BCS Introduction – Day One

hello

BCS CONSULTING

Expect **Excellence**

Human Resources

Human Resources Consulting

Expect Excellence

Our Journey

2010 – BCS Consulting brand created

67 Employees

5% Employee Owned

2011

2012 – NJIP launched and Paul Brock introduces Servant Leadership

81 Employees

30% Employee Owned

2013

2014 – NMIP launched and BCS compete in the first Corporate Games

120 Employees

41% Employee Owned

Human Resources

Our Journey

2015

2016 — Employees become majority owners of BCS

174 Employees

55% Employee Owned

2017

2018 — NJRP launched and BCS becomes 100% employee owned

194 Partners

100% Employee Owned

2019 — The journey continues…

218 Partners

100% Employee Owned

Our Vision and Values

WHY?

Simply, to achieve success for our clients through doing the right things, in the right way, for the right reasons.

WHERE?

Our goal is to be the biggest small management consultancy in the world. By **big** we mean enjoying all of the rewards and opportunities large consultancies can offer. By **small** we mean keeping things personal as we grow.

HOW?

Back in 2013, we asked BCS'ers what values they thought best summed up our Company. Those themes became our Company values because they accurately reflect what we all believe in at work – passion, authenticity, quality, delivery and collaboration.

WHAT?

For clients we deliver a clear set of services and, for our people, we deliver the rewards, recognition and opportunities and that means creating a vibrant, friendly culture with tight-knit communities, coupled with truly personal development alongside big career opportunities.

Our Vision and Values

PASSION

AUTHENTICITY

QUALITY

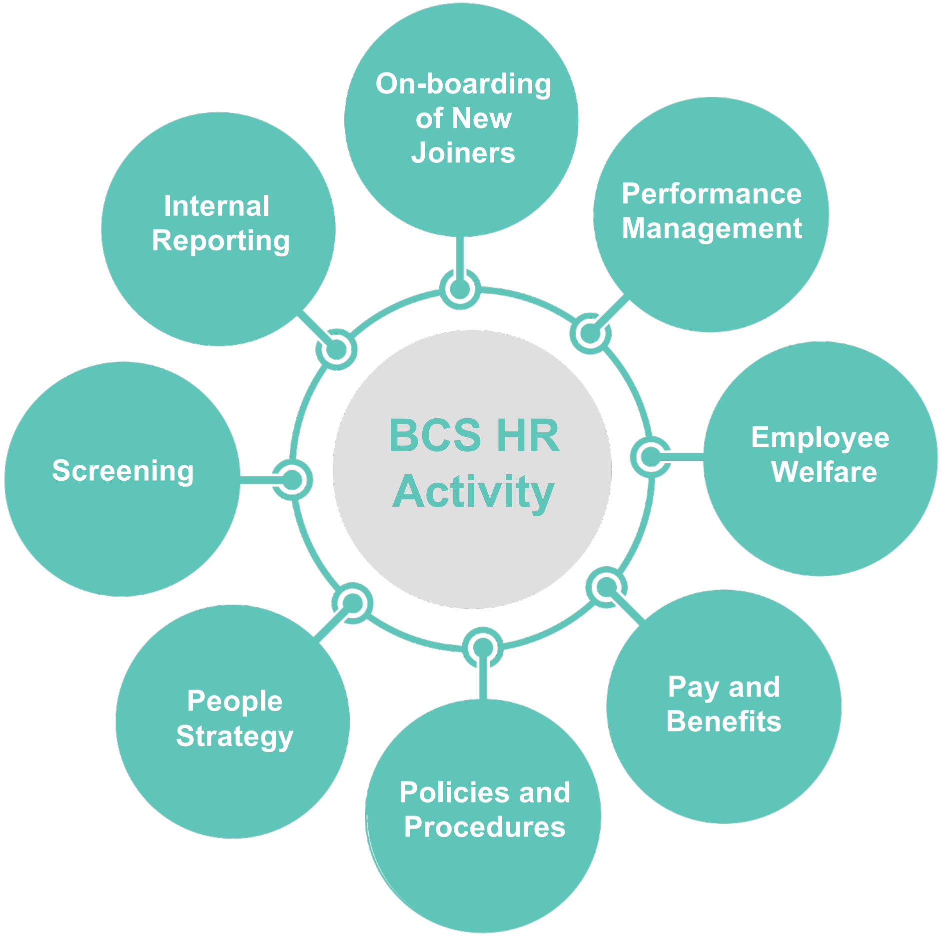
DELIVERY

COLLABORATION

Our values define the way we work and how we go about everything we do. However, referring to them all can be a bit long-winded so, when we need to sum up neatly how we work, we use our Value Proposition; **Expect Excellence**.

Excellence is the natural result of us consistently delivering all five Company values and it's what sets us apart in our market.

BCS HR – What we do



The HR Team

Jane Olds – Head of HR
Delivering a proactive, business-focussed HR service and ensuring that the HR and People strategy is in line with business goals, employment legislation and best practice

Penny Martindale – HR Officer
Key areas of responsibility include: onboarding of new joiners, delivery of HR Xpress Briefings and production of management information

Liz Knowelden – HR Officer
Key areas of responsibility include: benefit and pension administration, System management, delivery of HR Xpress Briefings and production of management information

Rebecca Piggott – HR Assistant
Key areas of responsibility include: absence management, family-friendly leave, performance management, client onboarding, changes of line manager, surveys and leavers

HR Human Resources

Company Code of Conduct

Dress Code and Appearance

- Professional dress code and appearance is expected at all times;
- You will be notified by your LM or EM when there may be exceptions to this.

Conduct Whilst Representing the Company

- When representing the company you are expected to behave in an appropriate and responsible manner.

Alcohol and Drugs

- Consumption of alcohol is expressly forbidden on Company or Client premises (unless authorised by Senior Management);
- The selling, buying or taking of non-medical drugs on Company or Client premises is strictly forbidden.

Attendance and Timekeeping

- If for any reason you are going to be late for work, or need to leave early, you should contact your LM/EM as soon as possible;
- You seek prior authorisation from your LM/EM for appointments such as Doctor and Dentist and agree how any time lost will be made up.

Anti-Bribery

- Any acts of bribery will be treated as gross misconduct and may result in summary dismissal;
- As a general policy, we do not believe in giving and receiving gifts. If you receive a gift, you must disclose the fact to your Line Manager and HR.

Further information on the entertainment or hospitality to clients can be found in the Client Entertainment section contained within the Company's Travel and Expenses Policy.

Company Annual Leave Policy

Annual Leave Notification

- All annual leave should be discussed with EM/LM prior to submitting any requests;
- Generally, a minimum of 14 calendars days' notice is required;
- Requests for annual leave over 10 consecutive working days have to be approved by the EMT. The request should be submitted to your Line Manager by email, copying in HR.

Carry Over

- Carry over is only considered in exceptional circumstances and will not be granted to any consultant who is on the bench.

Holiday Shutdown (27th – 31st December)

- Employees must reserve 3 days of their annual leave entitlement each year to cover the shutdown period.

Taking Annual Leave Within Your Probationary Period

- Generally, annual leave exceeding 1 week should not be taken during the probation period (unless employment commenced in the last 3 months of the year);
- Any pre-booked holiday, which has been disclosed prior to joining, will be granted.

Company Sickness Absence Procedure

If you are on a client engagement, you are required to:

- telephone your Engagement Manager by 8.30am on the first day of your sickness absence;
- follow up with a brief email to your Line Manager, copying in Operations and HR;

It is essential that you keep your Engagement Manager, Line Manager, Operations and HR updated via email on a daily basis of your absence and its estimated duration.

If you are on the bench, you should:

- telephone your Line Manager by 8.30am on the first day of your sickness absence;
- follow up with a brief email Operations and HR.

You must keep your Engagement Manager, Line Manager, Operations and HR updated via email on a daily basis of your absence and its estimated duration.

If your absence lasts for more than 7 calendar days, you will be required to forward a medical certificate (fit note, medical statement) to HR.

Full details of BCS's Sickness Absence Policy and Procedure can be found in the Employee Handbook.

BCS as an Equal Opportunities and Diversity Employer

The Company is committed to providing a working environment in which employees are able to realise their full potential and to contribute to business success irrespective of gender, gender identity, race, disability, sexual orientation, marital status, part time status, age, religion or belief.

This is a key company value to which you are expected to give your full support and you are expected to support the Company's commitment to identifying and eliminating any unlawful discriminatory practices, procedures and attitudes throughout the Company.

The Company will ensure that no employee is subject to unlawful discrimination in all aspects of employment.

Bullying and Harassment in the Workplace

We are fully committed to promoting a fair and harmonious working environment in which everyone is treated with respect and dignity and in which no individual feels bullied, threatened or intimidated.

We are committed to preventing harassment and bullying in the workplace by other employees or by third parties during the course of an employee doing their job. Harassment and bullying at work in any form are unacceptable behaviour and will not be permitted or condoned and employees must familiarise themselves with our Bullying and Harassment Policy to clearly understand their rights and responsibilities.

Employees who wish to raise a complaint of harassment or bullying should refer to the Company's Grievance Procedure.

Equality, Diversity and Inclusion

time to change
let's end mental health discrimination

CITYparents

BUSINESS IN THE COMMUNITY

CW n
City Women Network

FV

Stonewall
Acceptance without exception

Performance Management

Performance Management Calendar

The following calendar displays the dates on which key elements of the performance management processes take place:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual Appraisal			Mid Year Review						Annual Appraisal			
Promotion	End of Year Promotions announced		Quarterly Promotions announced			Promotion Review	Mid Year Promotions announced		Quarterly Promotions announced			Promotion Review
		Monthly Promotions										
Salary and Bonus Reviews	Salary Reviews and Bonuses announced											Salary and Bonus Review

Engagement Reviews are performed continuously throughout the year with no specific calendar dates:

Process	Required Review Frequency
Engagement Reviews	At least every 3 months, at the end of an engagement or at significant engagement milestone points

What is the difference between Line and Engagement Management?

Line Management

- Constant relationship
- Career guidance and advice
- Conducts Annual Appraisal and Six Month Review
- Sets annual objectives focused on personal development and career advancement
- Sets annual training and development goals and facilitates their organisation
- Solicits feedback from Engagement Manager and gives constructive feedback to direct report
- Communicates important company information
- Completes internal tasks such as authorising annual leave, sickness etc
- Employee welfare and support

Engagement Management

- Multiple relationships
- Sets quarterly engagement objectives focused on performance expectations against project deliverables
- Provides feedback and completes Engagement Reviews
- Endeavours to identify engagement opportunities to focus on development areas
- Liaises with Line Manager to give feedback and to understand developmental and training needs
- Communicates information regarding the engagement
- Employee welfare and support

Probation & Career Development

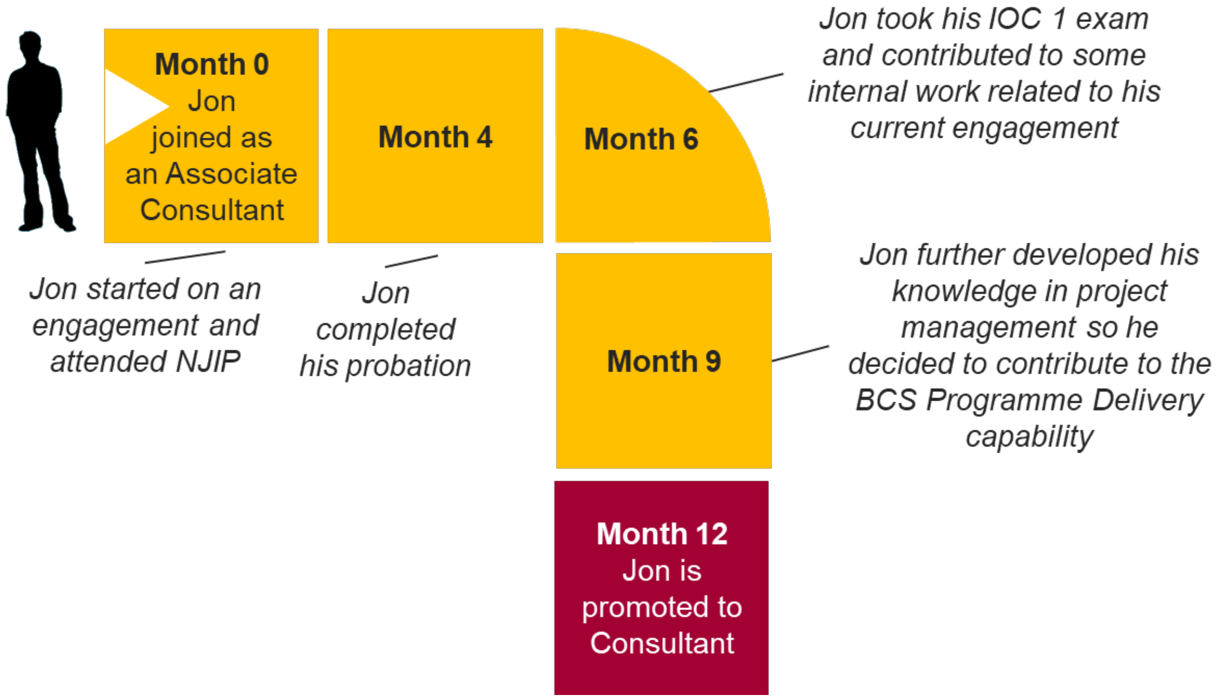
Core Roles Document

Core Responsibilities			
Analyst	**Associate Consultant**	**Consultant**	**Senior Consultant**
Generates revenue through high personal utilisation at a rate which is consistent for the grade	Generates revenue through high personal utilisation at a rate which is consistent for the grade	Generates revenue through high personal utilisation at a rate which is consistent for the grade	Generates revenue through high personal utilisation at a rate which is consistent for the grade
Acts as an ambassador for the firm and enhances our reputation for quality client delivery at all times	Acts as an ambassador for the firm and enhances our reputation for quality client delivery at all times	Acts as an ambassador for the firm and enhances our reputation for quality client delivery at all times	Acts as an ambassador for the firm and enhances our reputation for quality client delivery at all times
Contributes to the delivery of client projects by successfully completing allocated tasks with appropriate levels of oversight	Contributes to the delivery of client projects by successfully ***managing tasks and sub-workstreams with a high degree of autonomy***	Leads tasks and workstreams for clients, taking responsibility for successful outcomes ***and working autonomously***	Leads ***workstreams and small projects*** for clients, taking responsibility for successful outcomes, working autonomously ***and providing guidance to other team members***

New Joiner Checklist

Activity	Organised By	Date completed
Complete DISC Profiling – information and survey link sent in email from L&D	L&D	
Complete H&S e-learning module – information and link sent in email from HR	HR	
Familiarise yourself with sales & delivery knowledge collateral on SharePoint	Self	
Briefly introduce yourself by writing a 'new joiner' blog on the BCS Sharepoint	Self	
Create your Experience Profile, send to your line manager for review, then upload to Delve on SharePoint	Self	
Complete your Capability Profile in Kimble, and review with your line manager	Self	

Career Framework



On-Boarding

What is On-Boarding?

- On-Boarding is the process for a Consultant to be cleared to work with a client
- The requirements may be specific to BCS or to the client
- The Commercial Manager is responsible for ensuring that all requirements are fulfilled
- HR is responsible for processing the relevant requirements
- YOU are responsible for providing the relevant information to HR

On-Boarding Requirements

BCS Specific

- Client Account Packs - the Client Account Pack details all the relevant information you need to know for that client. This will include any:
  - Screening requirements
  - Confidentiality/Conformity/NDA Agreements that you need to sign
  - How to gain access to the premises and systems
  - Key contacts
- Health & Safety - Both employees and BCS are responsible for compliance to the Health & Safety at Work Act 1974. You are required to confirm that you are aware of the evacuation process whilst on client site, who the First Aider is, where to find them and who to contact with any concerns.

Client

- You may be required to sign a Confidentiality, Conformity or NDA Agreement
- The client may require additional screening to be completed
- In addition, some clients may require personal details including DOB, National Insurance number and/or address details. This will never be shared without your express consent

Off Boarding

- At the end of an engagement you will be requested to confirm that the clients' off boarding processes have been completed. This could include returning your access card, returning laptops, etc.
- You will also be requested to confirm in writing that all the clients data has been either returned or destroyed. All hard copies must be shredded.

Sage People Demo

Employee Benefits

On Commencement of Employment	After Completion of Probationary Period	After Three Years Continuous Service	Additional
Private Medical Care	Bench Incentive Scheme	Complete Health Assessment	Give As You Earn
Private Dental Care	Corporate Gym Membership		Tax-Free Childcare
Group Pension Scheme	Gym Cash Alternative		
Pension Advisor Meeting	Travel Season Ticket Loan		
Death in Service (Life Assurance)	Bike to Work Scheme		
Permanent Health Insurance	Baby Gift		
Employee Assistance Programme			
Lifestyle and Discount Service			
Seasonal Flu Jab			
Annual Leave Top-up			

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Human Resources Corporate

Hello Partner

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Employees become majority owners of BCS

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The journey continues…

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2018

2019

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Employees who wish to raise a complaint of harassment or bullying should refer to the Company's Grievance Procedure.

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Performance Management

What can you expect from your Line Manager?

- Constant relationship
- Career guidance and advice
- Conducts Annual Appraisal and Six Month Review
- Sets annual objectives focused on personal development and career advancement
- Sets annual training and development goals and facilitates their organisation
- Solicits feedback from others and gives constructive feedback to direct report
- Communicates important company information
- Completes internal housekeeping tasks such as authorising annual leave, sickness etc
- Employee welfare and support

Performance Management Documentation

- Performance Management Calendar
- A Guide to the Annual Appraisal Process
- Line Management Charter

Sage People Demo

Employee Benefits

On Commencement of Employment	After Completion of Probationary Period	After Three Years Continuous Service	Additional
Private Medical Care	Bench Incentive Scheme	Complete Health Assessment	Give As You Earn
Private Dental Care	Corporate Gym Membership		
Group Pension Scheme	Gym Cash Alternative		
Pension Advisor Meeting	Travel Season Ticket Loan		
Death in Service (Life Assurance)	Bike to Work Scheme		
Permanent Health Insurance	Baby Gift		
Employee Assistance Programme			
Lifestyle and Discount Service			
Seasonal Flu Jab			
Annual Leave Top-up			
Tax-Free Childcare			

Employee Benefits

To sign up for Vitality Medical Insurance, Simply Health Dental Insurance or Fitness First Gym Membership, click on the relevant logo below. Complete the application form and return to hr@bcsconsulting.com.

For information on all other employee benefits, click here

Health & Safety

Health and Safety Policy Statement

The Health and Safety Policy Statement describes how BCS will manage its Health and Safety.

It explains:

- The Company's commitment to Health and Safety
- Who the ultimate responsibility for Health and Safety within the Company lies with

It confirms:

- Employee responsibilities
- Management responsibilities
- CEO responsibilities
- Health and Safety personnel responsibilities
- Consequences for those who do not fulfil their Health and Safety responsibilities adequately

The Health and Safety Handbook including the Health and Safety Policy is reviewed in April every year and signed off by the CEO.

Please ensure you read and understand the Handbook in full.

BCS CONSULTING

2019 - COMPANY HEALTH & SAFETY POLICY STATEMENT

To ensure, so far as is reasonably practicable, the health, safety and welfare of our employees while they are at work and of others who may be affected by their undertakings, to comply with all the relevant legislation and to ensure the principles of health and safety are clearly understood throughout Business Control Solutions plc.

We will be committed to:

Ensuring that there are arrangements put into place for the effective planning, development and review of the Company's Health and Safety Management System;

Ensuring that appropriate systems are developed and maintained for the effective communication of health and safety matters throughout the Company;

Protecting the safety and health of all employees within the Company by preventing work-related injuries, ill health, disease and incidents;

Complying with relevant health and safety laws and regulations, voluntary programmes, collective agreements on health and safety and other requirements to which the Company subscribes;

Ensuring that employees and their representatives are consulted and encouraged to participate actively in all elements of the Health and Safety Management System;

Continually improving the performance of the Health and Safety Management System;

Providing the necessary information, instruction and training to employees and others, including temporary employees to ensure their competence with respect to health and safety;

Devoting the necessary resources in the form of finance, equipment, personnel and time to ensure the health and safety of employees. Expert help will be sought where the necessary skills are not available within the Company;

Implement procedures that ensure the health and safety of visitors and contractors.

We recognise that safety is the responsibility of everyone and is not just a function of management. Employees will have specific duties and responsibilities to comply with the letter and spirit of the policy. Employees have specific responsibilities to take reasonable care of themselves and others that could be affected by their activities and to co-operate to achieve the standards required.

The ultimate responsibility for health and safety within Business Control Solutions plc lies with the Chief Executive Officer.

The Chief Executive Officer will annually review the Health & Safety Management System for continued suitability bring it to the attention of all employees.

Signed:

Paul Brock, Chief Executive Officer
Date: 20th March 2019

bcsconsulting.com

Human Resources

Fire Evacuation Procedures

All workplaces require a plan for emergency situations such as injuries at work, fire, flood, explosion, and to reduce the risk of serious consequences in these situations, it is beneficial to ensure all staff and visitors are trained and competent.

In both London and Peterborough, the Fire Evacuation Procedure is located in the kitchen area.

You will be shown the procedure on your first day.

Your Fire Marshals are:

London


Layla


Kate


Matt


Donald


Dan


Faye

Peterborough


Emma


Becky

First Aid Procedures

In both London and Peterborough, the First Aid procedure is located on the wall in the kitchen area.

You will be shown the procedure on your first day.

Your First Aiders are:

London


Layla


Kate


Matt


Alex


Dan


Faye


Bradley

Peterborough


Nick


Becky

Crisis Incident Management

Crisis Incident Management involves identifying, responding to and minimizing the impact of an event that has the potential to cause harm to the Company's business operations and its workers.

The Company has established an Incident Management Committee (IMC):

- Paul Brock, CEO
- Roger Shepherd, COO
- Jane Olds, Head of HR
- Paul Irwin, Operations Director
- Adrian Somerville, Managing Director

The IMC will:

- Co-ordinate all incidents and cascade information to all workers
- Be responsible for communication between the Board of Directors, authorities, regulators, clients or stakeholders
- Will communicate general instructions to all workers

Crisis Incident Management

In the event of a Crisis Incident occurring that affects you whilst you are at work or travelling to and from work, it is important that you are aware of the basic action to take:

- In the event of an incident which affects your current place of work whilst you are there, follow the instructions given to you by the person in charge of your location and evacuate the building when instructed to do so. When you are safely away from the affected area, contact BCS HR team (hr@bcsconsulting.com) and BCS Operations team (operations@bcsconsulting.com) to inform them of your whereabouts and the nature of the incident.
- In the event you become aware of an incident that affects a location you are planning to travel to for work purposes, return home (or to your hotel) and when safe contact BCS HR team and Operations team to inform them of your whereabouts and the nature of the incident.

Stay Safe (run, hide, tell video)

Display Screen Equipment (DSE)

DSE is a device or equipment that has an alphanumeric or graphic display screen.

Computer workstations or DSE equipment can be associated with neck, shoulder, back or arm pain, as well as with fatigue and eyestrain.

The Company will refund the cost of an eyesight check, up to a maximum of £30 every two years and will contribute up to £50 towards a basic set of corrective spectacles (for DSE use only).

BCS can provide you with:

- Portable laptop stands
- Mouse and keyboard wrist supports
- Other equipment upon request

Reporting Accidents, Incidents or Hazards

Near Miss Procedure

A 'near miss' is an unplanned event that does not cause injury or damage, but could have done so. We need you to inform us of when you experience a near miss so we can take action to prevent it recurring.

A Near Miss Accident Form and procedure can be found on the Company SharePoint.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

All accidents that are work-related should be recorded in the Accident Report Book. It is a joint management/employee responsibility to ensure that all accidents are recorded and also reported to Management.

Occupational injuries that result in a worker being incapacitated for more than seven days should always be reported to Management and the Health & Safety Executive.

Medical Conditions & Allergies

We have a legal and moral responsibility to do what is reasonably practicable to prevent work related ill health. We ask you to notify HR of any medical conditions or allergies that may impact you at work.

Homeworking & Lone Working

Homeworking

The Company's Health and Safety obligations apply to homeworking in the same way as they do to employees who work on the Company's premises. We have a duty to take care of the health, safety and welfare of every homeworker and that duty includes a responsibility to ensure that premises and equipment are safe.

If you are intending to work from home, you must have approval from your line manager and have completed a Home Working Risk Assessment

Lone Working

Lone Workers are those who work by themselves without close or direct supervision, such as in the instances of home working and working outside of normal hours either at the Company's or the Client's premises.

The Company is required to assess all risks to the Health and Safety of its employees, identify hazards, complete risk assessments and devise and implement safe working practices in order to ensure that any risks are either eliminated or adequately controlled whilst Company business is being undertaken.

For further information, please see BCS H&S Handbook

BCS Travel

All employees are required to notify the Company of any Business Travel* they undertake prior to departure to allow the Company to comply with its Health and Safety obligations and the provisions of its Business Travel Insurance Policy. BCS is insured by Chubb Insurance Company of Europe SE.

Business Travel includes all Overseas work related travel and within the UK, outside of the Greater London area*

The procedure can be found on the Company SharePoint here Travel on Company Business Procedure

Within the United Kingdom

If you are required to use your own vehicle for business use (e.g. attending NJIP, NMIP), please complete and sign the Declaration of Driving on Company Business using a Private Vehicle form and return it to HR prior to travelling.

Overseas Travel

All employees must follow the Travel on Company Business Procedure when traveling overseas. You **must** email bcstravel@bcsconsulting.com. An automated response will be sent back to you with action required. Please follow the instructions. given.

Signing in Visitors

To ensure the safety and security of all visitors to BCS premises, we ask all employees to do the following:

- Ensure all visitors arrive through the main entrance and complete the signing in procedure
- Show them where the First Aid Procedure is located and their nearest First Aider
- Show them where all the fire exits are located
- Show them where the Fire Evacuation Procedure is located and their nearest Fire Marshal
- Show them where the Public Liability Insurance poster is displayed
- Show them where the Health And Safety Law poster is displayed

Contacting Emergency Services

Medical / Ambulance

999 should be used for life threatening situations such as when experiencing chest pain, breathing difficulties, unconsciousness, severe loss of blood, severe burns or scolds, choking, fitting or concussion, drowning, allergic reaction.

NHS 111 can be used for non emergencies where you urgently need medical help or advice but it is not a life threatening situation.

Crime / Police

999 should be used when it is an emergency, such as when there is a crime in progress, someone suspected of a crime is nearby, when there is danger to life or when violence is being used or threatened.

101 should be called to report crime and other concerns that do not require an emergency response, such as a crime that has already occurred.

Fire / Fire Services

999 should be called in all cases and the alarm sounded.

Learning & Development

Learning & Development Consulting

LEARNING & DEVELOPMENT

The L&D Team is part of the Expertise Function

Nicola Lindley – Learning & Development Manager

Nicky works with the EMT to define L&D strategy in line with organisational strategy defining policies, content, standards, tools and templates. Nicky manages the deployment of training in order to generate the best outcomes for BCS employees

Emma Brady – Senior Learning & Development Assistant

Emma's responsibilities include the administration and co-ordination of internal/external training events, professional qualifications, exam bookings and feedback

LEARNING & DEVELOPMENT

L&D – What we do

BCS Internal L&D Resources

- Day 1 & 2 Induction
- New Joiner Induction Programme
- New Joiner Rotation Programme
- Learning Pathways
- NJRP 101s
- MasterClasses
- Microsoft Clinics
- Role Plays
- Books & Publications
- DISC
- Management Programme (inc. NMIP)
- Leadership Programme

External L&D Providers

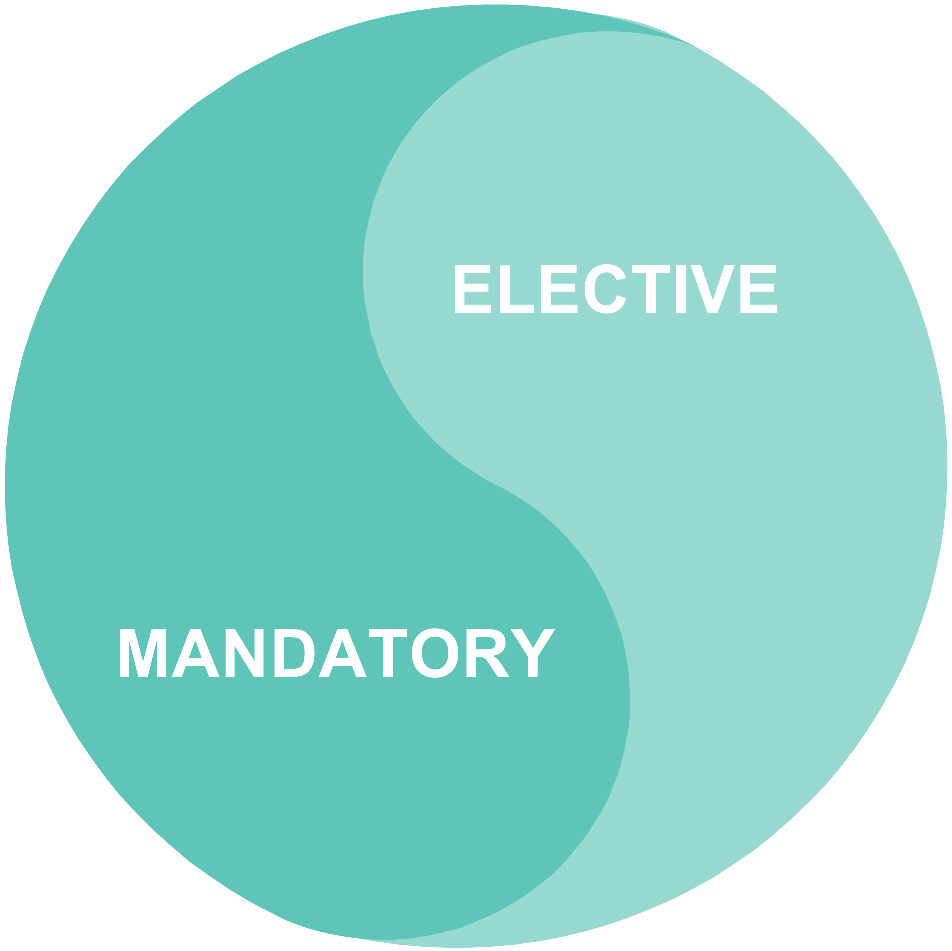
- External Classroom & Online Training Courses
- Seminars, Lectures & Conferences
- Bespoke BCS Training
- Professional Memberships & Qualifications

LEARNING & DEVELOPMENT

What does mandatory and elective L&D mean at BCS?

Clear **mandatory** L&D expectations are set for **new joiners** to ensure smooth integration into BCS with clarity provided around our vision, values, strategy, policies and procedures as well as an introduction to our Expertise Service Lines and key Content Areas

Management and leadership training for **Senior Consultants and above** helps BCS embed strong people management practices within our organisation



Elective L&D opportunities from foundational to expert level across all Expertise Service Lines are strongly aligned to the individual's PDP and BCS' strategic focus

Mandatory v Elective L&D

MANDATORY

- **All** – NJIP
- **A-C** – NJRP including NJRP 101s
- **A/AC** – Professional Banker Diploma/IOC (or equivalent)
- **C** – PRINCE2 Foundation (or equivalent)
- **SC** – NMIP & Management Training
- **PC** – Bus Dev Training & SMPP
- **MC/D** – Leadership Programme

PDP agreed with Line Manager

ELECTIVE

- MasterClasses (mandatory knowledge)
- Consulting/Soft Skills Training
- Content Led Training

- Initial focus will be on mandatory training at grade
- Exemptions from mandatory training Professional Banker Diploma, IOC and PRINCE2 will be considered if the individual holds similar qualifications and/or experience
- Any elective training must be aligned to the individual's PDP and project requirements following an assessment of the individual's background, experience and personal development goals

LEARNING & DEVELOPMENT

Mandatory v Elective L&D

MANDATORY		ELECTIVE
• **All** – NJIP • **A-C** – NJRP including NJRP 101s • **A/AC** – Professional Banker Diploma/IOC (or equivalent) • **C** – PRINCE2 Foundation (or equivalent) • **SC** – NMIP & Management Training • **PC** – Bus Dev Training & SMPP • **MC/D** – Leadership Programme	**PDP agreed with Line Manager**	• MasterClasses (mandatory knowledge) • Consulting/Soft Skills Training • Content Led Training

- New joiners are expected to attend all NJIP and NJRP sessions – holiday requests, other than those pre-agreed at interview, that clash with NJIP and NJRP dates will be challenged
- New joiners are expected to attend as many MasterClasses as is practicable during their first 12 months. Thereafter consultants should use them for refresher training and attend any new content-led sessions

Mandatory Training A-C Grades

Grade	Training	Modules	Total Duration
All	NJIP	4 x offsite days	12-15 months
A/AC/C	NJRP	6-8 x events per rotation plus self-led learning	6 months per rotation
A/AC	Professional Banker Diploma (or IOC)	1 x mandatory module plus 2 optional modules	6-9 months
A/AC	IOC (or PBD)	3 optional modules (regulatory module is not mandatory)	6-9 months
C	PRINCE2	Foundation mandatory modules	3 months

We would expect that new joiners are set as part of their 4-month probationary objectives:

- Onboarding to NJRP, attendance of NJRP 101s and associated learning activities
- Attainment of Foundation level Learning Pathway related to their first project
- Attainment of **one** module of Professional Banker Diploma or IOC, if required
- Completion of Role Play 1
- Maximum attendance of MasterClasses

NJIP 2019/20 offsite dates

Event	Date
NJIP 4 - Dinner and Overnight Stay	10 October 2019
NJIP 4 - Training Day	11 October 2019
NJIP 1 - Dinner and Overnight Stay	TBC January 2020
NJIP 1 - Training Day	TBC January 2020
NJIP 2 - Dinner and Overnight Stay	TBC April 2020
NJIP 2 - Training Day	TBC April 2020
NJIP 3 – Dinner and Overnight Stay	TBC June 2020
NJIP 3 – Training Day	TBC June 2020

The Technology & Digital Practice Leadership Team

Gavin O'Rourke
Practice Lead

Lawrence Anderson
P&CD Service Line Lead

Matt Britton
Practice People Lead

Theo Secker
T&D Service Line Lead

Mark Androsiuk

Gavin Berry

Jon Clements

Tristan Frost

Alex Maxwell

Peter Young

David Lee

Abdulla Mashaal

Marianne Nolan

Hitesh Parmar

Marcus Wood

Carl Worrall

LEARNING & DEVELOPMENT

The Risk & Finance Practice Leadership Team

Robin Murray
Practice Lead

Faye Levin
PI Service Line Lead

Ben Mason
Practice People Lead

Rob Crewdson
R&F Service Line Lead

Dan Ridler

Michael Erras

Cam Holt

Richard Jacobs

Silvia Asole

Erkin Nosinov

Rebecca Collier

James Smith

LEARNING & DEVELOPMENT

Practice Lead/Service Line Points of Contact

Technology & Digital Practice

Service Line	Service Line Lead	Chief of Staff	Knowledge Lead	L&D Lead
Programme Change Delivery	Lawrence Anderson	Thomas Hoult	Sophie Pluck	Josie Seymour
Technology & Digital	Theo Secker	Hitesh Parmar	Simon Josling	Joe Flower

Risk & Finance Practice

Service Line	Service Line Lead	Chief of Staff	Knowledge Lead	L&D Lead
Performance Improvement	Faye Levin	Cameron Holt	Michael Tillcock	Anuprita Jagtap
Risk & Finance	Rob Crewdson	Rebecca Collier	Chris Elliott	Tom Dickinson

The New Joiner Rotation Programme (NJRP) is a L&D led initiative designed to support learning and enhance the core capabilities of BCS

Purpose of the NJRP:

Delivering any single one of our client engagements requires us to use a mixture of the capabilities we foster in our Service Lines and that is why it is vital that our consultants become well-versed in those core capability sets

The purpose of the NJRP is to:

1. **Deliver tailored training programmes to support new joiners to develop a foundational understanding of all BCS' core capabilities**

2. **Introduce new joiners to BCS' Service Lines and widen their BCS network**

An Overview of the New Joiner Rotation Programme (NJRP)

1. Scope

- Performance Improvement ✓
- Programme & Change Delivery ✓
- Technology & Digital ✓
- Risk & Finance ✗

1

2. Participants

Analysts	Associate Consultants	Consultants
A–AC x3 rotations		C x2 rotations

2

3. Participant Journey

Rotation – April - September

Rotation – October - March

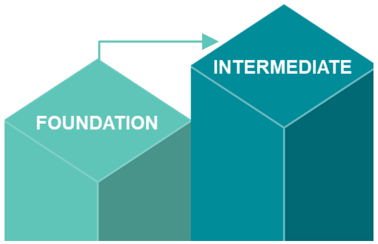
Launch | Learn & Contribute | Graduation

3

4. Skills Workshops, 101s, Learning Drops & Case Study

4

5. Learning Pathway Progression



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6. Successful Rotation Delivered

Deliver tailored training programmes to new joiners to enhance their learning, development and core consulting skill set

Introduce new joiners to BCS' Service Lines and widen their BCS network

6

7. Content Led Consultancy

7

LEARNING & DEVELOPMENT

A typical rotation journey - the journey will vary from Service Line to Service Line, but the focus in each will be learning

1. Launch

Rotation Begins
Sam enters the Service Line on rotation

2. Learn & Continue

Month 1
Sam attends NJRP Launch Event

Service Line and L&D Lead outlines the Vision and Strategy for the group and their expectations of participants

Sam adds a mandatory NJRP objective into Probationary/Annual Objectives

Service Line L&D Lead has introduced the Learning Pathway and requirements for progression

Meet the Service Line

Month 2
Sam attends Skills Workshop 1 and commences the Learning Pathway
Learning Drop 1

Month 3
Sam attends Skills Workshop 2
Learning Drop 2

Develop Knowledge

Month 4
Sam attends Skills Workshop 3
Learning Drop 3

Sam attends Service Line calls and team meetings

Service Line Social

Foster Service Line Spirit

Month 5
Sam attends Skills Workshop 4
Learning Drop 4

Grow BCS' Expertise

Month 6
Sam completes the Service Line Graduation Assessment

Sam takes part in a group presentation to demonstrate and develop learning

3. Close-down

Service Line L&D Lead determines wh ether the Learning Objective was 'Exceeded', 'Met' or 'Not Met'

NB: Participants will select a preference for a permanent Service Line upon completion of the NJRP

Rotation Complete
Sam is offboarded and moves onto next rotation

LEARNING & DEVELOPMENT

The Learning Pathway framework provides consultants with a structured approach to L&D to enhance their knowledge and skills

Learning Pathways are provided across Service Lines, content areas and management/soft skills

Business Development
People Management & Leadership

Expertise Service Lines
Programme Change Delivery
Performance Improvement
Technology & Digital
Risk & Finance
plus FS Sectors

The decision to undertake a Learning Pathway will be driven by the needs of:

- **NJRP**
- **Client project**
- **Individual career/personal development**

An individual can be on a number of Learning Pathways at any one time (and at different levels on those pathways)

A Learning Pathway consists of 3 key components:

- **On-the-job/experiential learning**
- **Informal/social learning**
- **Formal/structured learning**

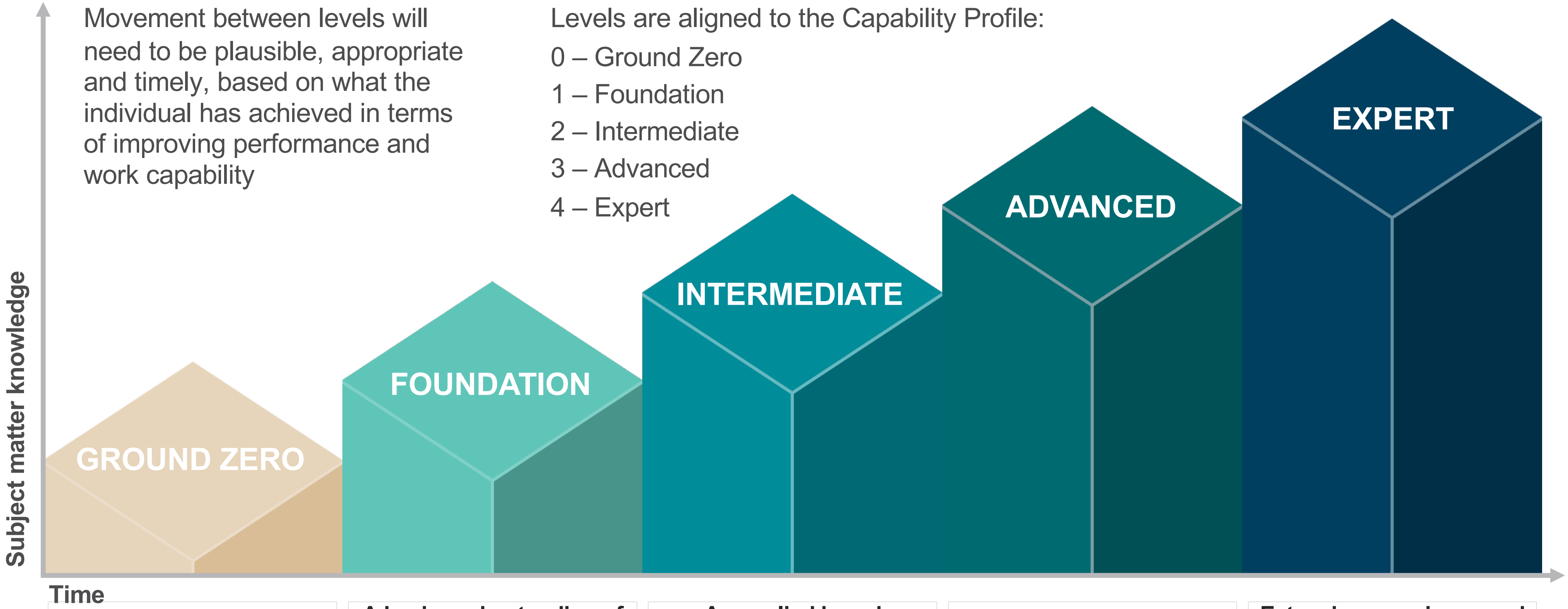
LEARNING & DEVELOPMENT

There are four steps along each Learning Pathway

Movement between levels will need to be plausible, appropriate and timely, based on what the individual has achieved in terms of improving performance and work capability

Levels are aligned to the Capability Profile:

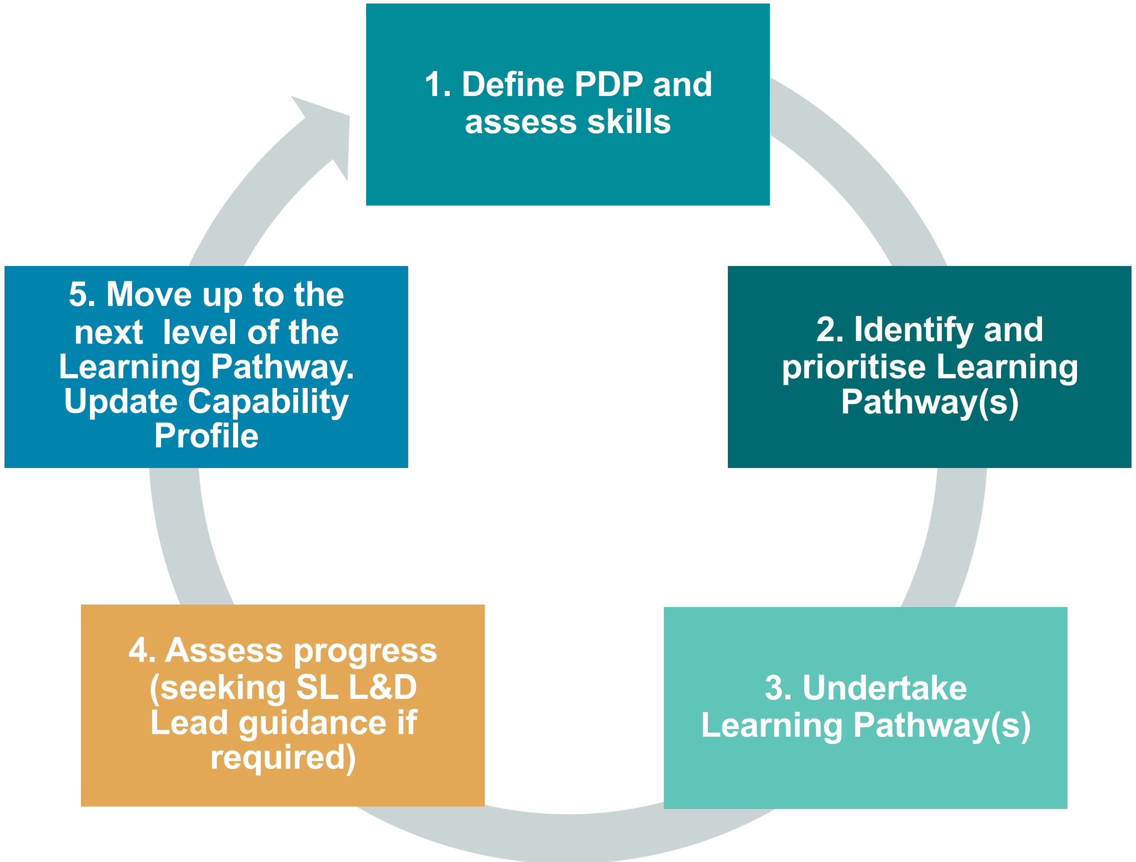
0 – Ground Zero
1 – Foundation
2 – Intermediate
3 – Advanced
4 – Expert



No subject matter knowledge	**A basic understanding of the content area and its application/relevance in industry. No/minimal direct experience**	**An applied broad understanding of the content area. Some experience of its use within industry**	**Significant relevant experience of the content area within industry**	**Extensive experience and deep understanding of content area with confidence in guiding others in this area**

LEARNING & DEVELOPMENT

The Learning Pathway process



Learning Pathways deliver a relevant, targeted and structured approach to personal development, by providing both resources and support to help guide and assist our consultants

Learning Pathways will be undertaken as part of the New Joiner Rotation Programme plus support project related skills development

A mix of L&D methods will be combined to form the Learning Pathways in each content area

L&D at BCS focuses on balancing both practical and study based learning. There are three categories:

ON-THE-JOB/EXPERIENTIAL LEARNING

Active/Collaborative/Practical

- Learning subconsciously through experience and practice within the workflow and with others. Professional work-based activities with focus on performance outcomes

INFORMAL/SOCIAL LEARNING

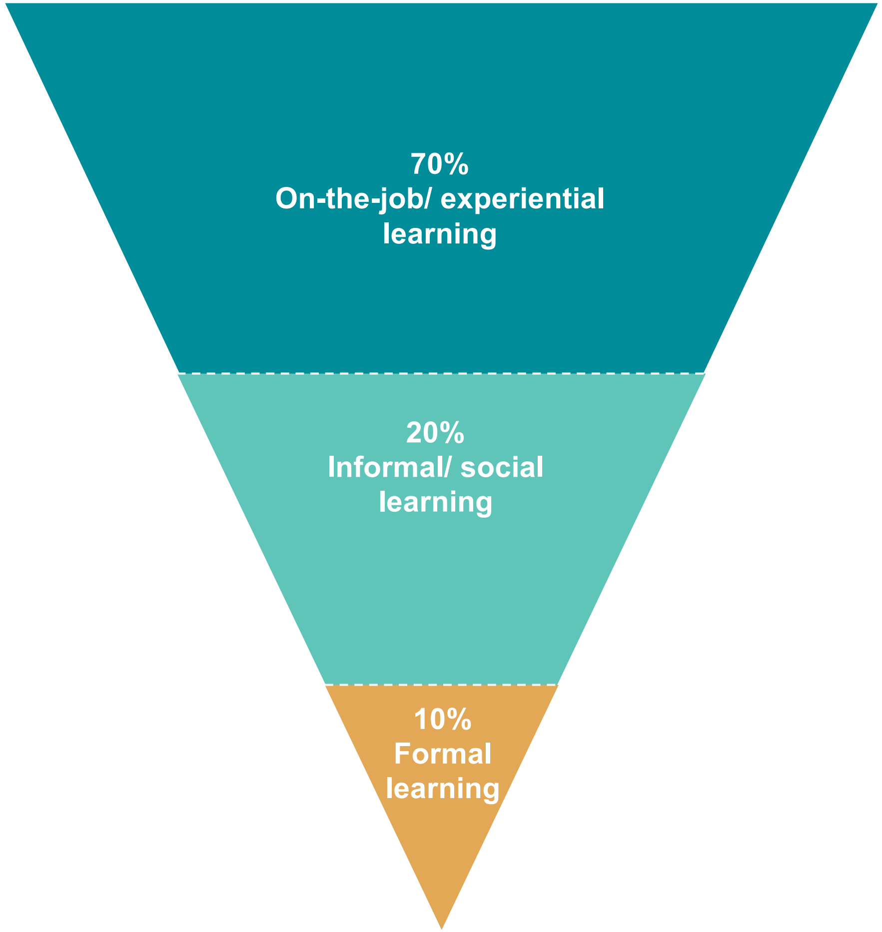
Active/Collaborative/Practical

- Mix of conscious and sub-conscious learning incorporating collaboration, sharing learning, social learning, supporting others, conversations and networks. Creating one's own learning experience

FORMAL/STRUCTURED LEARNING

Passive/Solitary/Intellectual

- Incorporates on-line and face-to-face approaches whereby the learning experience is designed and delivered by others. Focus on learning outcomes and gives an industry benchmark of acquired knowledge



A mix of L&D methods will be combined to form the Learning Pathways in each content area

Role Plays
Short External Courses
101s
Client Engagement
Professional Groups
Intranet
Seminars
Webinars
Work Shadowing
Group Action Learning
NMIP
NJIP
Professional Qualifications
Objective Setting
Networking
External Books
Information Gathering
BCS
Mentoring/Coaching
External Publications
Conferences
E-Learning
360 Degree Feedback
Teaching Someone Else
Lunch Gatherings
Web Groups
SharePoint
MasterClasses
Blogging
Just-In-Time Learning Bites
Knowledge Sharing
Benchmarking
Lectures
Internal Working Groups
Sharing Knowledge

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

ON-THE-JOB/EXPERIENTIAL LEARNING

Client Engagement	Consultants placed on projects in line with the Learning Pathway chosen and development objectives. Opportunities for focused activity with deadlines, new learning experiences/tasks, cross-functional working, feedback and reflective learning
Objective Setting	Alignment of career objectives and Personal Development Plan as part of the Annual Appraisal Process with client engagement objectives
360 Degree Feedback	Engagement Review and Annual Appraisal Process highlights the achievements and progress consultants have made capturing feedback from the Engagement Manager, Line Manager, client, peers and direct reports
Mentoring/Coaching	On-the job coaching by Engagement Manager and project team peers. Co-mentoring whereby individuals mentor each other
Work Shadowing	Work shadowing someone who is further on in their career and who has skills that the consultant aspires to gives them the opportunity to gain insight into their work and how they go about it
Benchmarking	Understanding the benchmark for performance of a particular task and calibrating our own performance against the best

Learning through doing and working with others

Active / Collaborative / Practical

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

INFORMAL/SOCIAL LEARNING

Mentoring/Coaching	• External coaching available to Senior Consultants and above • Line Manager mentoring available at all times
NJIP/NMIP	Mix of formal and informal learning incorporating experiential and social learning with colleague
BCS SharePoint/ Hub	Knowledge harvesting and sharing – host of BCS IP and engagement collateral
Role Plays	Simulates a real-life scenario that a consultant could face, e.g. demonstrate knowledge to a client
Blogging	Blogs are a great way to share knowledge and views on industry topics and a key way to contribute to BCS' goal of being more content-led
Group Action Learning	Self-development groups such as BCS Internal Working Groups, BCS CIMA Group; web groups, e.g. Capital Markets Forum; professional membership groups, e.g. CISI, CIMA, CIPD enable the individual to be part of a community of practice and learning
Networking	Developing and maximising our connections with others in order to add value, raise our profile and expand our learning
Sharing Knowledge	Teaching someone else is an excellent method for deepening and making explicit our own knowledge of a subject, e.g. NJRP 101; MasterClass; BCS Buddy
E-Learning	E-learning provides an endless source of information although learners must be selective

Creating one's own learning experience, learning with others

Active / Collaborative / Practical

LEARNING & DEVELOPMENT

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

FORMAL/STRUCTURED LEARNING

Short External Courses	A comprehensive suite of short external courses offered across the BCS capabilities spanning the levels of each Learning Pathway. Active learners take responsibility for ensuring learning is applied to work after the course with agreed post-course objectives
Professional Qualifications	A comprehensive suite of foundation, intermediate and advanced professional qualifications aligned to BCS key content areas. Active learners take responsibility for ensuring learning is embedded in their daily work activities through agreed objectives
Seminars, Lectures and Conferences	A list of upcoming external events with professional bodies across the BCS capabilities and propositions to complement our L&D curriculum
NJRP 101s and MasterClasses	A full curriculum of internal presentations created and delivered by BCS SMEs and consultants that are undertaking the aligned Learning Pathway
Webinars	A growing repository of flexible bite size learning opportunities across the BCS capabilities aligned to each Learning Pathway
External Books and Publications	The BCS L&D Catalogue gives a list of materials with a synopsis and a recommended audience level that is aligned to the Learning Pathway levels
NJIP/NMIP	Mix of formal and informal learning

Generic, predominantly non-interactive learning to gain theoretical underpinning

knowledge Passive / Solitary / Intellectual

LEARNING & DEVELOPMENT

Capability Profile

BCS' Capability Profile covers skills and knowledge across all our content areas

It is an important tool to enable individuals to identify strengths and weaknesses for personal development and for BCS to understand skills levels for the organisation as a whole

New joiners are required to complete their initial assessment during their first week of starting at BCS which needs to be verified by their Line Manager

After this, the Capability Profile should be updated as and when there has been an event that results in a change in skill level, e.g. at the end of an engagement. The Capability Profile should be used to facilitate ongoing personal development discussions and as part of the annual appraisal and mid-year review

Capability Profile - Kimble Guide

Capability Profile Intro Video

Mandatory reading list

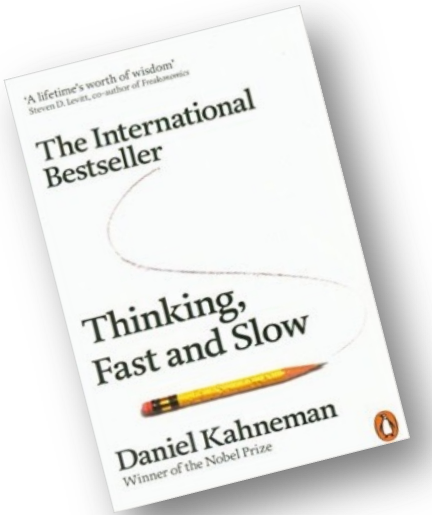
BCS employees are required to read the following mandatory books during their first 12 months. Employees can:

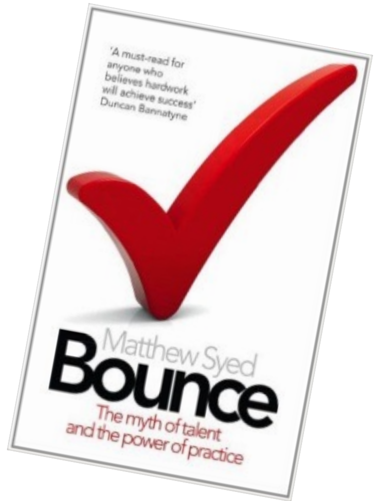
- download and expense Kindle versions of recommended books where possible and practical
- purchase and expense hard copies
- take books out on loan from the L&D Library in 8 Old Jewry – books can be taken out for a maximum of 6 months

Please visit the following link for help setting up your account: [Kindle Help Desk]

LEARNING & DEVELOPMENT

Other BCS highly recommended reading





Please refer to the Learning Pathways for further recommended reading

Training approvals

Course Selection	• **Agree L&D objectives with Line Manager and relevant timeline to achieve objectives** • **Discuss and agree relevant learning event with Line Manager**
Classroom Course Timing	• **Discuss timing of training in terms of:** – forthcoming bench time, if any – client demands and deliverables; any holiday booked by engagement team members – Engagement Manager will need to approve absence – any forthcoming mandatory training activities, e.g. NJIP; NJRP
Training Request	• **Submit Training Request Form to L&D including:** – Pre-learning assessment, i.e. statement of current level of knowledge and learning objectives – Line Manager approval via email – Engagement Manager approval via email – Engagement Manager responsible for managing client expectations and individual/team workload to facilitate agreed absence and avoid unnecessary cancellation
Training Approval	• **L&D to calculate full cost of learning initiative to include:** – Direct cost of course and opportunity cost, i.e. foregone billing – L&D Manager approval

LEARNING & DEVELOPMENT

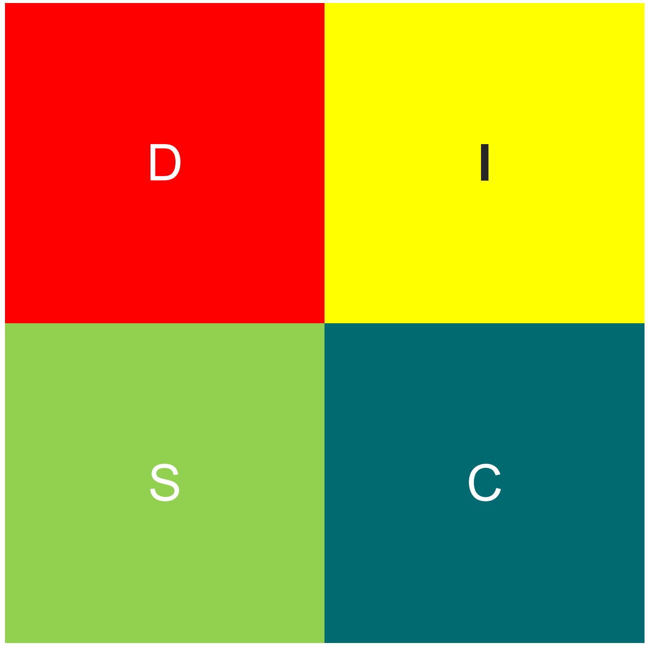
DISC – Understanding self and others

Behavioural science research indicates that all human behaviour is either needs-motivated or values driven

The more an individual knows about him/herself and consciously chooses to utilise the behaviours that are most appropriate for positive interaction, the more likely the individual's actions will result in his/her goals being met

Researchers have also demonstrated that the more stressful a situation is, the more likely a person will behave in a way that is most natural for him/her and **<u>not</u>** out of learned behaviour patterns

When individuals are in a stressful situation, the individual will usually try unconsciously to avoid the consequences they fear the most by overextending his/her greatest strength



Central Knowledge Team

CKT

Bessie Deakin

Alastair Stratford

Felicity Robertson

Roles and Responsibilities

1. Responsible for articulating, mobilising and managing the internal knowledge policies and processes
2. Central liaison between Service Line Knowledge Leads, L&D and Senior Management regarding Knowledge policies and processes
3. Responsible for ensuring Knowledge Management is aligned and integrated with wider BCS Expertise processes
4. Organisation and management of internal knowledge collateral stored on SharePoint
5. Ensure firm wide awareness and utilisation of internal knowledge collateral
6. Feedback to Senior Management regarding the effectiveness and utilisation of internal knowledge collateral
7. Responsible for tracking both usage of knowledge tools and artefacts and knowledge production

Come to us with questions on!

- SharePoint – searching, uploading and tagging documents
- Internal knowledge sharing platforms e.g. Yammer, The Hub etc
- Capability Profile Management

LEARNING & DEVELOPMENT

Learning and Development

For further information, please refer to

Learning & Development SharePoint Site

LEARNING &
DEVELOPMENT

Learning & Development Corporate

The L&D Team is part of the Expertise Function

Nicola Lindley – Learning & Development Manager

Nicky works with the Expertise Lead, Robin Murray, to define L&D strategy in line with organisational strategy defining policies, content, standards, tools and templates. Nicky manages the deployment of training in order to generate the best outcomes for BCS employees

Emma Brady – Senior Learning & Development Assistant

Key areas of responsibility include:

- Administration and co-ordination of internal/external training, exam bookings and feedback
- DISC profile administration

L&D – What we do

BCS Internal L&D Resources

- Day 1 & 2 Induction
- New Joiner Induction Programme
- New Joiner Rotation Programme
- Learning Pathways
- NJRP 101s
- MasterClasses
- Microsoft Clinics
- Role Plays
- Books & Publications
- DISC
- Management Programme (inc. NMIP)
- Leadership Programme

External L&D Providers

- External Classroom & Online Training Courses
- Seminars, Lectures & Conferences
- Bespoke BCS Training
- Professional Memberships & Qualifications

LEARNING & DEVELOPMENT

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Clear **mandatory** L&D expectations are set for new joiners to ensure smooth integration into BCS with clarity provided around our vision, values, strategy, policies and procedures

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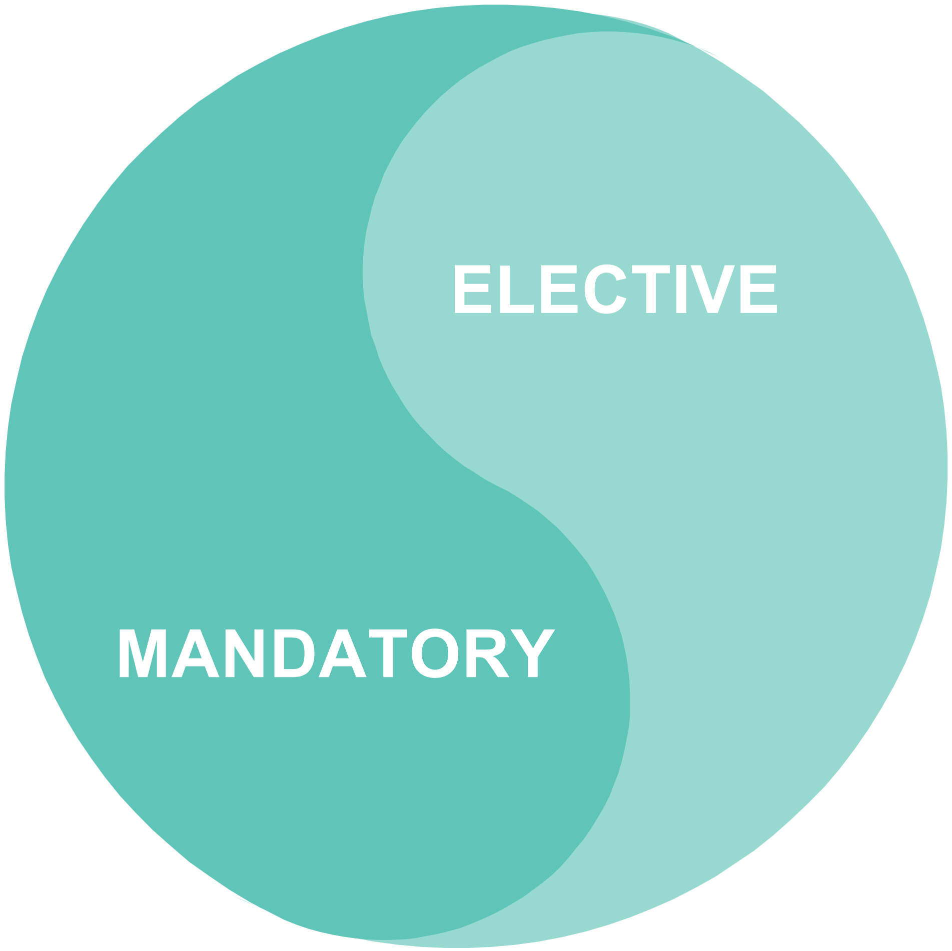

Elective L&D opportunities are available to build on individual skills and competence and support personal and career development of employees

LEARNING & DEVELOPMENT

Mandatory v Elective L&D

MANDATORY		ELECTIVE
Managers • Core Skills for Managers • Performance Coaching • HR Xpress Briefing Programme • Kimble Training	**PDP agreed with Line Manager**	• Role Specific Training • Professional Qualifications • Communication/Soft Skills Training

- Any elective training must be aligned to the individual's Personal Development Plan and role requirements following an assessment of the individual's background, experience and personal/career development goals

The Learning Pathway framework will provide individuals with a structured approach to learning and development to enhance their knowledge and skills

Learning Pathways are provided in each of the following areas

People Management & Leadership
Business Development

Programme Change Delivery
Performance Improvement
Technology & Digital
Risk & Finance
plus FS Sectors

A Learning Pathway consists of 3 key components:

- On-the-job/experiential learning
- Informal/social learning
- Formal/structured learning

A Learning Pathway consists of 4 levels:

- Foundation
- Intermediate
- Advanced
- Expert

LEARNING & DEVELOPMENT

A mix of L&D methods will be combined to form the Learning Pathways in each content area

L&D at BCS focuses on balancing both practical and study based learning. There are three categories:

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Active/Collaborative/Practical

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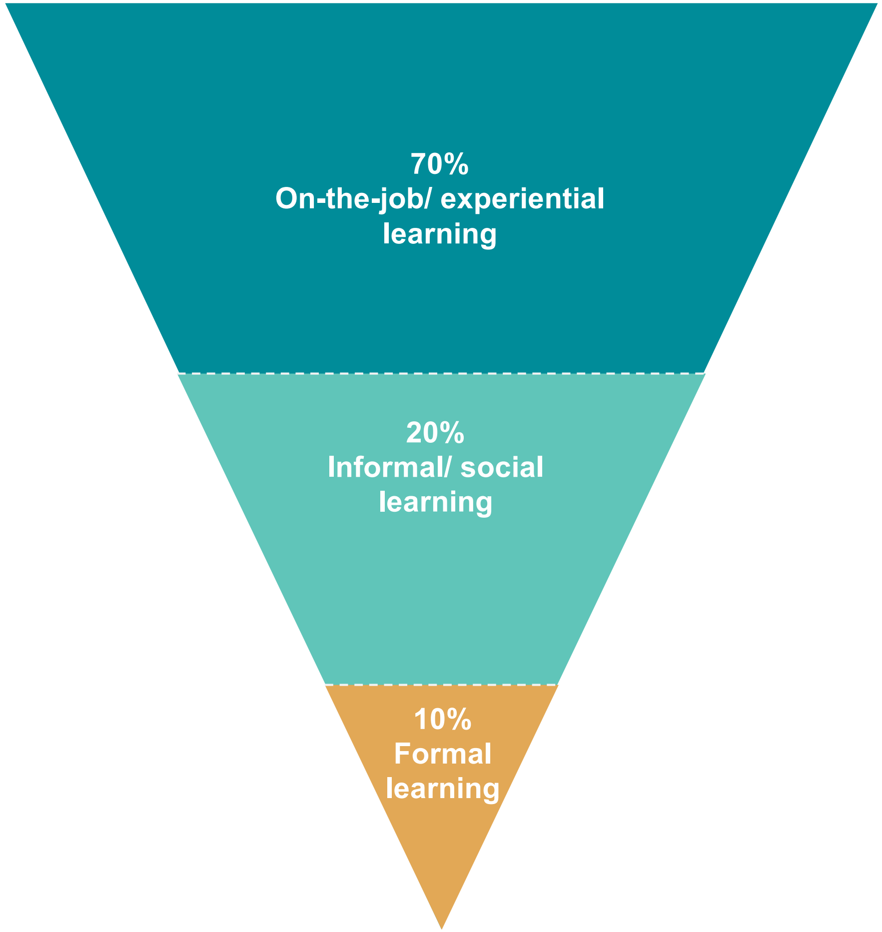

LEARNING & DEVELOPMENT

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

ON-THE-JOB/EXPERIENTIAL LEARNING

Role Specific	Opportunities for focused activity with deadlines, new learning experiences/tasks, cross-functional working, feedback and reflective learning
Objective Setting	Alignment of career objectives and Personal Development Plan as part of the Annual Appraisal Process
360 Degree Feedback	Annual Appraisal Process highlights the achievements and progress individuals have made capturing feedback from the Line Manager, peers and direct reports
Mentoring/Coaching	On-the job coaching by Line Manager and team peers. Co-mentoring whereby individuals mentor each other
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Benchmarking	Understanding the benchmark for performance of a particular task and calibrating our own performance against the best

Learning through doing and working with others

Active / Collaborative / Practical

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

INFORMAL/SOCIAL LEARNING

Mentoring/Coaching	• External coaching available to Managers and above • Line Manager mentoring available at all times
BCS SharePoint/ Hub	Knowledge harvesting and sharing
Blogging	Blogs are a great way to share knowledge and views on industry topics
Group Action Learning	Professional membership groups, e.g. CIMA, CIPD enable the individual to be part of a community of practice and learning
Networking	Developing and maximising our connections with others in order to add value, raise our profile and expand our learning
Sharing Knowledge	Teaching someone else is an excellent method for deepening and making explicit our own knowledge of a subject,
E-Learning	E-learning provides an endless source of information although learners must be selective

Creating one's own learning experience, learning with others

Active / Collaborative / Practical

LEARNING & DEVELOPMENT

There are various methods of learning within each category that will be combined to form the Learning Pathways in each content area

FORMAL/STRUCTURED LEARNING

Short External Courses	A comprehensive suite of short external courses offered across content areas and soft skills. Active learners take responsibility for ensuring learning is applied to work after the course with agreed post-course objectives
Professional Qualifications	A comprehensive suite of foundation, intermediate and advanced professional qualifications aligned to BCS key content areas. Active learners take responsibility for ensuring learning is embedded in their daily work activities through agreed objectives
Webinars	A growing repository of flexible bite size learning opportunities across the BCS capabilities aligned to each Learning Pathway
External Books and Publications	The BCS L&D Catalogue gives a list of materials with a synopsis and a recommended audience level

Generic, predominantly non-interactive learning to gain theoretical underpinning

knowledge Passive / Solitary / Intellectual

Capability Profile

BCS' Capability Profile covers skills and knowledge across all our content areas

It is an important tool to enable individuals to identify strengths and weaknesses for personal development and for BCS to understand skills levels for the organisation as a whole

New Corporate and Software joiners have the option to complete their initial assessment during their first week of starting at BCS. After this, the Capability Profile should be updated as and when there has been event that results in a change in skill level, e.g. at the end of a blended training programme. The Capability Profile should be used to facilitate ongoing personal development discussions and as part of the annual appraisal and mid-year review

Capability Profile - Kimble Guide

Capability Profile Intro Video

LEARNING & DEVELOPMENT

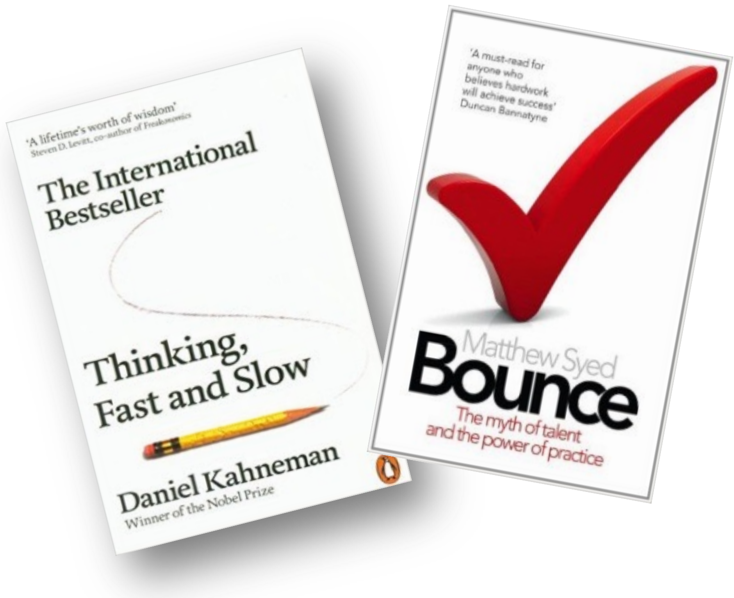
BCS reading list

BCS employees are required to read BCS’ A-Z during their first month of joining.

Employees wishing to use books as part of their personal and career development can either:

- download and expense Kindle versions
- purchase and expense hard copies
- take books out on loan from the L&D Library in 8 Old Jewry – books can be taken out for a maximum of 6 months

Please visit the following link for help setting up your account: [Kindle Help Desk]



Training approvals

Course Selection	• **Agree L&D objectives with Line Manager and relevant timeline to achieve objectives** • **Discuss and agree relevant learning event with Line Manager**
Classroom Course Timing	• **Discuss timing of training in terms of:** – forthcoming bench time, if any – client demands and deliverables; any holiday booked by engagement team members – Engagement Manager will need to approve absence – any forthcoming mandatory training activities, e.g. NJIP
Training Request	• **Submit Training Request Form to L&D including:** – Pre-learning assessment, i.e. statement of current level of knowledge and learning objectives – Line Manager approval via email – Engagement Manager approval via email – Engagement Manager responsible for managing client expectations and individual/team workload to facilitate agreed absence and avoid unnecessary cancellation
Training Approval	• **L&D to calculate full cost of learning initiative to include:** – Direct cost of course and opportunity cost, i.e. any foregone billing – L&D Manager approval – EMT approval for training >£1,500 (direct cost) or > £2,500 (direct cost plus foregone billing)

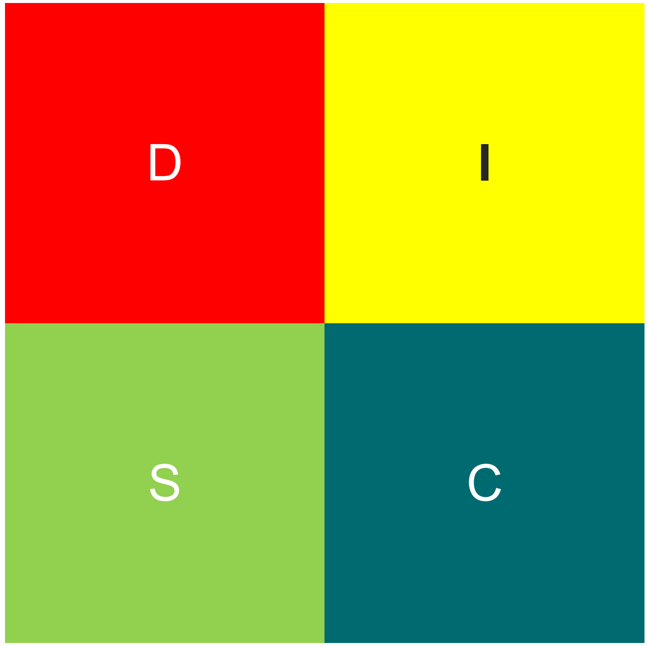
DISC – Understanding self and others

Behavioural science research indicates that all human behaviour is either needs-motivated or values driven

The more an individual knows about him/herself and consciously chooses to utilise the behaviours that are most appropriate for positive interaction, the more likely the individual's actions will result in his/her goals being met

Researchers have also demonstrated that the more stressful a situation is, the more likely a person will behave in a way that is most natural for him/her and **not** out of learned behaviour patterns

When individuals are in a stressful situation, the individual will usually try unconsciously to avoid the consequences they fear the most by overextending his/her greatest strength



LEARNING & DEVELOPMENT

Learning and Development

For further information, please refer to

Learning & Development SharePoint Site

Finance

The Finance Team

Trevor Brewer – Finance Director

Business Partner to the EMT and CMT and overall responsibility for the department and its support of the Company to meet its objectives and obligations to clients, employees, suppliers and Government bodies

Natalie Plummer – Financial Planning & Analysis Manager

Key responsibilities include maintaining accurate financial records to produce the monthly managements accounts and annual statutory accounts, forecasting and budgeting and supervising Revenue and Cost processes.

Becki Howes – Assistant Management Accountant

Responsible for supporting the business to convert the work we deliver into cash by monitoring and managing the timesheet, invoicing and cash collection processes and associated reporting, working closely with HR and ADP to make sure that we are all paid the right amount every month.

Jade Grima – Accounts Assistant

Keeps the business operating efficiently by holding us all to account against the Purchasing Policy and the Travel & Expenses Policy.

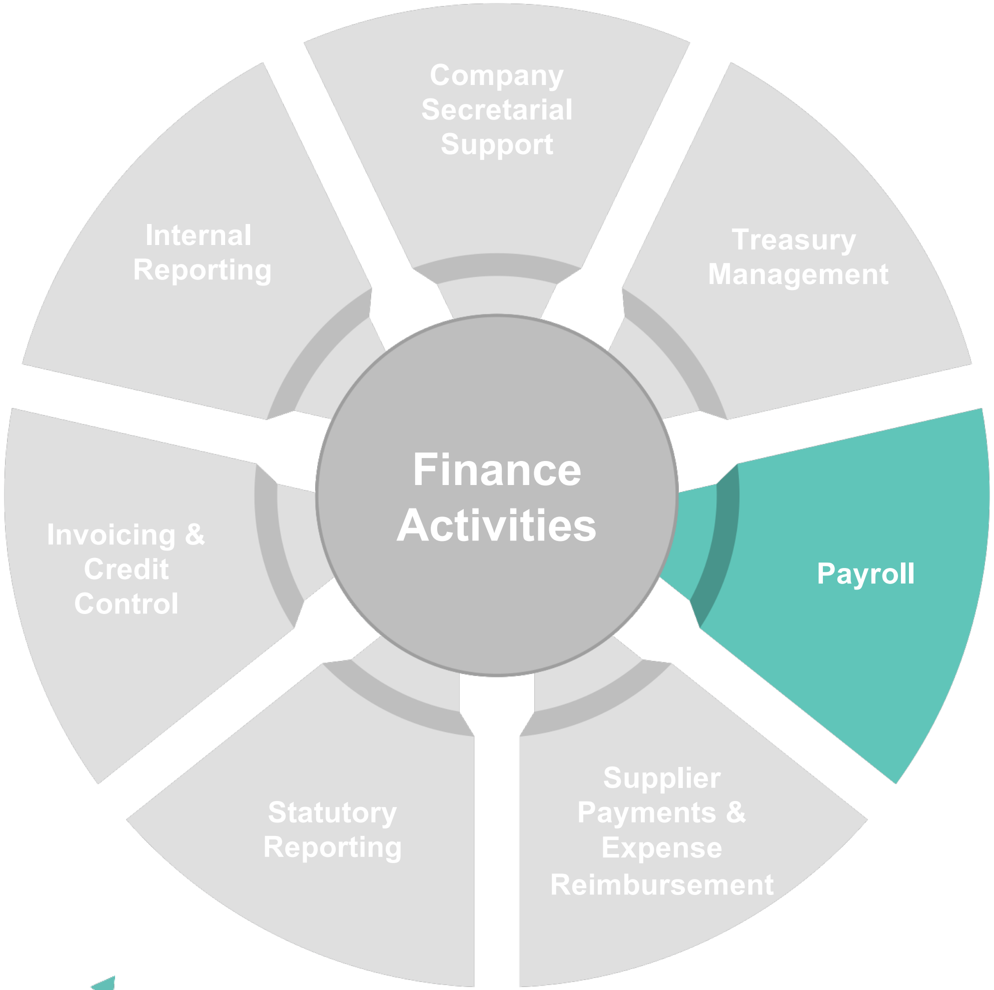
Sarah King – Accounts Assistant

Looks after timesheets and assists with the sales invoicing process including cash collection and credit control as well as assisting with the expenses process

Finance

Finance Activities

Finance Activities



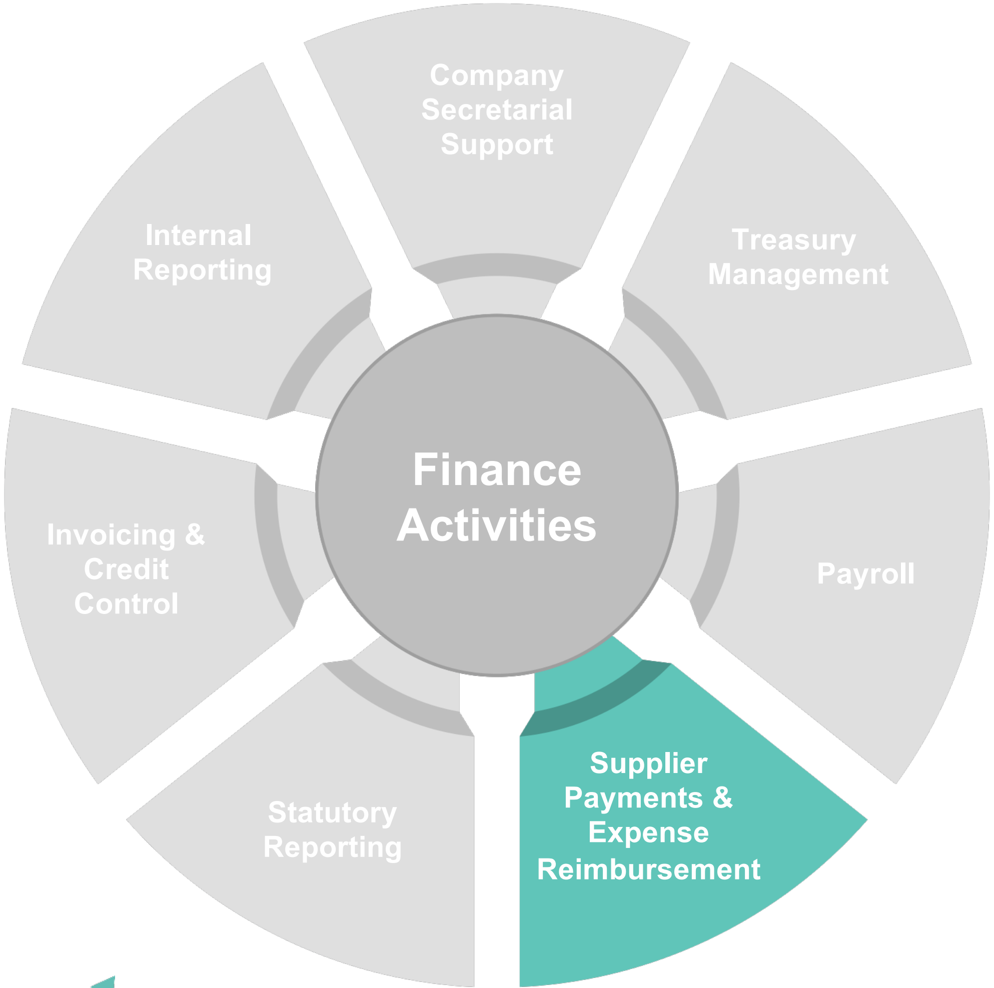
Becki Howes
Assistant Management Accountant

Finance are responsible for payroll, including:

- **The monthly salary payment** – processing information from employees, HMRC and HR to ensure that employees are paid the correct amount by the 28th calendar day of every month
- **ADP iHCM System** – all employees are provided with access to iHCM to obtain their monthly payslips and end of year p60
- **Payroll reporting and other payments** – monthly reporting and payment of pension contributions, income tax and National Insurance as well as annual P11Ds (benefits-in-kind)
- **How can we help Finance?** – Provide HR with details of any changes which effect pay and advise Finance of bank account changes, student loan changes or tax coding notices. New joiners should provide Finance with a P45 as soon as possible to ensure that the correct amount of tax is deducted

Finance

Finance Activities



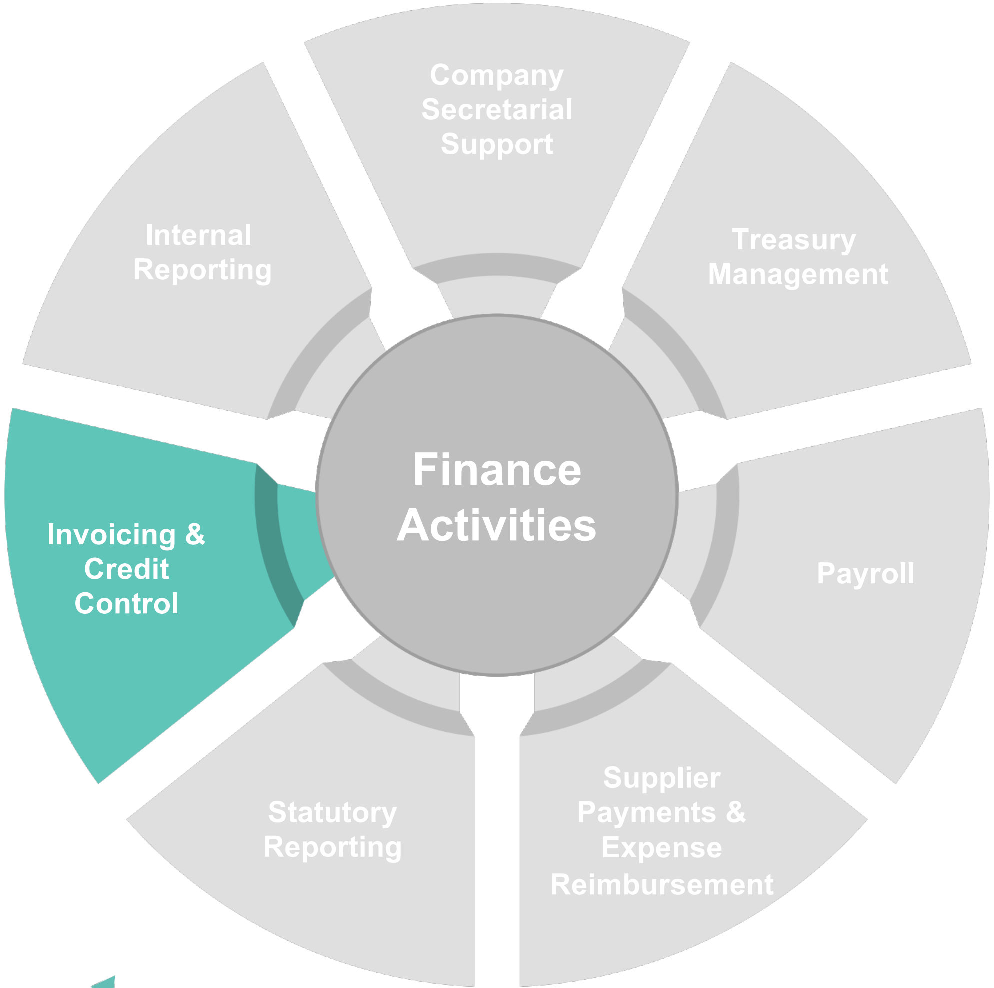
Jade Grima
Accounts Assistant

Finance help protect the use of company funds by working with suppliers and employees to ensure compliance with the Purchasing Policy and the Travel & Expenses Policy so that payments are made against approved expenditure

- **Purchasing Policy and Supplier Payments** – working with internal buyers to raise approved Purchase Orders, matched to supplier invoices which reflect the value of goods and services received by BCS
- **Employee Expenses** – performing final review of employee expense claims with reference to the Travel & Expenses Policy to ensure that compliant claims can be reimbursed by the 18th calendar day of each month
- **How can we help Jade?** – read, understand and comply with the Purchasing Policy and Travel & Expenses Policy, submit compliant expense claims and advise of disputes with suppliers as necessary

Finance

Finance Activities

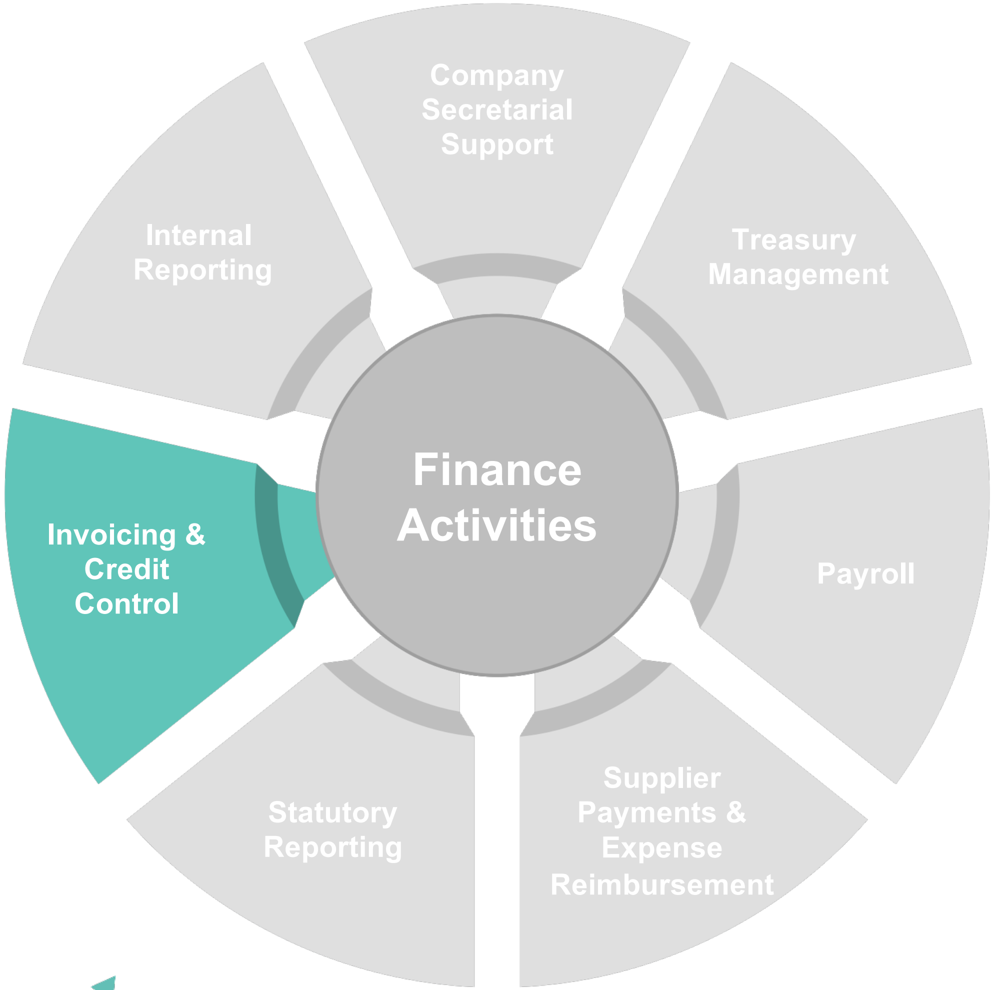


Sarah King
Accounts Assistant

The Company earns the majority of its revenue based on time delivered to our clients so timesheets are key to efficient invoicing and cash collection.

- **Timesheet process** – all employees are required to submit timesheets for approval (section 12.12 - Employee Handbook). Without approved timesheets we are unable to invoice our clients resulting in delay to receiving payment for our good work
  - Weekly timesheets must be submitted every Friday for Engagement Lead authorisation every Monday
  - End of month timesheets must be submitted on the last working day for Engagement Lead authorisation the following working day
  - Submit time for holiday periods in advance
  - Time is recorded in half-day or full-day increments only
- **How can we help Sarah?** – avoid Sarah having to chase late timesheets by submitting and reviewing on time every time. Advise Sarah of any access or IT issues. Arrange holiday cover for approvals.

Finance Activities



Becki Howes
Assistant Management Accountant

Delivering timely and accurate invoices to our clients is key to being paid on time for the work we have delivered

- **Invoicing** – once all timesheets have been approved the invoice can be generated. Invoices are passed to the Engagement Lead for review and authorisation before delivery to the client
- **Cash collection** – invoices are tracked with the Engagement Lead and the client until paid with the aim of having all invoices paid on time. Overdue invoices are discussed in the weekly Operations call
- **How can we help Becki?** – ensure timesheet data is accurate, billing information in Kimble is up-to-date, invoices are thoroughly reviewed before being issued and track the invoice through the client approval processes to identify issues or delays early

Finance

Links and Further Information

- Email Finance - Finance@BCSConsulting.com
- Travel & Expenses Policy
- Kimble - Time & Expense menu
- BCS Consulting EquityGateway

Corporate Control

The Corporate Control Team

Roger Shepherd
Chief Operating Officer
Roger is the Company's nominated Information Security Officer (ISO) and Data Protection Officer (DPO).

Jason Crow
Head of Corporate Control
Jason is accountable for the strategy, change and implementation of Corporate Control policies and procedures.

Jas Sahota
Corporate Control Officer
Jas is responsible for supporting functions in aligning their control activities with Corporate Control policies.

Corporate Control Functional Overview

Corporate Control

Information Security
- InfoSec Management System
- InfoSec Handbook
- InfoSec Policy
- InfoSec Policy Exception Management
- InfoSec Incident Management
- InfoSec Awareness Training

Data Protection
- Data Protection Policy
- Data Protection Impact Assessments
- Data Subject Access Requests
- Data Controller Audit
- Supplier Onboarding
- Data Breach Management

Business Continuity
- Business Continuity Strategy
- Business Impact Analysis Policy
- Business Impact Analysis Process
- Business Continuity Recovery Planning
- Crisis Management Policy

Risk Management
- Risk Management Policy
- Risk Management Process
- Risk Assessment
- Audit & Risk Committee

Our CEO's Information Security Policy Declaration

The Company takes its information security obligations seriously and as such has created an Information Security Policy ("the Policy") which is applicable throughout the Company and across all of its activities and applies to all information within its custody.

The aim of the Policy is to ensure that all Information is appropriately managed to ensure confidentiality, integrity and availability. This is fundamental to the success of the business and in ensuring that the Company meets its legal and contractual obligations.

All employees have responsibilities for ensuring information security and are required to adhere to the policies and procedures contained within the Company's Employee Handbook, the Company's Information Security Handbook and to follow all other Company rules.

Owners of Information Assets (the definition of which includes any item of information or its supporting technology infrastructure) are responsible for safeguarding them in line with the requirements of the Policy.

All breaches or suspected breaches of the Policy are to be promptly reported to Corporate Control.

Why so much emphasis on Information Security?

CLIENTS

- Master Service Agreement
- Information Security Policy
- Information Security Standards
- Data Protection Policy
- Industry Best Practice

BCS Information Security Policy

REGULATION

- Data Protection Act 2018
- Directive 2002/58/EC Privacy and Electronic Communications
- ISO 27000 Information Security Series
- Privacy and Electronic Communication Regulations 2003 (SI 2426/2003)
- Regulation of Investigatory Powers Act 2000
- Telecommunications Regulations 2000

- The implications of non-compliance for both BCS and Employees is potentially far reaching
  - The Company could face significant business disruption and financial impact
  - An Employee could face disciplinary action including summary dismissal

What are the Roles & Responsibilities relating to Information Security?

ISO

The Information Security Officer is the owner of this policy and is responsible for reviewing the policy annually. The Information Security Officer will advise management and provide specialist support for the Company's Employees and Associates on information security matters.

CEO

The Chief Executive Officer is accountable for implementing the policy across the organisation and will publish an Information Security Policy Declaration to all employees and Associates within the Company in order to re-enforce the Company's commitment to its implementation.

Associates and Employees

Each Employee or Associate has information security responsibilities under the policy for ensuring that no breaches of information security result from their actions and that they report any breach, or suspected breach to Corporate Control. These general responsibilities can in large part be discharged through Employees and Associates adhering to the Company's policies, procedures, rules and guidelines which can be found in the Company's Information Security Handbook and in other documents made available to employees and Associates from time to time.

The Executive Management Team members are responsible for ensuring that information security is adequately addressed throughout the organisation in line with the requirements of the policy. Each individual manager within the Company is responsible for ensuring that all Employees, Associates, or 3rd party workers who work under their control protect information they have access to in accordance with the policy.

Information Asset Owners

Information Asset owners (sometimes also referred to as "Data Owners") will be appointed within each department, functional area or team and will be responsible for ensuring the security of the data held or accessed within their area in line with the Policy.

Information Systems Owners

The Company's Information Technology systems and services owners will be responsible for ensuring that their information systems and services keep the Company's and clients' confidential information secure in line with the policy.

How do I maintain good Information Management whilst working at BCS?

Ensuring Information receives an appropriate level of protection in accordance with its importance to BCS

Classify Correctly

Label Correctly

Handle Correctly

Classify information as follows in order of increasing sensitivity:

Public – any information produced by the Company that is not client specific or otherwise classified according to the other categories

Internal (sensitive) – any information collected and used by BCS in the conduct of its business to employ people, to log and fulfil client orders, and to manage all aspects of the Company's business and finances

Restricted (confidential) – any information received from clients in any form or produced by BCS in delivering client engagements

How do I maintain good Information Management whilst working at BCS?

Ensuring Information receives an appropriate level of protection in accordance with its importance to BCS

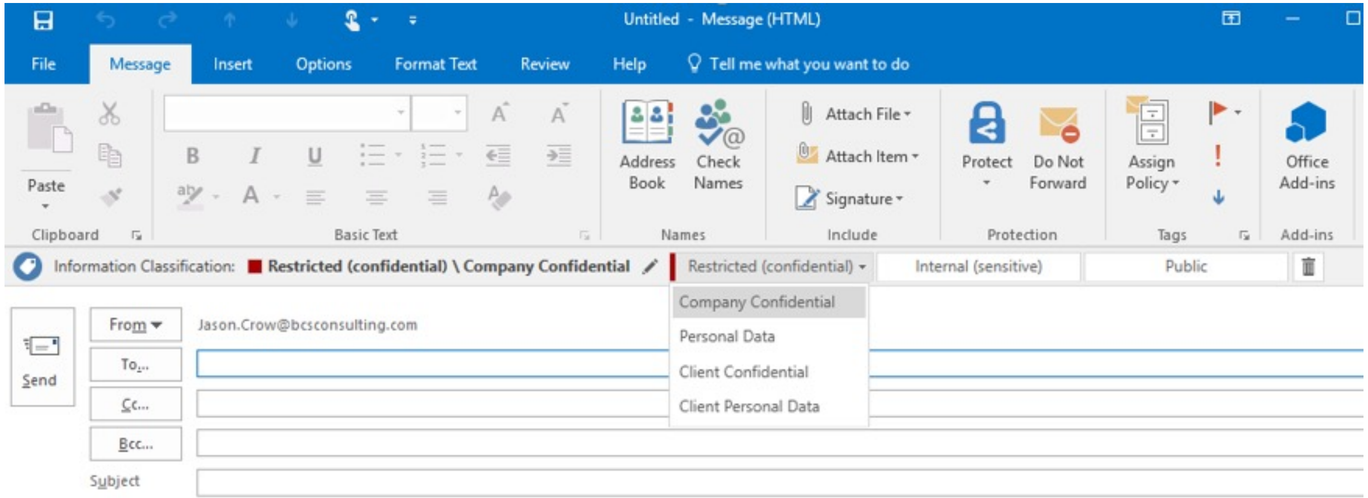
Classify Correctly

Label Correctly

Handle Correctly

BCS IT systems support the correct labelling of information, which by default is "Restricted (confidential) – Company Confidential":

Microsoft Office – select in the "Information Classification" ribbon



Corporate Control

How do I maintain good Information Management whilst working at BCS?

Ensuring Information receives an appropriate level of protection in accordance with its importance to BCS

Classify Correctly

Label Correctly

Handle Correctly

Restricted information will have differing handling requirements for Company Confidential and Client Confidential:

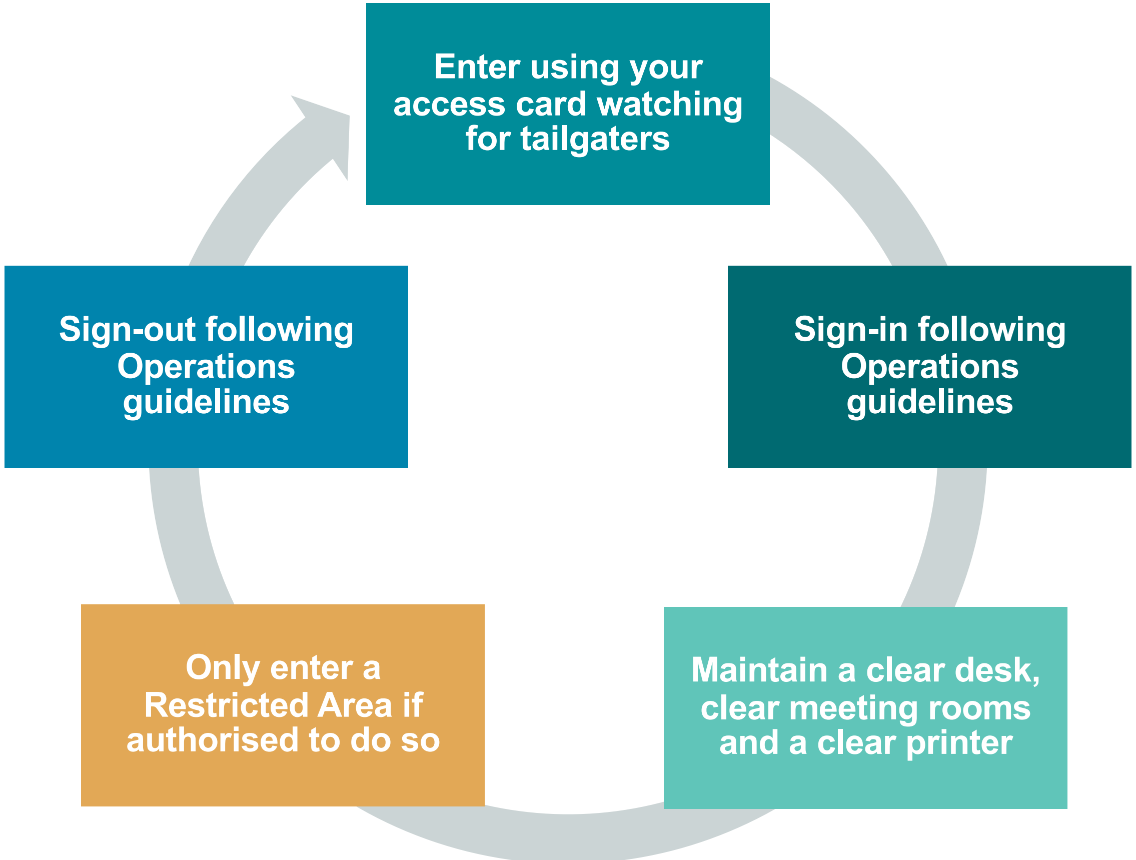
Restricted - Company Confidential

- Hard copy must be stored in a locked environment and transported securely by yourself or a courier
- Soft copy must be stored in SharePoint or 'My Documents'

Restricted - Client Confidential

- Hard copy must be stored in a locked environment and transported securely only by yourself
- Soft copy must be stored and transported securely using complex encryption codes

Your Workspace



The BCS Offices are used by our clients

- Wear your security pass at all times
- You are responsible for your visitors, ensure they sign-in and wear a pass at all times
- Ensure client materials are never visible to visitors as the majority are highly confidential
- Ensure pedestals, cabinets, offices and restricted areas are locked prior to leaving

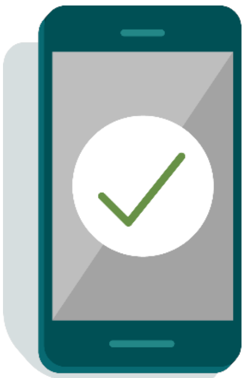
Your Technology

Accounts and Passwords

You must only access systems for which you are properly authorised.

- You are issued with an account and password which must be kept confidential
- You must never write down your password or divulge to anyone
- Your password must adhere to complexity standards
- You must never attempt to use anyone else's account or password

Always inform IT if you suspect your account or password may have been compromised

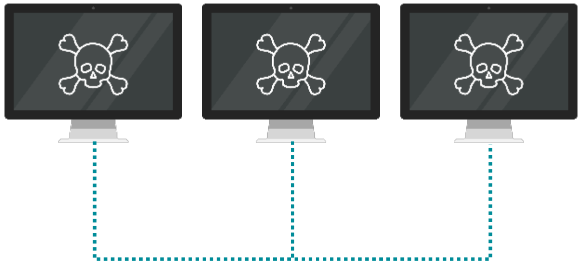


Devices and Network

You must conduct all BCS activity using IT services provided by BCS.

- Use privacy screens when working with Company or Client confidential information outside of the office
- Company IT equipment should not be used for personal or client business
- You must not load or install any additional applications or software
- Company IT equipment should be stored securely when not in use
- Never connect any personal equipment to the company network

Your Technology



Conferencing

The company provides audio, video and web conferencing facilities for all employees. When using, ensure:

- You have verified the identity of any remote participants
- You have made participants aware when recording conferences
- You never save attachments or recorded sessions when connecting from non-company equipment

Web Browsing

The Internet is inherently open and insecure so always exercise extreme care.

- Your usage should be lawful, honest and decent, at all times and have regard to the rights and sensitivities of other people
- Never view inappropriate content such as defamatory, harassing, obscene, pornographic, profane or racist material
- Never download software or applications for installation on BCS IT equipment
- Never sync your BCS account or content to a personal account or vice versa
- Never engage in online gambling or gaming

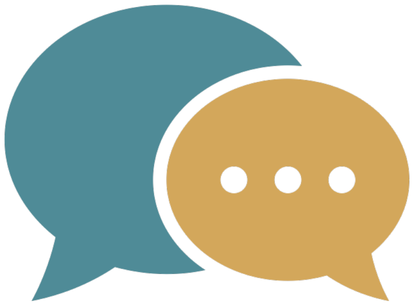
Corporate Control

Your Technology

Email

You are provided with a BCS email address which should be used at all times.

- Never use personal email or other personal accounts for business purposes
- Company Confidential information must be encrypted prior to sending via email
  - The encryption password must never be transmitted using email
- Never forward email or calendar invites to a client or personal account
- Email is the perfect medium for distributing malware and viruses so take care when opening attachments and HTML emails



Social Media

The only social media tools approved for business use are LinkedIn and Yammer, remember:

- Never name or reference a client in any personal postings on social media or other Internet based medium
- Never post information or comments that may reveal Company or Client Confidential information
- You are not permitted to use other social media tools for business purposes
- Never use the company logo, brand name, trademark or slogan without prior written consent from Corporate Control

Your Client

We maintain a Client Account Pack (CAP) for every account which is mandatory reading prior to an engagement

Personal Data

Contact Corporate Control if working with the clients' employee or customer personal data

Client Equipment

Must always be used for the delivery of the engagement, never use it for BCS work

Client Account Pack

BCS Equipment

Must always be used for the delivery of BCS work, never use it for Client work

Personal Usage

Our clients are paying for your time and expertise so keep personal activity to a minimum and never on client equipment

Corporate Control

Incident Management

You must always report any real or suspected Information Security events, no matter how minor they appear

WHAT? An Information Security Incident is any real or suspected breach of information confidentiality, integrity or availability

NOW! If you suspect, detect or witness an Information Security Incident you must report it immediately to Corporate Control and your Engagement Lead

STOP If the Information Security Incident involves IT equipment such as a laptop or mobile phone, or the IT services run on them, you must immediately stop using them

WAIT You should follow the instructions given to you by the person dealing with the incident on behalf of BCS or the client

InfoSec Summary – Closing Slide Takeaway Points

Through your adherence to the Information Security Policy and Information Security Handbook:

- The confidentiality, integrity and availability of the information assets in the custody of the Company should be appropriately safeguarded
- Information Security incidents should not result in significant or unexpected costs, reputational damage, breach of client contracts, breach of statutory requirements, or bring any serious disruption to business activities or services
- Client acceptance of consultancy services or software products should not be adversely affected by concerns about information security
- Employees and Associates should be aware of their information security responsibilities at all times

For further information, please refer to Information Security on the Corporate Control SharePoint Site.

What is Personal Data?

- ‘Personal Data’ covers any information that identifies a living person
- It is not just names/addresses, but anything that can be used to identify them, e.g.
  - Job titles, email addresses
  - Physical, health or lifestyle descriptors
  - It includes intentions and opinions
- The law applies to any living person. That includes BCS employees, our clients’ employees, our clients’ customers – everyone
- The law applies to data held in any form
  - Electronically (emails, databases, computer systems, spreadsheets etc.)
  - Manually (notebooks, printouts, paper forms etc.)
- ‘Sensitive Personal Data’ carries stronger legal protection and therefore requires additional security, e.g.
  - race, ethnic background, political opinions, religious beliefs, trade union membership
  - genetics, biometrics (where used for identification), health, sex life or orientation
  - criminal convictions and offences.

Why does it matter?

Compliance	• The ICO can impose fines of up to **4% of annual turnover** for a breach of compliance to the regulations. • All infringements are recorded and **can be accumulated** when action is being considered. • The ICO maintain a **public register** of infringements for anyone to see. • Infringements can result in **prosecution** and a **criminal record**. • The ICO can impose a fine against **an organisation, e.g. BCS, as well as those individuals** involved in the infringement.
Safeguarding Client Contractual Agreements	• Client contractual agreements (e.g. Master Service Agreements and Statements of Work) may contain a Data Processing clause with **unlimited liability**. • If BCS infringe the Regulation whilst handling client Personal Data, BCS would have to pay the **client's legal and processing fees, loss of business and any fines in addition to fines imposed** on BCS.
Protect against Reputational Damage	• Banks are **highly risk adverse and heavily regulated** and will therefore **check the ICO register** for breaches before trading with a new supplier. • Clients will expect to see that the BCS policies and processes are secure. The impact of not doing so could result in clients ceasing to trade with BCS.
Protect against Personal Damage	• An individual (Data Subject) could take **legal action** against BCS and claim **personal damages** depending on the extent of the Data Protection Act breach.

Data Protection Act 2018 – the Six Principles

1

Fair, lawful and transparent

- Do you have a lawful basis for collecting and using the Personal Data?
- Can you ensure the Personal Data will be used fairly, i.e. you will not process the data in a way that is unduly detrimental, unexpected or misleading to the individuals concerned?
- You must be clear, open and honest with individuals about how you will use their Personal Data.

2

Specified explicit purpose

- Can you clearly explain why and how you will use Personal Data?
- You can only use the Personal Data for a new purpose if it is compatible with your original purpose, you get consent, or you have a clear basis in law.

3

Adequate, relevant and limited to only what is necessary

- Can the Personal Data be anonymised?
- Do not hold more than you need for your stated purpose.
- Consider the information you are handling within your engagements.

Data Protection Act 2018 – the Six Principles

4

Accurate and kept up to date

- Can you prove you were given the Personal Data for the purpose it is being used?
- Correct or erase Personal Data as soon as it's found to be misleading or incorrect.
- Depending on the purpose, keep the Personal Data up to date.

5

Not kept longer than necessary

- Can you justify how long you keep the Personal Data in line with your purpose?
- Are you complying with retention periods stated in BCS' or clients' policies?
- Periodically review the Personal Data you hold and erase or anonymise it when you no longer need it.

6

Appropriately secured

- How will you ensure only authorised, relevant people can access the Personal Data?
- Is it appropriate to be sharing the Personal Data with someone else?
- Deleting an email doesn't delete the content

How to Comply with the DPA 2018

- ✓ Ensure BCS employee and associate information is managed in Sage People, e.g. personal contact information, benefits, appraisals etc.
- ✓ Ensure client contact and engagement information is managed in Kimble (Outlook can be used for contact management)
- ✓ In the unlikely event Personal Data is transmitted via email, ensure files are encrypted with a password (sent via different method)
- ✓ Only collect Personal Data required for your specific purpose
- ✓ Delete any Personal Data that is no longer required or relevant and update any inaccurate information
- ✓ Ensure electronic and hard copy Personal Data is secured according to the BCS Information Security Standards
- ✓ Carefully consider how Personal Data is stored and shared – SharePoint and Yammer can be used to share information with specific individuals/groups
- ✓ Make sure you have read and understood both BCS' and your clients' Data Protection Policy
- ✓ Always label emails containing Personal Data as 'Restricted (confidential) Personal Data' or 'Restricted (confidential) Client Personal Data'
- ✓ Contact Corporate Control if there is a potential/actual breach or if you have any questions

How to Comply with the DPA 2018

- Never include Personal Data in the body of an email
- Never send the password of a file in the same email as the attached file, e.g. issue the password via SMS or over the phone
- Never save Personal Data on your laptop other than on your One Drive
- Never process client Personal Data (incl. client customers) on BCS laptops
- Never send Personal Data outside of the EEA without speaking to Corporate Control
- Never take hard copies of Personal Data out of the office

Remember:
The Data Protection Act applies to everyone

Hello Partner