for consulting in the UK, Consulting Excellence sets a benchmark for the industry—and BearingPoint is honoured to contribute to and champion this standard.

“BearingPoint has been committed to the MCA Consulting Excellence scheme from the very beginning. Launching this initiative internally, with the support of the MCA, has generated strong enthusiasm and real momentum across our firm. We are proud of the progress made so far and look forward to continuing to champion this important industry standard.”

**Tony Farnfield, Partner and UK Practice Lead,
BearingPoint**



Ethical Behaviour

At BearingPoint, our reputation for integrity is one of our most valued assets. We are committed to conducting business with the highest standards of ethical, legal, and transparent behaviour across all our operations. Our Code of Business Ethics defines these expectations, outlining our responsibilities and setting clear standards for ethical conduct.

Aligned with our Values - We are easy to work with; We create lasting outcomes; We empower people to succeed - the Code formalises our commitments to our people and to the third parties who work with us. It provides clear, practical guidance for anyone acting on BearingPoint's behalf.

The Code applies to all employees of BearingPoint Holding B.V. and its associated companies, including Partners, shareholders, appointed officers, and, where appropriate, third parties. We work only with partners who share our Values and business standards.

The Code of Business Ethics is published on our website and Intranet and is included in every new joiner's welcome package. Employees are regularly asked to acknowledge its content and receive training on its key principles.

Our commitment to these standards is fully aligned with - and actively supports - the Consulting Excellence Principles for Ethical Behaviour.



Delivering Value

At BearingPoint, we prioritise active client engagement throughout every stage of delivery, ensuring excellence and measurable value from start to finish. Our delivery model includes dedicated sustain phases that focus on knowledge transfer and capability building, enabling clients to continue delivering impact long after our work concludes.

We operate with open and transparent governance, providing clear accountability and well-defined escalation paths to address any issues swiftly and effectively. By fostering collaborative relationships built on trust, openness, and consistent communication, we not only deliver high-quality outcomes but also empower our clients to thrive with the enhanced capability and confidence we leave behind.



Customer Experience Survey

At BearingPoint, client satisfaction is central to how we work. We actively gather feedback through our tailored client experience survey, giving us clear insight into clients' perceptions, priorities, and opportunities to enhance our services. This continuous feedback loop helps us strengthen relationships and ensure our work consistently meets - and exceeds - expectations.

We believe in engaging with both positive feedback and areas for improvement. By celebrating what works well and adopting a continual improvement mindset, we ensure our services evolve in line with clients' changing needs. To further elevate our approach, we now leverage AI to identify recurring themes and deeper insights within survey responses, enabling us to refine our delivery model and enhance overall client satisfaction even further.

At BearingPoint, we are committed to the success of our people. We strive to create a firm where individuals want to build their careers, develop meaningful long-term relationships, and feel supported to perform at their best. As a people-focused, world-class employer, we take seriously our responsibility to help our teams grow and thrive.

We invest in high-quality personal and professional development. Our people development framework sets out clear guidance, competencies, and training for every level and supports our career progression process, ensuring everyone has the tools they need to advance. Through a hybrid approach to learning, we provide flexible development opportunities - whether our people are working remotely, part-time, on client site, or in the office.



In 2023, we enhanced our global learning curriculum by updating our world-class Partner Leadership Program. Redesigned in partnership with Oxford Saïd Business School, the week-long course prepares newly promoted Partners to navigate current challenges, strengthen leadership capability, and contribute to our long-term growth.

This programme complements our broader curriculum, including:

- Be.School for new joiners
- Consultant bootcamps focused on functional and service-line skills
- BE.Oxford Academy, a twelve-month programme with Oxford Saïd for Senior Consultants
- Leadership programmes with SDA Bocconi School of Management for Managers and Senior Managers

Our ambition is to ensure that all colleagues up to Manager level access industry-leading training every two years, alongside role-specific and virtual learning opportunities.

We also invest in additional support and networking opportunities for female-identified colleagues. Our Female Leadership Training, delivered with ESCP Business School, is consistently rated as one of our most impactful programmes. Last year, more than 4,000 employees took part in firmwide training - either virtually or in person.

In the UK, we support the adoption of the Chartered Management Consultant (ChMC) Accreditation and are exploring how best to integrate it into our development approach as part of our growth plans.

Commitment to Diversity and Inclusion

At BearingPoint, we are committed to fostering a workplace where everyone feels they belong. We believe diverse teams - supported by a culture of inclusion - create a stronger, more innovative firm and a workplace of choice for all.

Our firmwide approach is called DIVE, promoting Diversity, Inclusion, Variety, and Equality. Through the DIVE Council - made up of Leads and Sponsors from each country - we collaborate on shared priorities, exchange best practices, and drive meaningful programmes across the firm.

We support a range of global affinity networks, which give underrepresented groups a voice and create spaces for connection and advocacy:

- **MORE@BE** – Ethnic and Religious Diversity & Inclusion
- **Ability@BE** – Supporting colleagues with disabilities and long-term conditions
- **Proud@BE** – LGBTQ+ community members and Allies
- **Women@BE** – Gender diversity and inclusion across the firm

We embed diversity and inclusion into our attraction, recruitment, and retention practices. Our careers site and social campaigns celebrate the diversity of our people, and our hiring managers receive training in inclusive interviewing and unconscious bias. We also offer support and reasonable adjustments for candidates who may need them, and ensure our hiring panels represent the diversity of our business.

Our firmwide DIVE Council, supported by senior leadership sponsors, continues to explore new initiatives that strengthen inclusion across the organisation. We also collect and review internal diversity data to understand our progress, identify challenges, and shape targeted actions at a local level.



Commitment to Sustainability

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At BearingPoint, we are committed to operating as a responsible, sustainable business. This means understanding the impact we have on our people, clients, suppliers, and the environment - and supporting our clients on their own sustainability journeys.

Driving change from within

We have undertaken a thorough assessment of our greenhouse gas emissions and aligned our ambitions with the Science Based Targets initiative (SBTi). Our updated, SBTi-validated targets commit us to a 54% reduction in absolute Scope 1 and 2 emissions by 2030 (from a 2019 baseline), and a 55% reduction in Scope 3 business-travel emissions per FTE within the same timeframe.

Travel continues to represent the majority of our footprint. To address this, we have strengthened our firmwide travel policy, providing clearer guidance and encouraging lower-carbon choices - such as prioritising rail for short-distance travel. We also consider sustainability in how we design and deliver training and development, as seen in the selection of Amsterdam for our Be.Campus, where most colleagues can travel by train.

Sustainable Ways of Working

In 2023, we launched our Sustainable Ways of Working (SWOW) programme to embed sustainability and inclusivity into everyday delivery. Through SWOW, project teams are supported to make responsible travel decisions, balance client needs with environmental considerations, and integrate sustainable practices into assignments. These commitments are tracked through a firmwide SWOW dashboard to ensure transparency and continuous improvement.

Carbon Compensation

While we continue working towards reducing emissions in line with our validated targets, we also compensate for our residual footprint each year through our partnership with Forliance. Further detail on our progress and actions will be published in our upcoming Sustainability Report.

Supporting the planet through our client work

Sustainability continues to be a core strategic priority for our clients, and our Sustainability practice is growing rapidly to meet this need. We now bring together a substantial community of dedicated sustainability experts and an even wider network of specialists across the firm, enabling us to support organisations at every stage of their sustainability and ESG transformation.

Our recognition by **IDC MarketScape as a Major Player in ESG Program Management Services** reflects the depth of our expertise and the impact we deliver. Today, we help clients address the full spectrum of ESG challenges - from climate and biodiversity to circularity, lifecycle assessment, social impact, and responsible operations - through integrated advisory services that combine strategic ambition with practical transformation.



BearingPoint

Accounting & Finance

Business Development

Human Resources

Information Technology

Legal & Compliance

Marketing & Sales

Operations & Logistics

Project Management

Quality Assurance

Research & Development

Supply Chain Management

Training & Development

Vendor Management

Warranty & Claims

Customer Support

Facilities Management

Finance & Accounting

Human Resources

Information Technology

Legal & Compliance