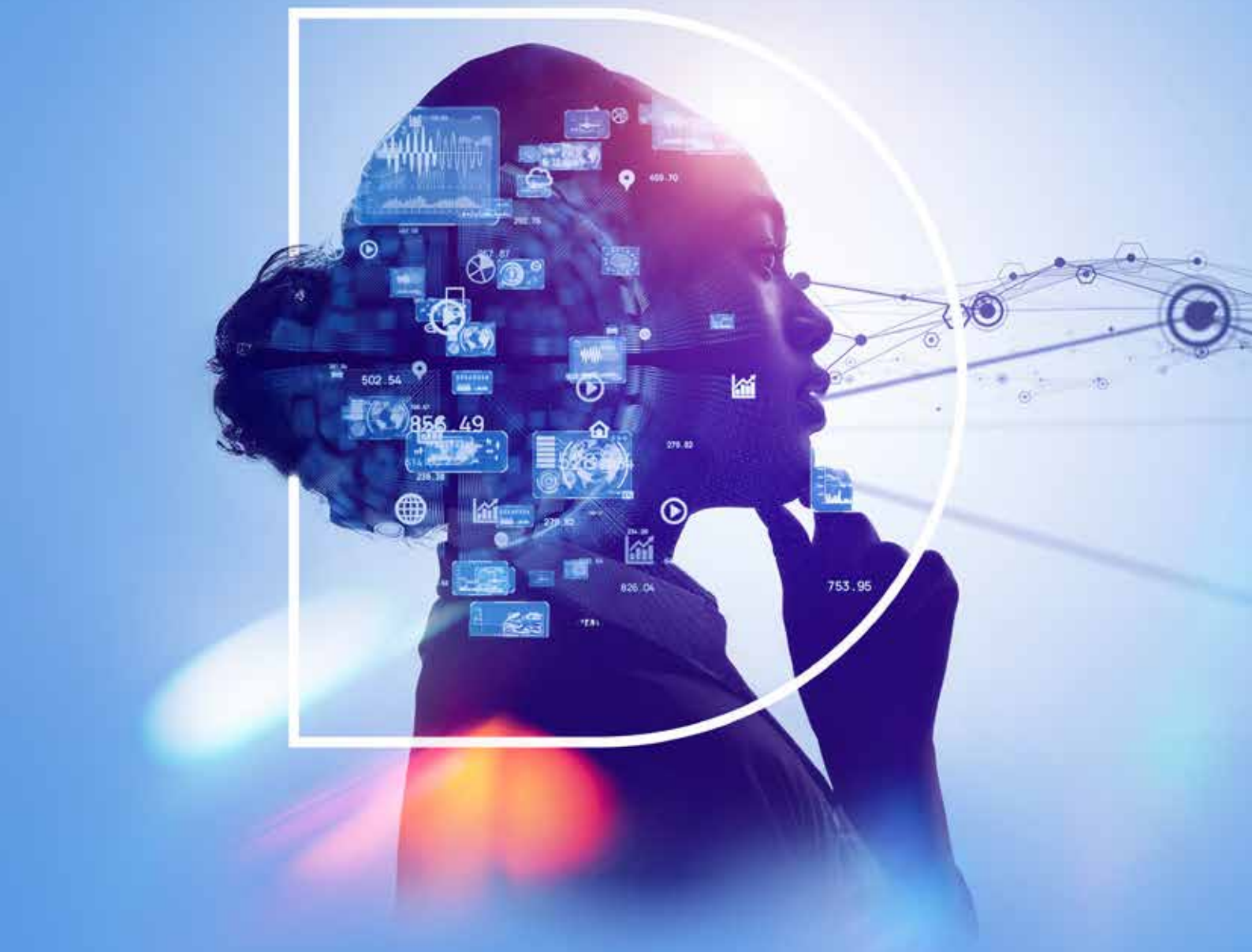
BAE Systems Digital Intelligence
Consulting Excellence

MCA CONSULTING EXCELLENCE



Digital Intelligence

BAE SYSTEMS

Section I Who we are

BAE Systems Digital Intelligence is home to more than 4,700 digital, data, cyber and intelligence experts across 16 countries. As the digital hub of BAE Systems, we operate at the cutting edge of digital innovation and at the heart of organisations that keep vital infrastructure running, national security protected and armed forces prepared. Launched in 2022, our technologies and capabilities empower customers to detect risks and emerging threats, decide on the right course of action and deploy timely responses.

MCA CONSULTING EXCELLENCE

BAE Systems Digital Intelligence is proud to champion the Management Consultancies Association's (MCA) Consulting Excellence initiative and support its objective of improving the quality of every consulting engagement.

What does it mean for you?

For us, adhering to the MCA framework is about more than just compliance; it means being customer-obsessed and empowering our people to provide the best experience and outcome possible.

Our core values of **'Trusted, Innovative and Bold'** chime with the MCA's desire for excellence. We're an organisation of principle that takes pride in our professionalism and integrity.

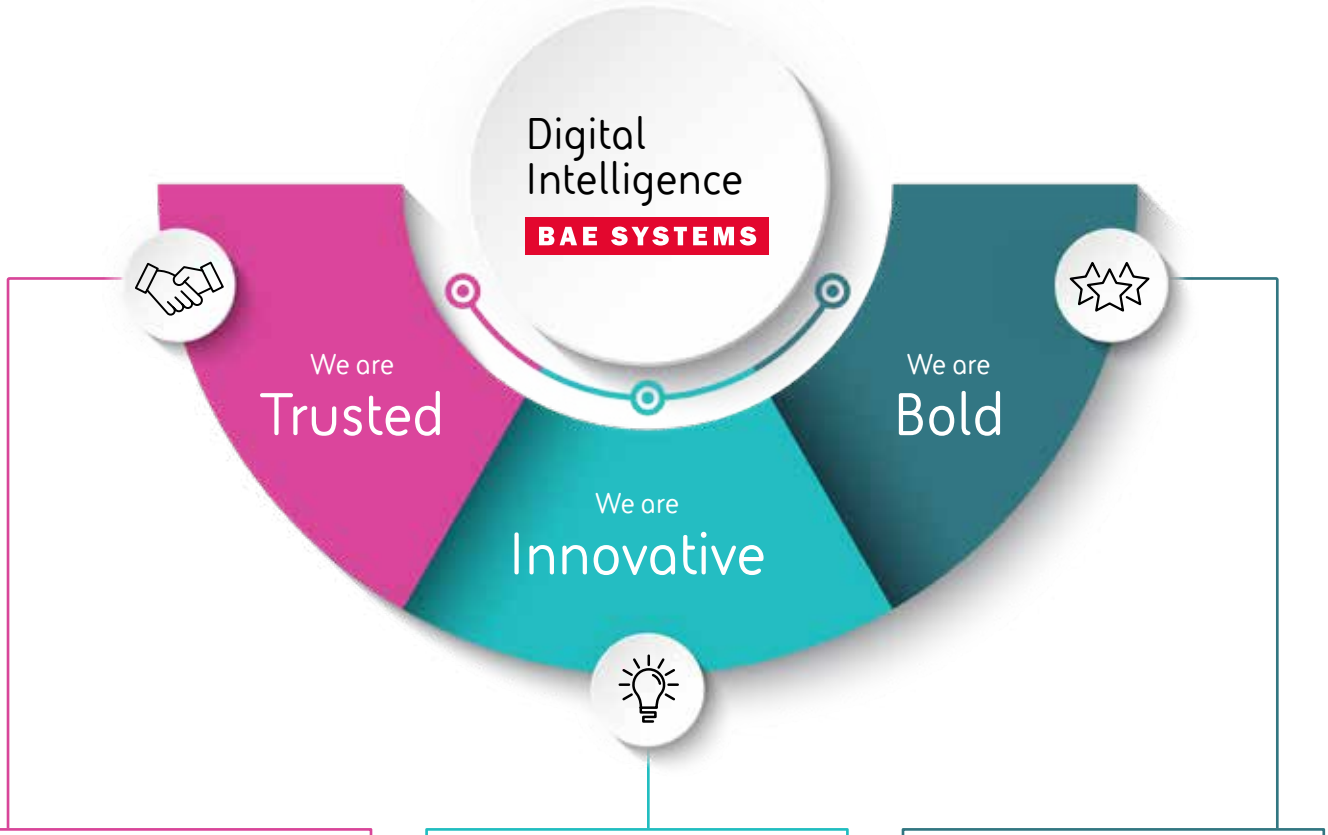
Creating an environment within which our outstanding people can thrive and achieve their potential enables them to be utterly focused on the success of our clients and refuse to settle for 'good'. We strive for 'excellent', each and every time.

Our commitment

We work by being a trusted partner to our customers, by constantly innovating to provide them with a competitive edge, by operating ethically and acting with integrity and respect.

We are open and transparent in everything we do, striving to be diverse and inclusive. What's more, we never stop challenging ourselves to take more risks, act faster and embrace change to deliver our strategy. This benefits our clients and people.

The commitment we make to our customers is guided by our values, understanding that it's not just what we do, but how we do it, that underpins our success.



We are a trusted partner

- Absolutely everyone involved matters
- We deliver on our commitments
- We are honest and take responsibility
- We are focused on delivering our clients' missions
- Our integrity is paramount

We are a innovative partner

- We create leading-edge solutions
- We value curiosity and imagination
- We empower our teams to do the best work possible
- We share our knowledge and experience with colleagues unconditionally

We are a bold partner

- We constructively challenge and take the initiative
- We operate with tenacity and resolve
- We accept challenges and manage risks
- We set stretch goals

These values are also underpinned by our Code of Conduct, which describes our culture and sets out the high standards we expect from our employees in everything they do – whatever their role and wherever they operate.

Our ethical approach is demonstrated by policies covering diversity and inclusion, data privacy, employee support, conflicts of interest, the environment and communities. We also run annual Business Integrity training for all our employees, with an evolving focus enabling colleagues to talk through different ethical scenarios and have open discussions about how we can support each other. In this guide, we will show you what you can expect when working with us and how we invest in our people to deliver consulting excellence every time.

> Through our outstanding people and capabilities, we put our customers at the centre of everything we do

Section 2

How do we provide the best service possible?

"Our drive for excellence is relentless. We seek to put the customer at the centre of everything we do; their mission is our mission. This mission alignment and focus, born out of our defence heritage, gives us a unique perspective.

Our culture, tools, methods, knowledge and tradecraft are the backdrop for a continuous drive for quality, consistency and excellence in all that we do. Our people are our business; it is imperative we create the environment where they can achieve their potential.

We seek to continuously improve and enhance this environment through feedback, transparency and integrity."

Andy Lethbridge
Global Consulting Director

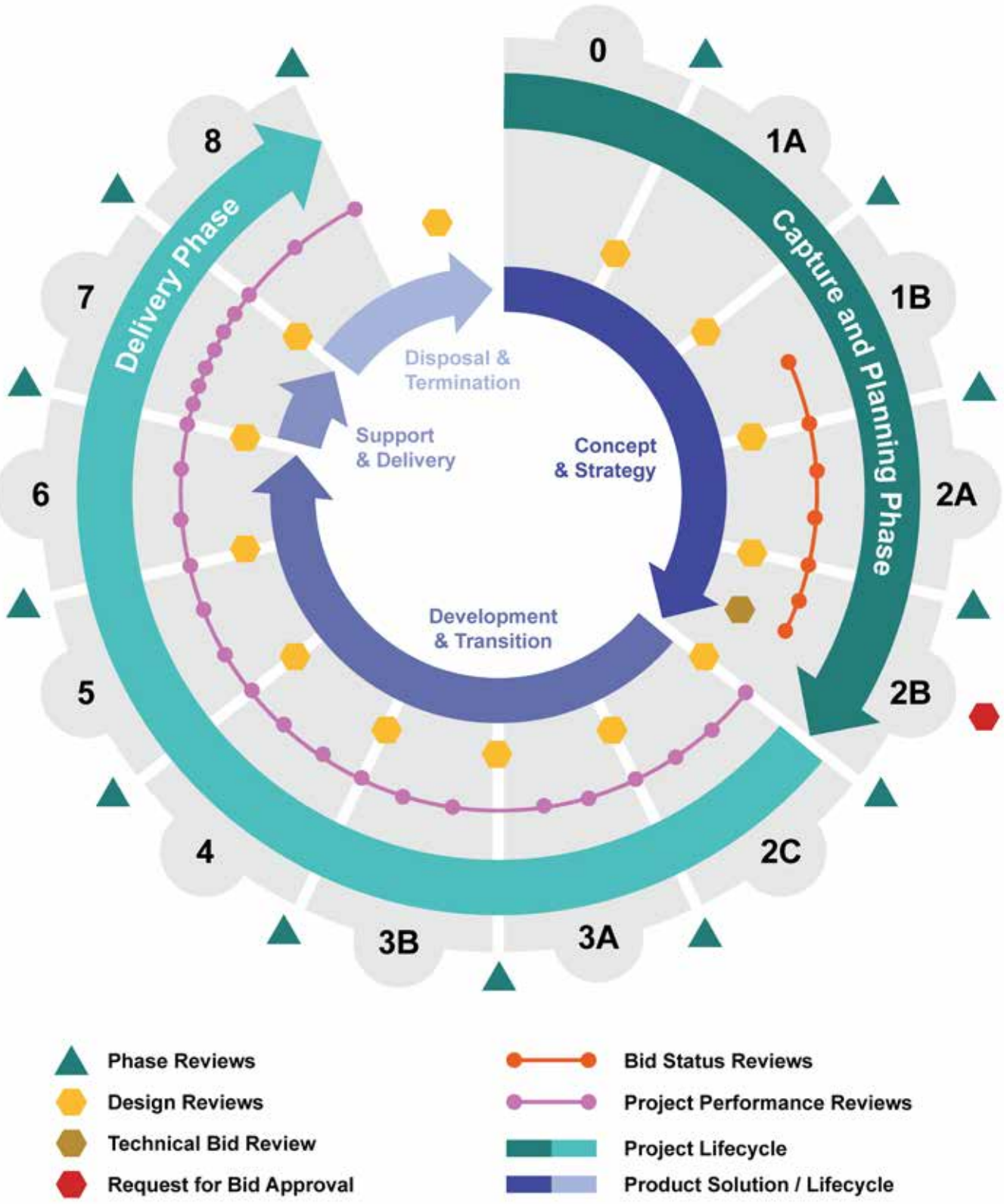
We take a simple approach to delivering the highest levels of service to our clients. We hire the right people, with the right skills in the right roles, and support them with an organisational structure and working methodologies that allow them to stay close to the needs of our customers. The best people combined with the best processes, methodologies, frameworks and accelerators; it's a basic principal that has an immense effect. When joining BAE Systems Digital Intelligence, each of our consultants is assigned to a role based on their experience and area of specialism.

But it doesn't stop there. We believe that learning is continuous and there are always opportunities to expand on our knowledge and experience. That's why we invest in growth by providing training and development opportunities that help our consultants develop their subject matter specialism and industry expertise. The industries we work in don't stand still, so why would we?

How we work

For us, working with clients is all about being consistent and robust, yet flexible. Our unique delivery and assurance framework ensures that all projects are managed to consistently high standards, while giving the customer choice over delivery methods and commercial models. This allows us to organise delivery and account teams around the customer and make sure their perspective is understood and central to the way we work. We see our work with clients as a partnership; we want them to feel like we're an extension of their team that brings new expertise, experience and thinking.

Our lifecycle management approach



Our Lifecycle Management (LCM) approach includes a series of defined guidance and checkpoints, which act as the focal points for interactions between the delivery and account management teams. By having set points, we ensure we consistently hit deadlines. The LCM also determines assurance and oversight activities at each stage of a project to help teams make the right decisions at the right time, providing the right levels of senior experience and expert input to exceed client expectations. From start to finish, our project managers take responsibility for client satisfaction, client communications and the timely delivery of successful projects. Meanwhile, our account managers guide the project within the context of the long-term client relationship.

We employ the most appropriate delivery method for each project and client, choosing from Unified Process (UP), Scrum or Waterfall. Regardless of the specific delivery method, our delivery team will follow the same set of principles for software and product delivery:

- **Prioritise** the parts of the solution that are deemed high risk or contain areas of uncertainty
- **Build** thin, vertical slices to prove the design of complex systems and then develop the breadth over following iterations
- **Engage** with end users as early as possible and use their experience to drive the process and assure acceptable releases
- **Employ** metrification to make progress reporting clear and enable better understanding of the impacts of change and uncertainty
- **Test** for quality, correctness and consistency throughout the project

By following the journey in the framework, you'll see how we consider every point, meaning a robust plan that puts our clients' minds at ease and allows them to see what will happen and when as we work towards a successful end goal.

Measuring success

Our business hinges on the success of our customers. So how do we measure that success?

At BAE Systems Digital Intelligence, we're all about listening. We want to hear about where we can improve just as much as where we've surpassed expectations. We want to examine the nuts and bolts to fully understand each part of every project. It's why we operate an independent customer satisfaction process (CSAT) for our consulting work, there to gather feedback from our clients.

We refuse to be complacent. We use the results of CSAT to identify specific areas for improvement to constantly better ourselves and the value of our work. Internally, we treat this as the most accurate measurement of our effectiveness and review it at an executive board level. It's serious, imperative business.

Section 3

How do we bring out the best in people?

"Diversity, Equity and Inclusion (DE&I) can be managed as a business problem like any other. That means reviewing the key areas, identifying the problem, developing a solution and then implementing it. It's essential during this process to engage closely with employees at all levels to ensure the scale of the problem is fully understood and the solution is fit-for-purpose.

Once developed, it should be evaluated repeatedly to allow for adjustments to fix any deficiencies. When you create a workplace that puts continuous understanding and improvement at the heart of its DE&I plan, you set the foundation necessary to provide a culture of inclusion and belonging.

If you can achieve that, you will offer endless opportunities for greatness and success for your people."

Karen Hancock
VP of People

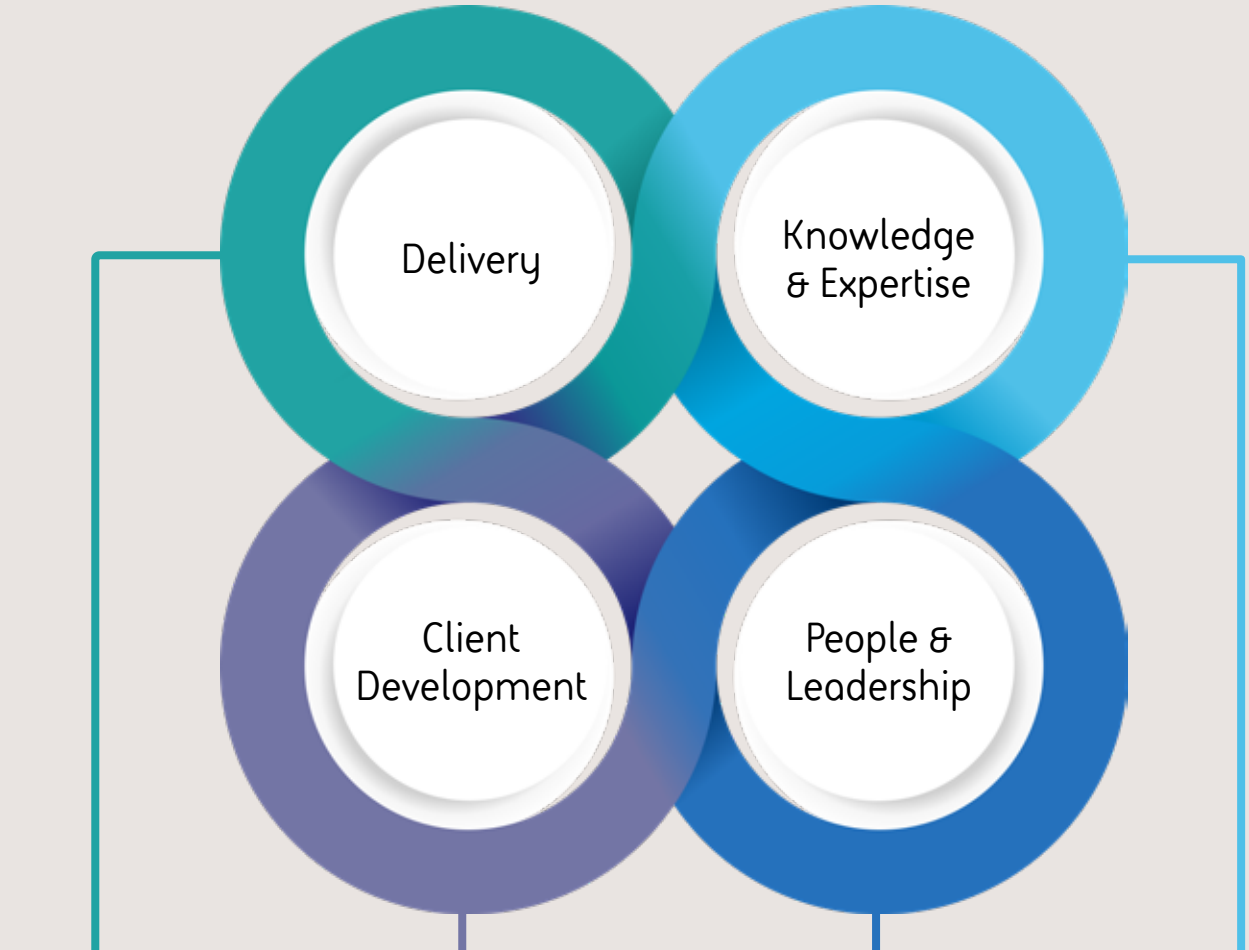
We can only exceed customer expectations and deliver consulting excellence if we have the people to do so. We know that we're only as strong as our people, which is why we choose our consultants carefully and continually invest in their professional growth. We also recognise that a diverse workforce brings different backgrounds, experiences and ideas, and an inclusive environment means everyone feels comfortable bringing their own diversity of thought to the table.

We know that this is critical to the future success of our business, so our commitment to diversity and inclusion isn't just a case of box-ticking. We refuse to stop here and will continue to focus on this vital commitment.

Career development

Given that we're only as strong as our people, we have developed a competency model to help support performance and career development. This framework enables our people to make informed decisions about their strengths, development areas and the type of work and roles that will enable them to build their career successfully. It also reflects our values and culture by placing additional emphasis on knowledge sharing, ethics and relationship building. The framework covers:

Personal effectiveness and leadership competencies



Demonstrated by:

- Delivery effectiveness
- Effective teamwork and communications
- Strategy, analysis and context

Demonstrated by:

- Capability development and thought leadership
- Intellectual curiosity and flexibility
- Increase collective knowledge

Demonstrated by:

- Client relationship development
- Business growth
- Business awareness

Demonstrated by:

- Leading self
- Leading others
- Ethics and social value

Having a common set of competencies across our consulting team is essential to ensure that we're clear and consistent about the behaviours and skills that are expected of our people. However, it's important to note that consulting involves a broad group of people who do very different things. Therefore, this model has built-in flexibility to allow people to specialise in different quadrants or competency groups. Our consultants don't have to demonstrate each and every competency to progress in their careers; instead, we look for people who consistently demonstrate strength areas at a high level.

This flexibility has led to an increase in self-assessment and independence from our consultants. We encourage them to consider how they develop, progress through a grade and how their level of competency will change. Starting at an entry level, all the way through to consistently demonstrating that you are competent in that area. Our 'Consulting Skills' and 'Competencies Framework' provide granular and specific career level guidance for what a consultant needs to know and be able to do. Consultants use this tool as a way of assessing their ability and identifying areas for development in support of their personal progression.

There are opportunities for our people to develop skills and competencies internally through involvement in the work of their discipline. This allows our people to focus on a range of specialisms, be it leadership and management or subject matter expertise. It's a case-by-case process that puts the employee at the centre of the decision-making and maintains a focus on building cohorts of excellent managers, industry-respected expert practitioners and subject matter experts. We are a people and knowledge business, and we invest equally in both to have the propositions and expertise our customers seek.

Our learning and development frameworks are combined into a continual professional development map that provides our people with clarity on the development journey they will undertake as they grow with us. This sets out the skills and knowledge that they will develop and the different learning interventions available to them – including clear links into chartership such as Chartered Management Consultant.

Continuous learning and development

Learning, both on and off the job, is a key way for our employees to grow and develop. Our skills-based disciplines are responsible for developing internal training courses on core subject areas, and these are delivered through a variety of mechanisms such as self-serve online, online classroom, one-to-one coaching and classroom-based educational programmes. What's more, our consultants have access to thousands of written and audio-visual learning courses on our e-learning portal. All of this training is based around specific case studies, the idea being that learnings can be applied to multiple situations.

We also develop and deliver a series of specialist intensive academies over four to six weeks, tailored to teach cutting-edge skills to new industry entrants, as well as cross-train those coming in from other areas of work.

Furthermore, we provide training that ensures we conduct ourselves to the highest ethical standards.

Section 4

How do we help our people do the right thing?

"Being a responsible business is about doing the right thing – legally and ethically – in a way that continually earns us the trust of all our stakeholders. This is absolutely fundamental to everything we do, particularly given the sensitive nature of the work with which we are entrusted by our clients and considering our vital role in helping to defend national security and prosperity to our national clients"

Charles Woodburn
Chief Executive

The culture of ethical behaviour we constantly work to embed is about being part of an organisation where we know what is expected of us. We work to ensure everyone feels guided and supported to make responsible decisions, and our Code of Conduct defines the standards and behaviours we aspire to every day. BAE Systems Digital Intelligence is committed to a culture where individuals can speak up confidently if they have questions or concerns. The establishment of our 'Employee Voice Forum' is testament to this desire for open dialogue throughout the organisation. This is a culture that underpins our company values. This is a culture we are proud of. Through this, we continue to deliver the high standards of business conduct that our customers, shareholders, partners and colleagues expect of us – and deserve.

Avoiding conflicts of interest

As part of a large and highly successful international group of companies that operates across many business sectors, our employees could potentially face conflicts of interest. Due to the risk to our corporate reputation posed by a conflict of interest, or the perception of one, conflict of interest has a dedicated section in our Code of Conduct document. Employees can also take advice from their manager or the corporate Legal department, HR department or local Ethics Officer. This supportive culture is important – we never want any employee to feel unsupported or isolated in their decisions.

Empowering communities

Outside of our day job, we're committed to making a positive social and economic contribution to the communities in which our staff work and live. We contribute to charities and good causes through sponsorship and donations, focusing on organisations that support our customers: the Armed Forces and their families and educational groups, including those encouraging young people within the fields of science, technology, engineering and maths (STEM).

Sustainability

We're also committed to reducing our environmental impact. Our target is to achieve net zero greenhouse gas emissions across our operations (Scope 1 and 2) by 2030, and within our value chain (Scope 3) by 2050. Staff are encouraged to consider the effects of what they do and we help every employee to lessen the environmental footprint of the company through simple but practical activities.

Section 5

Why does all of this matter?

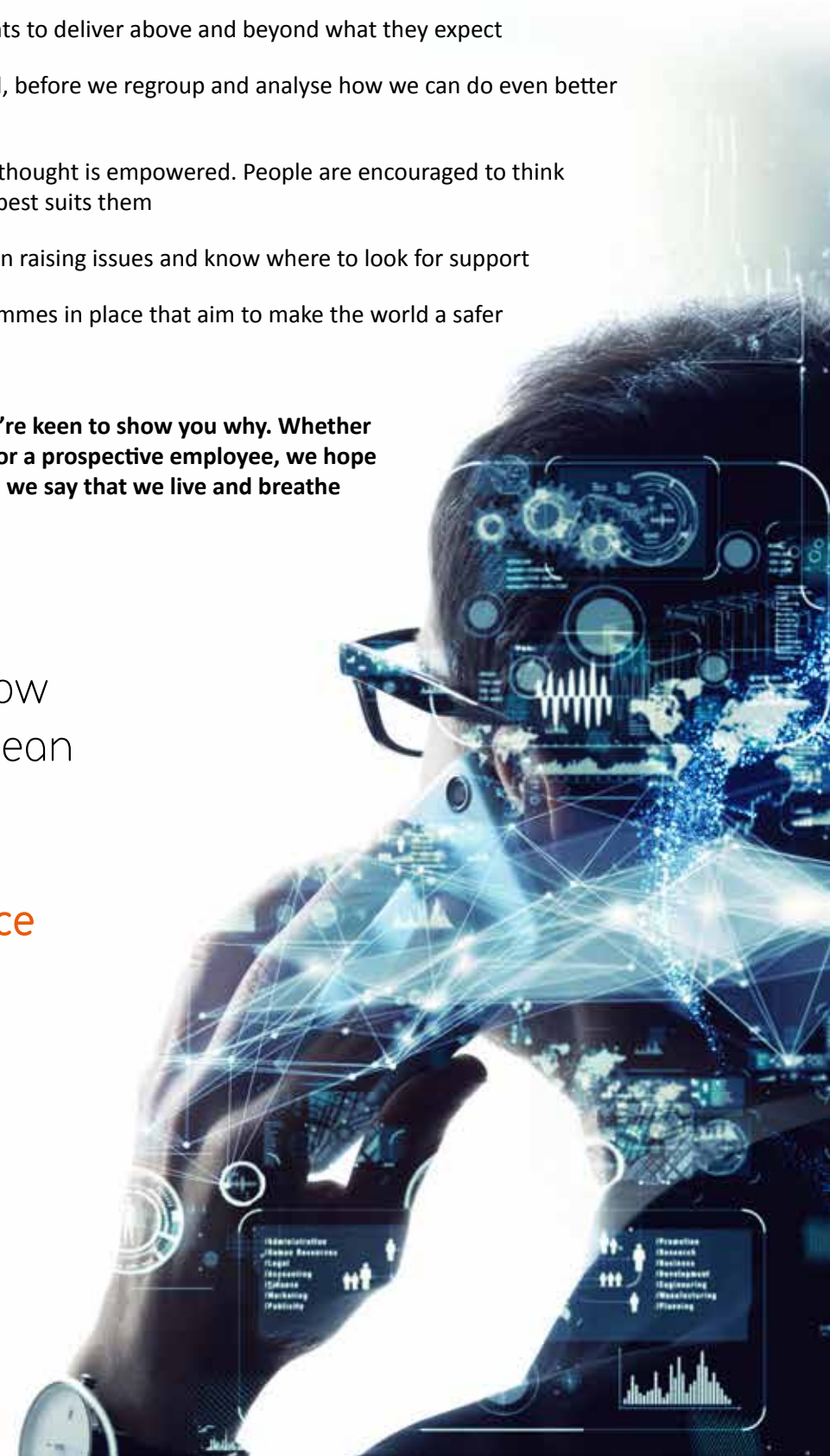
Consulting excellence is standard here at BAE Systems Digital Intelligence, and we appreciate that the bar is constantly being raised. It is why our drive for excellence is relentless.

Consulting excellence means a lot to us.

- It means that we work closely with clients to deliver above and beyond what they expect
- It means customer success is celebrated, before we regroup and analyse how we can do even better next time
- It means that our collective diversity of thought is empowered. People are encouraged to think differently and develop in the way that best suits them
- It means that our people are confident in raising issues and know where to look for support
- It means we have processes and programmes in place that aim to make the world a safer and more secure place for everyone

We're really proud of our company and we're keen to show you why. Whether you're a company looking to work with us or a prospective employee, we hope we can show you just what we mean when we say that we live and breathe consulting excellence.

> We hope we can show you just what we mean when we say that **we live and breathe consulting excellence**



Digital Intelligence

BAE SYSTEMS

We are Digital Intelligence

Digital Intelligence is home to over 4,700 digital, cyber and intelligence experts across 16 countries. We operate at the cutting edge of digital innovation and at the heart of organisations that keep vital infrastructure running, national security protected and armed forces prepared.

Our teams provide advanced digital capability, products and solutions that weave together digital threads of data so that customers get the vital insight they need – from the fine detail to the bigger picture, providing the power of perspective to confidently make the critical decisions that keep our societies safe and able to thrive.

Digital Intelligence is part of BAE Systems and has a rich heritage in helping to defend nations and businesses around the world from advanced threats. Whether on land, in the air, at sea, in space or cyberspace, we're your digital mission partner, with you every step of the journey.

BAE Systems Digital Intelligence
Surrey Research Park
Guildford
Surrey GU2 7RQ
United Kingdom
T: +44 (0) 1483 816000

BAE Systems Digital Intelligence
Level 2
14 Childers St
Canberra
ACT 2601
Australia
T: +61 (0) 2 9053 9330

BAE Systems Digital Intelligence
Malta Office Park
ul. Abpa A. Baraniaka 88
Poznan
61-131
Poland
T: +44 (0) 330 158 3627

BAE Systems Digital Intelligence
Level 28, Menara Binjai
2 Jalan Binjai
Kuala Lumpur
50450
Malaysia
T: +60 327 309 390

E: learn@baesystems.com
W: baesystems.com/digital

linkedin.com/company/baesystemsdigital
@BAESystemsDigi

Copyright © BAE Systems plc 2026. All rights reserved.

BAE SYSTEMS, the BAE SYSTEMS Logo and the product names referenced herein are trademarks of BAE Systems plc.

BAE Systems Applied Intelligence Limited registered in England & Wales (No.1337451) with its registered office at Surrey Research Park, Guildford, England, GU2 7RQ.

No part of this document may be copied, reproduced, adapted or redistributed in any form or by any means without the express prior written consent of BAE Systems Applied Intelligence.

Digital Intelligence

BAE SYSTEMS