

Code of Business Conduct



Code of Business Conduct

Contents

Our structure	1
Working with our clients	2
Working with each other	3
Working in our communities	7

Baker Tilly is a leading professional services firm which provides a range of accounting and advisory services to a broad spectrum of clients, from public companies to owner-managed businesses.

The firm's management and the whole firm are committed to the delivery of quality work, the public interest and professional judgement and values.

This 'code of business conduct' summarises our approach to legal, regulatory and business matters, and also outlines our commitments to our people, the environment and our community.

Four values are central to the way we behave towards our clients and each other:

- **Passion to excel**
- **'Can do' attitude**
- **Teamwork**
- **Respect and integrity**

Code of Business Conduct

Our Structure

Baker Tilly operates under a Limited Liability Partnership (LLP) structure. Four operating LLPs and a limited company provide client services.

- **Baker Tilly UK Audit LLP** undertakes assignments that require a registered auditor as defined by the Companies Acts. This includes audits under company law and other UK statutes, reports under the Solicitors' Accounts Rules, internal audit, and some capital markets transactions.
- **Baker Tilly Corporate Finance LLP** provides corporate finance services other than capital markets transactions carried out by the audit LLP. Baker Tilly Corporate Finance LLP's services include fund raising, lead advisory and due diligence assignments.
- **Baker Tilly Restructuring and Recovery LLP** carries out business recovery and insolvency assignments, including litigation support.
- **Baker Tilly Tax and Advisory Services LLP** provides ad-hoc advisory services such as IHP planning and group reorganisations. The work should be of a significant enough size to warrant expert advice and a separate engagement letter.
- **Baker Tilly Tax and Accounting Limited** provides all other services (except for those provided by Baker Tilly Tax and Advisory Services LLP) including tax compliance and tax planning, accounts preparation, limited assurance reports, and consulting.

Baker Tilly is a trading name for the operating LLPs and Limited entity.



Code of Business Conduct

Working with our clients

Regulation and compliance

Baker Tilly's conduct of business is governed by statutory requirements, professional standards and other external rules and regulations. Baker Tilly expects its people to comply with these statutory requirements, standards and regulations in the course of all their work, and ensures commitment to them through its people management, recruitment and reward processes.

Professional ethics

Everyone at Baker Tilly is trained in professional ethics and is required to conduct themselves and their work in accordance with the firm's ethical policies. These cover Baker Tilly's commitment to fundamental ethical principles. We also have in place systems to identify conflicts of interest and guidance on how to manage these if they should arise.

These policies reflect the Auditing Practices Board (APB) Ethical Standards for Auditors and Ethical Standards for Reporting Accountants, the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, the Audit Firm Governance Code, the Institute of Chartered Accountants of Scotland (ICAS) Code of Ethics and, in the case of our people who are members of any other professional bodies, guidelines published by those bodies.

As regulation of the accountancy profession requires, we have appointed an Ethics Partner with whom any matter of professional ethics can be raised. Furthermore, the National Management Team has set up an Ethics Panel to act as custodians of the firm's ethical policies and to be responsible for communicating those policies.



Code of Business Conduct

Working with each other

Naturally, our people define Baker Tilly's personality. For us, being a 'people business' is not a cliché but a tangible cornerstone of the firm's culture.

Our diverse backgrounds, experience and personalities contribute to a highly stimulating and challenging team environment. While we are highly professional, a sense of humour and fun pervades much of what we do and builds camaraderie.

The firm's success is founded on first-class people committed to achieving the same aim: growing and succeeding alongside our clients. Our commitment to exceeding clients' expectations gives us a crucial advantage in our highly competitive market.

We treat our people as individuals, recognising that motivations and aspirations vary. We are firmly committed to development and training, and to providing our people with the opportunity to realise their potential through a variety of project and client work.

A satisfying work/life balance is a priority for many and we support our people in achieving that equilibrium.

Baker Tilly has a strong regional office network with offices in most of the major UK cities. This enables us to provide a consistent national service delivered by local client teams and underlines our commitment to local marketplaces.

Baker Tilly is an independent member of Baker Tilly International, a global network of independent accountancy and business services firms, all of whom are committed to providing the highest quality service to their clients, in their own marketplaces and across the world.



Code of Business Conduct



Equal opportunities and diversity

We are committed to equality of opportunity in all aspects of employment. Our policy is to provide equal opportunities in recruitment, training and promotion regardless of race, religion, ethnic origin, nationality, age, gender, marital status, sexual orientation or disability, considering only the individual's aptitude, ability and the requirements of the job.

We train line managers in equal opportunities and diversity and require all employees to adhere strictly to the firms' equal opportunities and diversity practices and policies. Discrimination, abuse or failure to observe these policies and practices will result in disciplinary action, including summary dismissal in serious cases.

If employees believe that they are not accorded equal treatment, formal and informal grievance procedures are available. In addition, non-confrontational facilitated mediation is available to all employees to resolve disputes.

Health and safety

The energy and commitment of all our employees is key to our business success. We accept our responsibility to provide a healthy and safe workplace for all employees, clients and other people affected by our activities.

Health and safety is a key part of our induction process for new employees. It remains a priority throughout their career with the firm.

Financial

We provide a permanent health insurance scheme as a standard non-contributory benefit to all permanent employees.

Emotional

We provide a 24-hour helpline to employees and their families which is open 365 days a year. This provides advice on a wide range of issues, including legal, financial, relationship, family care, consumer and education matters, as well as telephone and face-to-face counselling on personal issues.

The service aims to help employees by dealing with problems effectively at an early stage. It is run by BUPA on an entirely confidential basis.

Health

We seek advice as early as possible when health issues arise and offer an excellent occupational health service. We aim to support employees fully through periods of illness and absence from work. Seeking advice and making referrals to specialists where necessary allows us to provide supported, individually-defined rehabilitation to enable a successful and timely return to work.

Code of Business Conduct



Training

We recognise that our people are our key resource. We are committed to ensuring that our partners and employees are equipped for the task of keeping the firm at the forefront of client service and professional development. Accordingly, we provide the resources and facilities for appropriate training and development of individuals. All training and development initiatives adhere to our equal opportunities priorities.

Examinations

Our people receive first-class examination training. The majority of our students will join us to study for the Accounting Technical qualification (AAT) or to be a chartered accountant. We pay for all study and revision courses at first attempt and pay our students while they attend courses and take exam leave. Our students also study for a wide variety of professional qualifications, including Chartered Institute of Tax (CTA), Restructuring and Recovery (JIEB and CPI) and Corporate Finance and Chartered Institute of Marketing qualifications.

Every Baker Tilly office has its own exam training manager. He or she helps to ensure our students are supported, progress is monitored and that students are provided with the advice they need.

We operate an innovative, structured programme of residential student development. This includes courses on commercial awareness and business skills, audit and tax, management development, business development and inter-personal skills.

Our exam pass rate is significantly higher than the national average, which in part reflects the very broad support we offer as our students train for the future.

Continuing Professional Development

Our policy on Continuing Professional Development (CPD) is in line with standards set by the ICAEW and other professional bodies. Completion of CPD records is mandatory for all in client-facing and technical roles.

Line management

Our line managers are crucial to the development and success of our people, so developing and supporting these people is a key priority. We run a range of courses to develop line manager skills, including performance management, coaching, recruitment, and induction.

We also educate line managers and partners in their responsibilities, our policies and procedures and the legal framework behind managing people. Our courses in this area address matters such as bullying and harassment, equality and diversity, grievance, discipline and managing absence.

Code of Business Conduct

Development

Developing our employees after they have qualified professional is vital as it helps us to discover their strengths and talents as well as to retain key individuals over the longer term. We operate three talent programmes to identify and develop potential: **Transition, Accelerate and the Executive Development Programme (EDP).**

Transition is a development centre aimed at qualified employees who have the potential to reach manager level. It is an intense programme of training and development activities designed to equip participants with the skills required to become managers at Baker Tilly.

Whereas the Transition programmes focuses on management, the Accelerate programme is aimed at emerging leaders. Once identified, these talented managers then attend a rigorous assessment centre which help to assess their strengths and areas for development. This assessment allows us to put together a detailed development plan and structured career management for these individuals.

The EDP is aimed at those Senior Managers who display the potential to become a partner. The programme commences with a detailed analysis of current performance, gained through psychometric testing, 360 degree feedback and a structured assessment centre. This is then followed up with a system of one to one coaching and mentoring in order to support development towards partnership. A second assessment centre takes place before admittance to partnership to ensure progress has been made as required. It all centres on giving the best possible preparation for the role of a partner.



Code of Business Conduct



Working in our communities

Charitable giving

We are involved in a number of charitable activities and are committed to continuing to be active in the communities in which we work. In order to show our support and encouragement to employees undertaking fundraising activity, Baker Tilly provides a funds matching scheme. This means that when an individual undertakes fundraising for charity in their own time, the firm will match funds raised up to a certain value. Our employees have run marathons, climbed mountains, sky dived and much much more - raising tens of thousands of pounds each year.

We also operate a payroll giving scheme for staff who wish to contribute regularly to charity. Through the generosity of our people, we are proud to have been accorded with Silver Status under the Payroll Giving Quality Mark Awards.

Our environment

Baker Tilly takes account of the impact of our activities on the environment and the communities in which we operate. We comply with all applicable legal and other requirements, but are also committed to working towards the best practicable environmental options.

This includes aiming to maximise efficient use of materials, supplies and energy, preventing pollution, promoting environmental awareness, encouraging our clients, suppliers and contractors to be environmentally-aware, and, crucially, monitoring at board level our performance and progress in achieving these aims.

Some examples of the steps we've taken include implementing recycling schemes in every office, offering season ticket loans and launching a bikes to work scheme. We also made a decision to roll out an early implementation of Windows 7. A Microsoft case study suggests the Windows 7 operating system can help companies like Baker Tilly manage power consumption more effectively. Conservative estimates indicate that Windows 7 power management will reduce power usage for at least 50 percent of Baker Tilly PCs and reduce power costs by £20 per PC per year across the company. As well as the direct savings, it allows us to reduce CO2 emissions and overall carbon footprint throughout the firm.