



# Executive Team Terms of Reference

## Function

To act as the key management team of the firm.

## Reporting line

To the Managing Partner only.

## Authority

In accordance with the Deed of Partnership, matters of management are within the power of the Managing Partner, who shall manage the affairs of the firm in accordance with its policy, and who may appoint a number of partners to assist him in the management of the firm, and the Managing Partner and those partners so appointed from the Executive Leadership Team.

The terms of reference and the composition of the Executive Leadership Team are determined by the Managing Partner from time to time.

## Appointment and Composition

The Managing Partner appoints the Executive Leadership Team for a period that is normally concurrent with, and may not exceed the period of appointment of the Managing Partner. The composition of the Executive Leadership Team is, under the Deed, a matter for the Managing Partner, but will normally comprise the Managing Partner, the Heads of Functions (Audit, Tax, Deal Advisory and Consulting); the Heads of Markets; the Head of Investment, Innovation and Technology; the Risk Management Partner; the Head of People and Operations and the Head of Finance and Administration as well as such other persons as the Managing Partner may decide (to ensure that the Executive Leadership Team contains appropriate representation and expertise from the business to perform its role effectively).



## Meetings and Communications

The Managing Partner shall convene and chair meetings of the Executive Leadership Team on a monthly basis. To assist the team in performing its role, the secretary to the Executive Leadership Team will circulate an agenda in advance and will circulate a note of the meetings to all team members following each meeting of the Executive Leadership Team.

The agenda and action points will also be circulated to all partners and the Executive Leadership Team will ensure that all key decisions and appropriate information are effectively communicated to all partners in functions and business units in a timely fashion.



## Responsibility

- The Executive Leadership Team is appointed by the Managing Partner and is not a standing team appointed by the partnership generally.
- While each member has his/her own defined responsibilities the Executive Leadership Team is a forum for:
  - reviewing and recommending to Policy Committee the overall business plan (one year and three year) of the firm;
  - ensuring that Policy Committee is updated on all significant policy matters and on progress in implementing the annual plan;
  - ensuring key activities in the business plan are implemented; reviewing the operating performance of the firm and discussing any actions that need to be taken as a result of such a review;
  - reviewing the operating performance of the firm and discussing any actions that need to be taken as a result of such a review;
- decisions on pan firm matters, including:
  - The appropriate clients and sectors in which investments should be made.
  - The appropriate service lines (new and existing) in which investment should be made
  - Other investment priorities
  - Marketing Support
  - Media and External Communications
  - Pricing (Major assignments, strategic proposals etc.)
  - Resourcing, Compensation, Training and other People matters including I&D matters
  - Cost Base
  - Firm-wide internal communications
  - Regional strategy
  - Technology strategy
- monitoring management of the firm's exposures and litigation on a routine basis and receiving reports on results of external and KPMG International inspection processes.