

Arthur D. Little code of conduct

For employees and contractors



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About this booklet

For many years, Arthur D. Little has had written policies governing our corporate responsibility and ethics. Our goal is to capture in one place the key policies that govern our work conduct worldwide. Therefore, please read the entire booklet and make sure that you understand the policies described. We recognize that certain policies will not apply to every position in our company. If you don't understand a policy discussed in this booklet, talk with your immediate manager. It is essential that you fully understand your responsibilities.

If a situation with an ethical dimension arises and you are unsure how to proceed or address it, you may find this booklet helpful. If you cannot resolve the concern, seek help from your immediate manager, as most issues can be resolved locally. If a situation arises in which you feel that you cannot speak with your manager, please contact your mentor or a member of Human Resources. Please be assured that no one will be penalized for raising a policy concern. Everyone is encouraged to speak up and bring any concern into the open.

A firm's reputation depends not only on the quality the services it provides, but also on the ethical standards with which it conducts its business. With each assignment it has undertaken over the course of more than a century, Arthur D. Little has established a remarkable reputation worldwide both for the excellence of its professional services and for its integrity in the conduct of all aspects of its business.

To help us preserve and enhance this record, we have updated our formal policies including the addition of our corporate responsibility detailed in this document. It is essential that each of us be familiar with these responsibilities and policies and keeps them in mind as we interact with our clients and each other, in the course of our daily business.

Our company

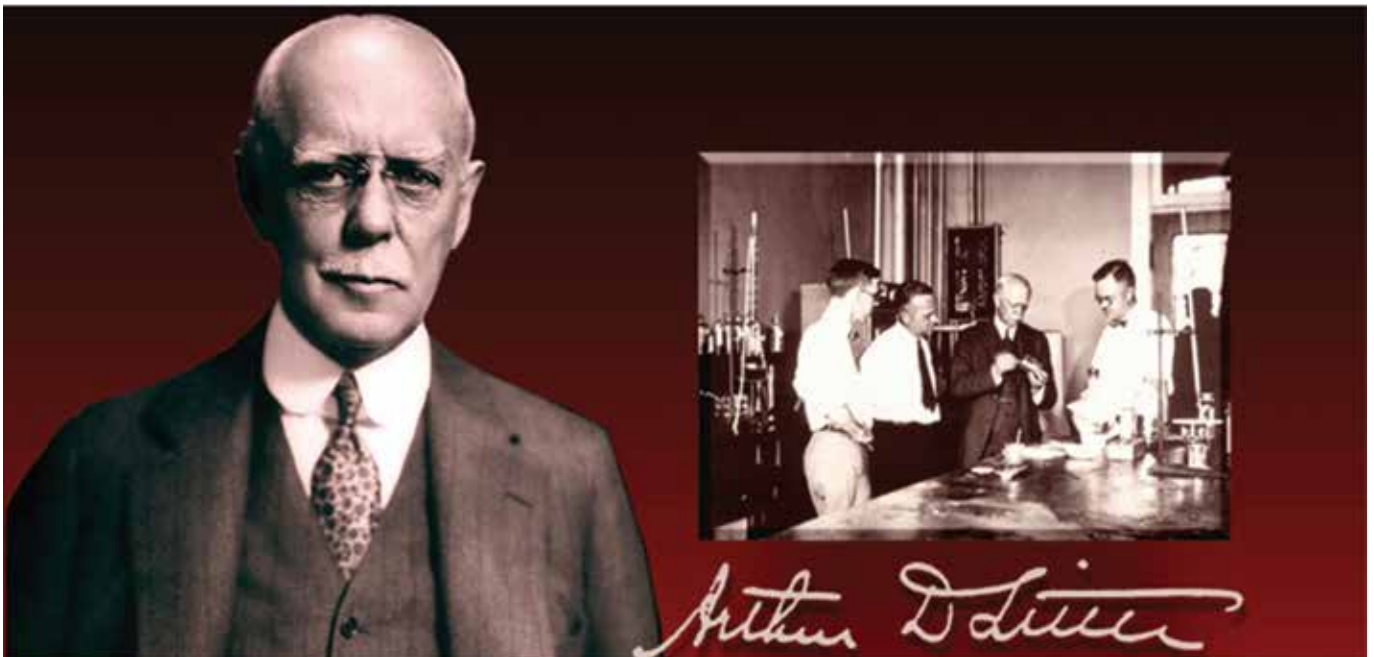
Arthur D. Little is one of the world's premier consulting firms, with offices around the globe. Founded in 1886, we have worked side by side with outstanding organizations worldwide to identify the critical problems that will define their futures, and then work with them to jointly derive creative, practical solutions. Arthur D. Little was the first management consulting firm built on operational, strategy, and technical expertise backed by deep industry knowledge. We are distinguished by the caliber of our people, the breadth and depth of our experience, and our commitment to helping our clients achieve lasting change founded on learning.

We strive to exceed our clients' expectations and to deliver genuine value with an emphasis on objectivity and clarity and will maintain the highest standards of confidentiality. We are known for our integrity, honesty and independence. The long term success of our business is dependent on the quality of our work and satisfaction of our clients. Our consulting activities deliver value to society in many diverse ways through the advice we give. We will seek to maximise this value by integrating principles of sustainability into our core service offerings.

We have a responsibility to protect the interest of the firm and provide a solid return. Profitability is essential in maintaining a healthy operation, and is a measure of the efficiency and value of the work we undertake for our clients.

The professional well-being of every one of our staff is very important to us. We are known for providing challenging career paths with ample opportunities for growth and professional development. We are proud to uphold our tradition of nurturing creativity, innovation, and teamwork. And we honor excellence and reward contribution on the part of both individuals and groups.

To achieve our goals, we apply our collective strength in a focused and disciplined way through key-client management, global industry and functional practices, and local market management.



Our workplace

This booklet offers guidelines to strengthen and enhance our work environment. This policy applies to all individuals working at all levels and grades, whether permanent, fixed-term or temporary, contractors, trainees, homeworkers, casual workers and agency staff, volunteers, interns, agents, or any other person associated with us, or any of our subsidiaries or their employees, wherever located (collectively referred to as **employees** or **staff** in this policy). This policy must be followed by all employees.

We treat people with fairness and respect, creating a workplace where they can flourish

We recognize that our assets are our people. We believe in equal opportunity for employment, with advancement dependent solely on ability, performance and contribution to the firm's success. We are responsible to our employees by ensuring that the working practices we ask of them and environment within which they work is safe and appropriately managed. We strive to understand the cultural differences among our employees and among our clients. We will always respect other people's cultures and personal dignity. We will not tolerate the making of unwanted sexual advances or any other conduct with sexual overtones.

We look to attract and retain the best people by offering career development, exciting and challenging assignments and a competitive reward package. We aim to make ADL "the place to work".

We strive to be a force for good, delivering a positive impact on our environment

We are aware of the impacts we have on the global environment, on climate change, and our responsibility to address them. We believe that we can play a fundamental role in delivering real benefit to the environment. We will achieve this through helping our clients manage their environmental impacts in a way that is beneficial to their business and the environment, integrating environmental considerations into our daily business activities, and encourage responsible environmental management practices among all our subcontractors and suppliers.

Safety and health

We manage our business in a manner that protects and promotes the health and safety of our employees, our clients, and the communities in which we live and work. We believe that outstanding health, safety, and environmental performance are key enablers to our success in the marketplace and our ability to satisfy the needs of all our stakeholders.

We are committed to maintaining a safe and healthful work environment by eliminating recognized hazards in our workplaces. While the company as a whole is committed to the safety and health of the staff, each of us in turn has a personal responsibility to contribute to the safety of our work environment. We should immediately report any unsafe conditions, hazards, broken equipment, or accidents.

Substance abuse policy statement

Consistent with our safety and health policy, the sale, purchase, possession, or use of illegal drugs, narcotics, or other unlawful substances or materials on our premises is strictly forbidden. We do not conduct random drug testing. However, certain clients – and work we undertake at certain client locations – may require random drug testing. The Partner-in-Charge will inform case staff of any such requirements.

Internet and Email use

Arthur D. Little provides Internet and e-mail capability to its employees to facilitate efficient business communications and to support the information needs of the company. Employees and contractors are granted access to these systems for the purpose of conducting legitimate Arthur D. Little business.

While the Company accepts that employees will use the email system during the day for their personal use, it is expected this privilege is not abused. Employees are to minimize sending and receiving personal e-mails and surfing the web to ensure that such use is brief and infrequent. Care must also be taken to ensure that personal use does not impact on individual productivity or that of other employees or resources.

Some use of the internet / email system is prohibited at all times. For example, accessing, viewing or transmitting pornographic, offensive or discriminatory information, and downloading or transmitting information that is protected by copyright such as music and movies is a breach of these policies.

Social media is fundamentally changing the way we engage with each other, clients and partners. Always keep in mind that what you post will be around for a long time, and could be shared by others. If you participate in social networks, do not provide Arthur D. Little's or another's confidential or other proprietary information and never discuss Arthur D. Little business performance or other sensitive matters. Content should never adversely affect clients, partners, suppliers or Arthur D. Little reputation.

Use of computer networks, systems and software

The firm makes available computer networks, systems and software to enable employees to work efficiently and to provide high-quality services to its clients. The company reserves the right to access communications and content stored on its computers or transmitted via its networks.

Penalties for policy violations

Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. We reserve our right to terminate our contractual relationship with other staff if they breach this policy. In addition, violation of certain company policy may also mean breaking a law, thus creating the possibility of criminal or civil sanctions for ourselves and our company.

Confidential and proprietary information

Our Clients entrust us with their intellectual property, trade secrets, strategies, competitive information – in many cases their most important assets. Our commitment to preserving our clients' trust and our reputation for protecting this trust is, in turn, one of Arthur D. Little's primary assets. We have earned it, and it is critical that we continue to do so.

The guidelines below apply to client information that is specifically identified as confidential. As a professional services organization, we understand that all other information received from or developed for a client should be treated with circumspection. It will be disclosed only to those having a need to know within and outside ADL, and will be treated by each staff member in the same manner as they would treat their own personal confidential information.

Client information

Confidential information includes all information that is the subject of a confidential disclosure agreement executed by Arthur D. Little. In the absence of such an agreement, it includes all information received from or developed for a client that has been specifically identified as confidential. To put reasonable bounds on ADL's obligation, confidential information is normally construed as written information (including in electronic form) that is marked as being confidential, or information conveyed orally but later confirmed in a written document to be proprietary.

The kinds of information a particular client may consider to be confidential can vary. For some clients, the fact that we are performing services for them is in and of itself confidential. Examples of proprietary information include:

- Financial information, including projections and actual performance
- Proposed acquisitions, mergers, or significant joint ventures or strategic alliances
- Sale or purchase of significant assets
- Planned or current developments regarding equity projects, patents, or licenses
- Introduction of significant new areas of services, products, management changes, or other activities

- Acquisition or discontinuation of important services or contracts
- Outcome of pending litigation
- Personnel information, such as salaries, compensation, and promotions

Some kinds of information are explicitly not confidential. Excluded from our definition of confidential information is:

- Information that is in, or becomes part of, the public domain
- Information that we can reasonably show was in our possession or in the possession of affiliates at the time of disclosure to us
- Information received by us or our affiliates from a third party with the legal right to transmit the information

Responsibility

The Partner-in-Charge is responsible and accountable for informing the staff assigned to a case of the associated confidentiality obligations. Responsibility for the proper handling of confidential information rests with the Case Manager. The Partner-in-Charge must have a clear understanding of what specific information is to be treated as confidential and ensure that staff members who have access to the information have the same understanding. He or she must also ensure that staff members are properly informed of the restriction on disclosures, as well as the procedure for handling such information. If one is uncertain about whether information is proprietary and confidential, consult the Partner-in-Charge.

Case files and documents

We should retain in our case files all documents pertaining to our work, including documents provided to us by our clients. "Documents" in this case means both hard copy (paper) and digital files. Because of the volume information we receive, we cannot mark each and every confidential and proprietary item as such. For any client-generated document or non-public document, we make the assumption that we should treat the information entrusted to us in a confidential manner.

Every office/market should establish procedures for the maintenance of case files. Case documents should only be taken outside the office to perform case work. Personal records of case work, such as working papers or notes and copies of data or reports, must be kept in confidence as well and should be maintained in secure files or archived in keeping with our document-retention policy.

The number of copies of confidential information should be kept to the minimum required under the circumstances, with each copy clearly and conspicuously marked "LIMITED". The information is to be distributed and stored in as few locations as possible, preferably only one, consistent with the effective accomplishment of the work. Storage would normally be in a locked file, or a password-protected electronic file, accessible only to those cleared by the Case Manager. In rare cases where the volume and exposure of confidential information is great and cannot be limited to a few documents exposed to a few people, the Case Manager may consider maintaining a log to assist in document control. The log would normally show the case number, an identifying description, number of pages, date received, from whom, by whom, current location, and final disposition.

In extremely sensitive cases, the Case Manager may deem it necessary to go further – placing documents in a safe overnight and hand-carrying correspondence, for example. If a client wishes to restrict knowledge that ADL is working for them, the Case Manager may code the client's name in ADL's records.

Since the nature of any case work may be confidential, we should not discuss particular projects outside the company. Unless the work is specifically known not to be confidential or we have the client's permission, we should take great care to keep the name of the client and the nature of the project confidential. Before incorporating client references in presentations, staff should consult the Director-in-Charge of the client assignment.

Reuse of client information

The agreement under which we work for any client will determine the ownership of our work products. We have the right to use the general knowledge we acquire from case work. Our knowledge capital is built on our prior case work,

including final reports, presentations, working papers, and notes. We should not reuse case files and records from one assignment for another case unless we are sure we are not transferring confidential information. Confidential information is not to be revealed to third parties outside ADL, and within ADL it should be shared only with those staff with a need to know. In addition, confidential information is not to be used for the benefit of third parties or for our own benefit without the client's approval in writing.

Proper retention and disposal of confidential material

The Company requires case files to be maintained for a period of three years following the completion of an assignment. At the expiration of the three-year period, the case files may be reduced to contain only copies of the final report and interim reports, if any. These documents should be kept for an additional three years. Thereafter, the manager of the appropriate office, practice, or other group may have the files destroyed.

In certain cases, client confidential information must be disposed of or returned to the client. The Partner-in-Charge will be aware if this is the case. If there is any uncertainty, make sure to get legal counsel. We do not give the client our working papers or other documents within our cases files without the prior approval of the Practice Leader or Managing Director.

Confidentiality agreements

Many clients request that we sign confidentiality agreements. The standard, unmodified Arthur D. Little confidentiality agreement may be signed by any Director. Modified Arthur D. Little non-disclosure agreements and clients' agreements must be reviewed and approved by the local Managing Director. Individual employees are not permitted to sign clients' nondisclosure agreements.

Inside information and trading

Inside information is material non-public information. Examples of inside information include new product introductions, corporate news, financial projections, strategic plans (including mergers, acquisitions, and divestitures), information not known to the public, or other information that a reasonable stakeholder would consider important. The

generally accepted test of such information is that it might reasonably and objectively be thought to affect the value of an issuer's stock or other securities or an investor's decision to buy or sell such securities.

In general, U.S. securities law prohibits anyone from trading in the securities of a company if he or she has obtained material non-public information about a company. We are also prohibited from giving such information to anyone outside Arthur D. Little specifically for such trading purposes. The foregoing does not apply to investment in a mutual fund or other pooled investments over which you do not have influence or control.

Subpoenas and government orders

The Chief Operating Officer is responsible for the legal interests of Arthur D. Little and responds to all subpoenas and government orders directed to the company in consultation with appropriate legal counsel.

The company has a professional and legally enforceable obligation to protect the best interests of its clients and to comply with the requirements of confidentiality set forth in its contracts. However, under subpoena or government order, we may be compelled to disclose information that would otherwise be confidential.

An Arthur D. Little employee receiving a subpoena or a government order related to their Arthur D. Little activities should immediately notify the COO for instruction as to the collection, reproduction, or transfer of case documents. The Chief Operating Officer will notify our client of the receipt of any such subpoena and will, as necessary, coordinate our response. Arthur D. Little will not destroy or otherwise dispose of any documents or electronic records that are the subject of a subpoena or government order.

Arthur D. Little is routinely contacted by regulatory bodies and independent financial auditors. It is our policy to assist such personnel in the course of their business with the company. Governmental or regulatory requests that concern a client or that fall beyond requests we routinely receive and respond to, should be referred to the Chief Operating Officer. Financial audit requests should be referred to the Chief Financial Officer.

Arthur D. Little's intellectual property

ADL staff members are entrusted with many forms of confidential information belonging to Arthur D. Little, including trade secrets, client information, strategic plans, product development details, and other information relating to cases and operations. Like the confidential information of our clients, our own information should not be disclosed outside the company.

Furthermore, if it is likely we will be incorporating into our case work existing Arthur D. Little proprietary material (for example, Environmental Health and Safety (EHS) audit protocols, conceptual models, drawings, designs, or text from Arthur D. Little publications), that fact should be noted in the proposal. Or, if we determine a use for such material after the case has begun, the Case Manager should notify our client in writing. The Case Manager should also advise the manager of his or her office, practice, or other group in case additional modifications to the client contract is required.

All patents, copyrights, and other intellectual property (e.g., inventions, discoveries, writings, software, and other intellectual or artistic creations) made or conceived by Arthur D. Little employees that relate directly or indirectly to the foreseeable business interests of the company or its clients belong to the company. This includes work in progress or uncompleted projects or products, as well as the supporting documents, files, and interim materials. As a condition of employment, staff members are required to disclose promptly and assign to the company all such intellectual property. The company may, at its discretion, release intellectual property if the property has no business interest or business value to the company.

Staff members hold no right to compensation based on intellectual property they created as employees. However, it is company policy to review employees' contributions toward the generation of extraordinary income, including contributions based on intellectual property. The company may grant an employee a percentage of the income derived from his or her creations.

Information transmitted by e-mail or voice mail

As a general rule, messages sent via e-mail or by voicemail are acknowledged as being intended for the addressee(s). In those specific instances where a message is marked “confidential” or otherwise indicates the contents to be private, no employee will copy, record, or further disseminate the message or the information contained therein.

Information from prior employers

Many new staff members have ongoing confidentiality agreements with their prior employers or clients by virtue of agreements that prohibit them from transferring or using proprietary or confidential information, including but not limited to technology, know-how, client lists, and trade secrets. The relevant Human Resources representatives will determine whether a new employee is so bound and will notify the hiring manager. As we have an obligation to protect Arthur D. Little information upon the termination of our employment, we must respect similar obligations that new employees have to their former employers.

Disposition of information upon termination of employment

When a staff member leaves the employment or contract of Arthur D. Little, whether voluntarily or involuntarily, he or she may not take any documents, electronic material, software or hard copy without the express written consent of the local Human Resources contact or Market Leader.

Relationships with clients, suppliers, and the media

Business and professional relationships with current or potential clients, suppliers, and other individuals and firms must be maintained on a completely objective basis. We should never subject ourselves to conflicts of interest or even the appearance of conflicts of interest. To protect our company's reputation for integrity, regardless of local or regional customs in this regard, staff members must follow the company standards regarding gifts, favors, and financial incentives.

Gifts

A gift, very simply, is something the donor gives with no expectation of receiving something in return, and for which the recipient feels no obligation to give anything back. An ADL employee must never give, offer to give, or receive, directly or indirectly anything of value to influence business judgment or reward an action.

Specifically, cash gifts are never appropriate (also see the section below, "Payments, royalties, and honoraria"). We do not give or receive direct or indirect cash payments of any kind to clients or prospects, nor do we accept them. On rare occasions, a client may offer nominal-value gift certificates to one of us or one of our case teams. Because they are easily verified and traceable, we may accept such gift certificates.

Arthur D. Little staff members should not accept or give to business associates any significant gifts, entertainment, or other favours. The company prohibits the giving of gifts with more than a nominal value to any individual or entity with which the company does business. The only exception to this is where in particular cultures, gift giving is an integral part of doing business. In this case, the gift exchange must be appropriate and within the bounds of the particular situation. An appropriate gift should never place Arthur D. Little in a position of indebtedness or obligation.

We cannot offer any gifts to or pay for any expenses incurred by all government officials. In general, our own good judgment is the best barometer of acceptability. When in doubt regarding the propriety of an offer, please consult the Partner-in-Charge, your Practice Leader/ Managing Director or local Human Resources.

Entertainment

It is a commonly accepted business practice to provide entertainment, refreshments, and meals in conjunction with business discussions with client representatives or employees. We can entertain clients and prospective clients as long as the expenses are reasonable and the entertainment is appropriate to a business relationship and does not violate the standards of conduct of the company or the recipient's organization.

Payments, royalties, and honoraria

All Arthur D. Little employees are expressly forbidden to make undercover or improper payments, such as bribes or kickbacks, to obtain professional services or other contracts. Payments include money, services, or other forms of inducement. Payments made to intermediaries or subcontractors must be for services rendered within the scope of work undertaken by them.

The propriety of a payment is largely based on the intent of the payment at the time the payment is made. The intention can be expressed by either the giving or the receiving party. The following questions clarify the propriety of a payment:

- Is the payment made through the company's usual disbursement process, including all normal approvals?
- Can the payment be recorded on the company's books of account in the normal fashion without using misleading information, false accounting entries, or other disguises to hide the nature of the payment?
- Is the payment to be made according to properly executed corporate agreements or contracts?

We report royalties and other honoraria received as a result of our activities on specific company or client assignments to our Human Resources Manager, as these payments are considered company income. The line of business Managing Director decides whether the employee may retain all or part of such payments.

We may retain royalties and other honoraria received from professional activities of a general nature that are not the result of specific company or client assignments and are not achieved on company time or with expense support.

Job offers

We do not actively recruit our clients' employees. Nor do we include individual client employees as subcontractors or consultants on case teams for other clients.

Personal conflicts of interest

We should be equally concerned with conflicting interests regarding our activities outside the company. We all hold positions of trust with our company, whose interests must be placed before our own. Therefore, we must be alert to any situation that could compromise that trust and we must avoid any conflict of interest between our personal interests and those of the company.

We must not have direct business dealings or negotiations on behalf of Arthur D. Little or a client if:

- Those dealings or negotiations are with a company in which we personally have a financial interest in such as holding equity shares or other interests. It may be that you are required to divest yourself of a particular interest before engaging on a project, if the interest is significant. Likewise, you must not purchase shares of a company in which you have had access to strategic information that you may personally benefit from within one year following the end of a project. If you find yourself in such a situation, it is your responsibility to notify your Practice Leader or Managing Director before engaging on the project.

- Those dealings or negotiations that are with a company or person with which or with whom there is a close family relationship or other association. If relations with these companies or people are considered desirable, other employees should be given the responsibility of interacting with them. When extraordinary circumstances appear to justify an exception to these guidelines, the matter should be discussed in advance with your Practice Leader or Managing Director.

Conflicts of interest among clients

It is not unusual for Arthur D. Little to undertake activities with clients who compete with one another in certain areas. In many instances clients select us in part because of our expertise and experience in a particular industry, and in some cases, two or more clients who are competitors may be participating jointly in a study coordinated by Arthur D. Little. Under all circumstances, we must respect the confidential and proprietary nature of information so designated and shared with us under the terms of the contract, commensurate with our established professional standards. Furthermore, we will not undertake assignments in which there is a clear conflict of interest.

Contractually binding the company

Because agreements, both oral and written, legally bind Arthur D. Little and may pose a conflict of interest, it is important that they be executed correctly. Most contracts can be handled by the local market controller or the key financial officer. These agreements include contracts for the performance of professional services for clients, confidentiality agreements, purchase orders, and others. If you have questions about an agreement, please ask your Practice Leader, Managing Director or the Chief Operating Officer.

Proposals for the performance of professional services for outside firms or organizations that use our standard general provisions must be signed at the Director level only.

Proposals that do not contain standard general provisions, proposals that are sent to clients outside the originating office, and client contracts should be referred to your Managing Director, Practice Leader or the Chief Operating Officer.

Retaining independent consultants or subcontractors

We must be completely satisfied that any independent consultant or subcontractor retained to work for us with our clients will follow our guidelines and live up to our standards. We must be careful in our selection process, thoroughly reviewing the backgrounds of the independent consultants and subcontractors we have. And we should make sure that their compensation is fair for the work they will perform.

Media relations

Occasionally a member of the media contacts Arthur D. Little employees directly. If you are contacted by a writer, reporter, or editor, please refer the inquiry to the Marketing Director, the Practice Leader or Managing Director. We do not discuss our clients by name or their products and processes with anyone outside of Arthur D. Little without express client permission. It may be possible to refer to a client when discussing industry trends, though proprietary information should never be divulged.

Activities outside Arthur D. Little

Outside professional activities

Our personal and business affairs should be managed so as to avoid conflicts of interest or even the appearance of conflicts of interest with our work for Arthur D. Little. Directorships, investments, outside business ventures, and second jobs may constitute a serious conflict between our professional and personal interests or affect our ability to perform our work for the company.

You must obtain written permission from your Managing Director or the Chief Executive Officer before taking on commitments for outside activity during normal working hours.

Expression of personal opinion

Some of us are active in community or political affairs or are asked to write opinions on subjects that are peripheral to our respective areas of professional competence. The company fully respects the rights of each employee to form and express independent personal judgments on issues of public interest.

It is critical that the opinions expressed publicly in this context be defined as the employee's personal opinion and not representative of the work or conclusions of Arthur D. Little. Any written opinions, speculations, or conclusions on public policy matters that are not part of an authorized corporate assignment must be presented on personal stationery, not company stationery.

Directorships

Arthur D. Little maintains an interest in its staff members participating in outside directorships because such directorships offer opportunities for professional development, as well as business development through association with leaders in business, government, and the community. Employees are encouraged to serve in their communities through directorships, trusteeships, and board memberships in educational and charitable organizations. Employees are encouraged annually to provide the Human Resources Manager with a list of all such organizations in which they serve.

However, some directorships may create, or appear to create, conflicts of interest for the company and should be avoided. Arthur D. Little's interests must prevail over the interest of the individual employee.

Employees who are invited to serve on boards should submit a request for permission to do so to their manager, so that the company may confirm the appropriateness, raise issues of concern, and approve the employee's participation. The final approval rests with the Chief Executive Officer.

Employees who serve as directors of another firm are permitted to retain the fees or other compensation received for being on such a board. Travel and other expenses should be paid by the company on whose board the employee serves, not by Arthur D. Little. In the event that an employee becomes a director for another firm, any liabilities that result from accepting such an appointment are personal liabilities and not the liabilities of the company.

Intellectual property or inventions developed on personal time

An employee may receive compensation and retain royalties for intellectual property or inventions he or she conceives that are fully separate from company assignments and not associated with his or her work for Arthur D. Little.

Recording time and expenses

Recording time and expenses

It is the responsibility of all staff to record their working hours accurately and on time. Procedures for tracking time and expense is located in the Arthur D. Little Managing Operating System – General Manual (MOS).

Expense policy and financial integrity

Arthur D. Little's policy is to spend company money and the money entrusted to the company by its clients, as prudently as possible. The company does not expect its employees to use their own money in the pursuit of company objectives and activities. Conversely, it does not expect to reimburse or assume personal expenses that employees should bear themselves.

Employees must use the company's money wisely by recording and documenting all expense charges accurately. It is the employee's obligation to ensure that information recorded in MOS meet the highest standards for accuracy and completeness. This policy applies to charges against both cases and overhead accounts. Employees must respect clients' money as they would their own, incurring only expenses that are appropriate for the work that is asked to be performed. Similarly, employees should use thrift in incurring overhead charges, such as ordering office supplies.

Financial integrity in reporting expenses is paramount, whether charging expenses to a client account or to an overhead account. Any violation of policy will lead to dismissal.

Employee policy and procedures

This Handbook is not designed to outline or encompass all HR policies and procedures. For full information on all other policies and procedures that relate to your employment or contract with Arthur D. Little in your specific location please speak with your Manager or local HR representative.

Our values

Our mission...

At Arthur D. Little we take pride in being the first management consultancy in the world. We strive to be the top management consulting firm linking strategy, technology and innovation to transform business.

Our ambition...

- Become the consultant of choice for our clients
- Become the thought leader who makes the difference
- Become the place to work

Our values...

There are seven values that are the constant and essential components of our identity and future success. These values are:

 01	Professionalism	 05	Practical and Thinking “Outside the box”
 02	Value-Driven	 06	Side by Side and Win-Win Creator
 03	Real Partnership and Enthusiasm	 07	Support employee development and growth
 04	Innovativeness		



Arthur D. Little

As Arthur D. Little, founded in 1886, is a global leader in management consultancy, linking strategy, innovation and technology with deep industry knowledge. We offer our clients sustainable solutions to their most complex business problems. Arthur D. Little has a collaborative client engagement style, exceptional people and a firm-wide commitment to quality and integrity. The firm has over 25 offices worldwide. Arthur D. Little is proud to serve many of the Fortune 100 companies globally, in addition to many other leading firms and public sector organizations. For further information please visit **www.adl.com**.

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