

**THE VISION IS REALITY
THE REALITY IS AWESOME
THE AWESOME IS WHAT WE DO**

**OUR 3 YEAR VISION
2022-2025**



COOPER PARRY

3 YEAR VISION

Tripled in size. 30 hr. week. Living our dreams

THE YEAR IS 2025 AND WE ARE:

More than 3X the size we were in early '22.

At £150m, the 12th largest firm in the UK & Top 10 in Ireland

- Offices in the East Midlands, Birmingham, London, Ireland, Manchester, Leeds and Bristol
- Outperforming the market, organic growth at 10%+
- Backed by Waterland Private Equity, we've completed acquisitions, adding £75m in revenues, taking us to £150m in UK&I. Europe is next
- And we have reduced our working week on average by 20%! A BETTER WAY OF WORKING

A BETTER WAY OF WORKING

- **We live & work a lot better**, having finally realised that **working long hours is not good for productivity, the environment, nor our mental health**. Nor is it a badge of honour or the way to get promoted
- During our trial in 2022 and 2023, led by our people, **we successfully found numerous ways to reduce disruption and distractions in the office, streamline processes and curtail unproductive activities**, *such as overlong and overstaffed meetings and unnecessary email chains*. We're no longer slaves to our in-box. We work in 'flow'. In the Zone. Laser focussed. But still find time to socialise and have fun. We found so many ways to be more efficient, that we were able to **maintain productivity levels from a shorter working week**
- Maintaining **100% of our productivity and outputs from 80% of the time**
- In doing so, we disrupted and **set new standards for the expected time anyone should work in the UK** and now work a maximum 30 hour week
- We did this **with no loss of pay. So 100% of the outputs, from 80% of the time, for 100% of the pay**
- **Flexibility and choice** was critical to the success of this - **we empowered individuals and teams to choose how and when they wanted to take the time back for themselves. Not restricting ourselves with set times or routines but enabling choice and flexibility across weeks and months**
- Our people talk enthusiastically about how 100-80-100 has changed their lives - resulting in **huge improvements in their well-being, mental health and quality of life**. They feel less stress, have greater job satisfaction and take far fewer days off sick
- **We each work 20% LESS than we did in 2022**. Giving us personal time. To rest. To grow. To live. To make life count

OUR CULTURE & PEOPLE

- We're famous for our culture, recognised as the best, having been named **Sunday Times Best Co. to work for in the UK**
- **Our people are outstanding** - the very best in our market - they feel valued and have crystal clear goals and roles and a well-defined career plan. **Their loyalty and dedication to CP and each other** is unmatched
- Our **100 partners** have increased revenue per partner from £1m to £1.5m. Our partner to employee ratio has increased from 1:10 to **1:12, with 1200 people**
- **15% (175+)** of our team (1200) is **variable**, as we dial up and down to meet the growth and seasonality in our business (particularly in audit)
- We have **6 generations working in our business**. 75% of our team are Millennial / Gen Z
- We've embraced **working anywhere, anytime** with some of our team spread across the world
- We **strive for diversity** - *"As long as our people share our values, the more diverse the background, the better"*
- Our culture and brand acts as a magnet to the very best talent in the UKI - **there is a queue of people banging on the door and wanting to join us**. Gen AA have just started to approach us for work experience and an early route into CP
- The **majority of our hires come from referrals** from other CP'ers - our people are proud to be at CP, **and are the happiest, most engaged in our profession**. Our weekly 'how's it going?' scores are their highest ever at over 9/10
- Our **values are sacrosanct. We take our interview process very seriously**. Cultural fit is central. We only hire the very best people - and act fast where we get it wrong. **'Hiring slow, firing fast'**. Our people call it out if someone isn't pulling their weight or living our values. When we do let someone go, we do it in a humane and fair way, often helping them find another job
- Candidates **rave about our hiring process** – even those that are not successful!
- For those that join us, their **onboarding** is one of the best experiences of their lives. They go home raving to their friends and families about life at CP - they land and ramp fast.
- Everyone is in a role that they love and **plays to their strengths**. Our **people feel appreciated and are truly able to be themselves at CP**
- We have the **Worlds' Best Managers**, all in the top 1% worldwide (Gallup). All are amazing coaches, who trust, empower and enable our people, through **light touch management**. Our Stellar Manager program is lauded and taught to others
- There's an incredible **'bench' of talent**, with strong succession throughout the business. We promote from within and hire strategically to deepen and broaden our specialisms
- We're **developing and building the next generation of leaders and entrepreneurs** through our award-winning **CP leadership program**. Some CP'ers have gone on to great things outside of CP: as CEOs, entrepreneurs and founders of their own businesses. We applaud and celebrate them on our 'Hall of fame'

- We're truly **'in it together'** - **there's no politics, silos or turf wars** - just everyone pulling together for the common good. It's fun at CP. There are **frequent parties to celebrate business victories**. Celebrating every win, big or small. **Although we're bigger, we still feel like a family**
- Our **pay is competitive** and fully recognises differentials in performance - rewarding our best. But pay is not why people join, nor stay. They stay because **working at CP helps them achieve all they desire in life**. We've connected work to our people's dreams
- We have a **dedicated person who focusses on the internal health, wellbeing and personal dreams** of our people, a cross between a life coach and a financial adviser - our very own 'dream manager'. We're helping employees **imagine a fulfilled future, creating their 'dream lists'** and helping them cross off items too
- **It's rare that someone chooses to leave CP**. But if they do, we wish them well and they join a **thriving and active Alumni - 'CP Forever'**. When someone leaves CP, it's not the end of their journey with us. They remain part of the tribe. Once a CP'er, always a CP'er. Our **Glassdoor score** is the highest in our profession at 4.9

OUR WORKPLACES

- We have **super cool offices** throughout the UK&I, with **city centre based 'hubs'** around the country. The first of these in Chamberlain Square at the heart of Birmingham is smashing it
- **Our spaces have a real vibe and energy that grabs you as soon as you walk through the door**. Our HQ is Sky View. It's special. Electric. People are buzzing, smiling, and moving about at a pace. London is similar, it's growing fast and catching up, with over 300 incredible people now
- We have fully embraced **hybrid working** but our people crave social interaction and come together in our offices every couple of days
- Our clients love visiting our HQ. **We tour people around our space every day**. They travel to see it at first hand and how we've created the business and culture it is

OUR GROWTH

- Outperforming our market - we've been the **fastest growing firm in the country** for each of the last 3 years - **growing organically** at 10% each year, with strategic PE backed acquisitions taking us to £150m turnover

ORGANIC

- We've grown the business strongly, by focussing on **high growth, high margin markets, where we can compete and win**. We only do something if we can truly be the best. Where we can't be the best, we either stop doing it or partner with the best
- We've **fully centralised our lead generation** across the whole business - into one team. Every opportunity is tracked on CRM and we're now winning 200 new full service clients every year. Our lead generation is a phenomenal well-oiled machine, creating opportunities for all parts of the firm - fully joined up across the business. We are killing our competition. In pitch, we are feared. No one beats us

- We've stayed true to what we're good at, **laser focussed, playing to our strengths**, aiming to dominate all that we do. We've 'doubled down' in our core markets, **optimising our sales process** and improving our pitch conversion ratio from 66% to 75%. Our sales process has shortened and the **average time to close from first contact is less than 6 months**
- We're **more 'expert'** in all that we do (moving from **generalists to specialists**) having hired talented individuals and teams to deepen our specialisms and niches throughout the business. **All our partners have 'specialised' and are an 'expert' at something**
- Our RPs are equally comfortable talking to clients about **people and culture, vision and strategy, sales and growth, as they are about profit improvement, or audit and tax**. We really understand our clients. We do deep discovery sessions with every new client and annual re-discovery sessions thereafter
- All our partners are **very comfortable sharing the change journey that CP** has been on and relating any aspect of that narrative to a client's business, goals and challenges
- We **lead with sector**. Our clients choose us because we get them and their market and can bring an expertise, empathy, understanding and insight that our competitors can't
- Our **consulting to compliance** balance has massively shifted as we've become more 'expert', further increasing our margins

OUR CLIENTS

- We have an **incredible client base** - the envy of our competitors - **hugely entrepreneurial, fast growing and exciting to work with**. They repeatedly say we make their life simpler, challenge them, inspire them, and only wish they'd worked with CP sooner. They see us as a true partner in the success of their business and lives
- **Our clients are now UK&I wide** – geographic allocation is no longer a barrier for us
- Our **clients choose us, because we're just like them** - they get us and like us - and we get them and like them - 'entrepreneurs for entrepreneurs'
- We **only work with clients who 'fit' and value us** - as we value them. We have upped our 'client bar', and have none below it
- The clients we do choose, love us. They're 'raving fans' and happily introduce us to their friends and contacts, without us asking. Our CX is special, with our **NPS not only the best in our market, but the best in the country**. Clients don't look elsewhere for something that we could do - and rarely leave us
- Our clients in general, are **larger, and more complex** than in 2022. There is also a much greater **breadth across the life cycle** of businesses with a high volume of **early stage / scale up businesses and a higher # of PE backed / AIM clients**. We are well known to the PE market and have strong relationships with key players
- We don't work with fully listed businesses outside of our sector focussed consulting teams. Similarly, it's rare for us to work with complete Start Ups (other than where there is a previous track record of success)

OUR MARKETS

- We **dominate the Midlands, Manchester & Irish mid-markets and are No.1 in the London Tech market** (everyone wants to be profiled on our 'CP Tech 100' list)
- We **lead with sector** - being serious players in Retail, E-Commerce, Sports & Media, Property, Food & Drink, and Manufacturing
- Our total **audit business is £50m**. Our audits are completed a minimum 75%+ remotely, with many completely remote, enabling us to win and deliver work anywhere in the UK. We've broken the institutional Mon - Friday audit cycle and our seasonal peaks are covered via a variable workforce. Operationally we've reduced the time & cost to complete our audits by 30%
- Our niche of **Service Charge, Not For Profit and Pension Scheme audit** are all No.1 in the UK
- **Outsourcing** has spun out of audit. It is now a stand-alone business doing £10m
- Our 100 strong **Tech & High Growth team are No.1 in the Tech Scaleup and Venture Capital Market**, with teams in London, Manchester & Dublin. Revenues are £10m with 200 active clients and a win run rate of 50 new clients a year. Our funding team is doing 10 deals a year with an average deal size of £100k
- **Our deals team is doing £15m in revenues:**
 - Our **M&A Biz is £9m**, with 6 lead advisors. All our deals are self-generated, 70% coming from our Deal Origination team. We are **fully sector led**, across 3 sectors: Healthcare, Tech and Business Services. Our deals are split 1/3 entrepreneurial sell side, 1/3 PE portfolio sell side & 1/3 PE buy side. Average deal size has increased to £350k+
 - Our **Transaction Tax team** is now the leading regional Transaction Tax practice for entrepreneurial mid-market businesses, having advised on £3bn worth of deals and grown the business to £3m. The team are now regularly winning PE buy-side work from their chosen PE houses, complementing their strong sell side credentials.
 - We've built our **transaction support** revenues to £3m, having doubled in size year on year, again doing more PE buy side
- **R&D is now £10m**, a stand alone business unit, having grown strongly outside our client base & on the back of our M&A activity
- **Tax is now £30m in total:**
 - **Business tax is £20m**. We have a slick, efficient, compliance service. We are famous for our ability to deliver complex tax consulting projects in the entrepreneurial space. We have a strong international tax proposition
 - **Tax consulting is £5m**, comprising VAT, CA's & employment tax
 - Our **private client offering** has moved upstream and is now a £5m business. Tax return preparation is largely automated with advisory fees / compliance leverage 2:1. We have a growing niche in Sports and Media. Our personal tax and Wealth teams work closely together
- Our **Wealth Management** business has £2bn of AUM and 1000+ clients. **Revenue is £20m, with a contribution of £10m, having completed a number of acquisitions**. 30% of CP clients are also Wealth clients and all our partners are clients of Wealth. We've developed our proposition to compete with and beat the private banks in the £5m+ space. Technology has been a key driver to improved operational efficiencies and client experience. This has also allowed us to develop a new light-touch offering for clients with less than £0.5m. We have deeper specialisms in Entrepreneurs, Execs and Professionals.

- **Internationally** – we are able to look after all our clients International needs, wherever they are across the world
- Outside Europe, we have built our own **global community** of high quality, entrepreneurial, collaborative, like minded firms. We're connected digitally, tracking all work flows, sharing people and ideas and have annual inbound fees of £2m+
- **HUB CP is the UK's best known 'network' for entrepreneurs.** We celebrate and bring together the most rebellious and entrepreneurial minds of our day. We've now **shared the stories of over 150 entrepreneurs.** Our speakers club is a 'Who's Who' of the very best. They're all CP advocates. And most of them are now clients. HUB CP **generates £2m of new fees every year.** We have **1,000 members** signed up and actively engaged within the community and our **Entrepreneur of the Year award rivals EY's**
- We're helping clients with new and emerging challenges, such as **Culture, workforce shaping, Hybrid working, data analytics, changing work space, diversity Digital Ways of Working and Sustainability - and we have a strong & growing 'interim FD' business. We walk the walk, and lead in all these areas**

BRAND

- Everyone knows who we are. The **challenger brand**
- **The 'Rebels of accountancy'. The 'Noisy neighbours'. The 'Cool kids at the back of the class who don't give a f*ck'.**
- There's a **fusion between our culture and our brand.** Our culture is our brand! It's who we are. And our industry defining client experience mirrors our award-winning employee experience 100% (CX=EX).
- There is **creativity and exuberance through our brand.** It's Fun. Super cool. Edgy. Relevant. Our TOV is ballsy, human and candid. We get off the fence, we have a voice, an opinion and we share it
- Award winning. It's **Iconic.** The most talked about brand in our profession.

DIGITAL

- Digital for CP isn't just about Tech, it's about **making digital human**, putting people and clients at the heart of our digital differentiation
- We're **pioneers in digital culture and digital CX.** Underpinned by the **best end-to-end system**, which gives us strong foundations for scaling and the **360 degree data** visibility across our business
- We lead the way in **digital marketing**, preferring to compare ourselves to digital natives. **Our website has impact. It's memorable. It's different. It's content-rich. It brings to life who we are and what we stand for.** It's easy to navigate and interact with, and has depth of insight, in sectors and specialisms
- Our web and digital presence supports our growth through lead generation via brand awareness and credibility. We continually **innovate with emerging platforms** and formats to reach our target market, and the next generation.

DATA DRIVEN

- Our data runs deep across the whole business. It's **accurate and timely**. **Easy to access** with powerful **insight**. Looking forwards with **leading indicators** as well as backwards at historics.
- Our **forecasting, short and long term, is super accurate**
- Whilst we still make decisions using our gut and business acumen **we utilise facts and data** to help us get it right

OUR PROFITABILITY

- We make a lot of money. Which enables us to **keep investing in our business** and attracting the very best talent
- We have **consistent earnings growth** year on year

OUR COMMITMENT TO THE COMMUNITY

- Two dedicated team members are making our commitment to community a wild success. One specialises in external efforts like **charitable support and giving back**; the other on our **sustainability program and the impact we are making on the world**
- **CP Giving** is unmatched. We're known for being extremely generous, with both financial support and active involvement. Everybody who 'opts in' to the 4 day work week gives one of their gifted days off to charity every 6 months. They choose what they would like to support, we only specify that they volunteer in some way. Each employee at CP donating their time 2 days a year adds up to 1000 days of socially good activity annually
- We are a key partner of **'Fair Chance Foundation'** helping pupils from the most disadvantaged and deprived areas access game changing learning and courses from some of the leading schools in the country - creating more equitable opportunities for younger people. **CP's Financial education program's** far reaching into schools and adult community groups in the Midlands, giving those with little financial literacy the opportunity to have a more positive relationship with money
- **Making a difference in the world's** more important to us than ever. We balance purpose and profit. We're **B Corp certified** and on our journey to **Net Zero carbon by 2030** - having reduced our emissions by 50%

We've stayed true to our 'why' - continuing to Disrupt. Lead. And Make Life Count

Tripled in size. More time and freedom. Living our dreams

Curious for more? Take a read of A REBEL'S TALE

It's a canter then a gallop through our journey from Queen Vic to #1.

