



# MCA Consulting Excellence

Our Commitment

**MCA**  
A POSITIVE FORCE  
FOR THE ECONOMY

# About BMT

BMT provides technical expertise and consultancy. We offer an array of design solutions, including, asset management, programme delivery and technology services to customers in the defence, security, energy and infrastructure markets. Our team tackle the most complex engineering and programme challenges, blending capabilities from the entire spectrum of engineering and management consultancy disciplines to deliver enduring and value-adding benefits. We can adopt agile practices to rapidly tailor solutions to meet customers' needs.

From working with the Royal Navy and the Metropolitan Police on business transformation to supporting wider government security and digital transformation capabilities - whatever the project, **we are driven by a commitment to a safer, more efficient, effective and sustainable future** by optimising assets, improving people and business performance and, increasing efficiency.

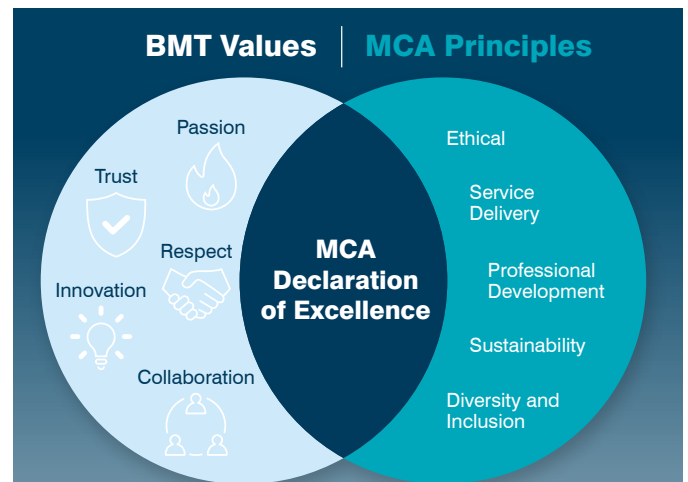
With an established track record of industry experience and a firm commitment to research and innovation, **we solve the problems of today and shape the ideas of tomorrow**. If you are seeking clarity from complexity, we are here to help.

We are a trusted partner to our customers. The people they know they can rely on to help with their most complex and challenging problems. As BMT grows, we are taking on bigger projects that have greater impact in the world, that **really make a difference to our customers and give our people the opportunity to grow** too.

As these projects are becoming evermore complex, we'd like our customers to continue putting their trust in BMT when they need help.

**Clarity from complexity** is a clear statement to our customers that we are ready to collaborate with them to take on these challenges.

**BMT is a proud member of the Management Consultancies Association (MCA)** and we demonstrate the Consulting Excellence principles throughout our entire organisation, starting right at the top where all principles are aligned to our vision and values. As signatories of the consulting excellence statement, our employees, partners and customers can be assured that we are **an organisation with highly talented consultants** who will always strive to deliver an exceptionally high level of service in an ethical manner.



We believe our vision and values align with MCA's principles.

These values underpin everything we do at BMT, and this document will outline how we incorporate them into our daily operations.

# Ethical Behaviour

Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way.

This means:

1. **We are responsible and good citizens.**
2. **We conduct our business ethically.**
3. **We foster an ethical culture.**



**Sarah Kenny, OBE**  
Chief Executive, BMT

“One of BMT’s greatest strengths comes from our commitment to act with integrity and in accordance with any relevant legislation. We aim to be trusted to solve the most complex of our clients’ issues while continuing to exemplify a proactive ethical culture and promoting a fair and equitable world.”

BMT is committed to acting professionally, fairly and with integrity in all its business dealings and relationships, whilst ensuring all employees and third parties working on behalf of BMT work in a safe, healthy, and sustainable working environment. We believe that everyone has the right to work in an environment where they are treated with dignity and respect.

We have a number of policies that embody our approach to ethical behaviour, particularly our Corporate Social Responsibility Policy (CSR), Equality & Diversity Policy and our Ethics Policy. Our policies outline how we expect everyone to behave and promote the BMT behavioural competencies, both with each other and with third parties. They help us to ensure that BMT remains a place where everyone is valued.

#### **We deliver on this commitment by ensuring:**

- Behaviours that meet our expectations are embedded in the mandatory training and development for managers and senior leaders, globally.
- Behaviours that meet our expectations are embedded in the competencies that all employees are measured against via the annual performance review process.
- The BMT values are aligned with our behavioural competencies.

Our involvement within the community is also actively encouraged and passionately adopted by our employees. We provide our employees with at least one day a year that allows them to dedicate their time to a chosen charity or community event.

Furthermore, helping to inspire young people to pursue careers within the fields of Science, Technology, Engineering and Mathematics (STEM) has been a long-standing tradition at BMT, further enhanced by our commitment to apprenticeship schemes.

**We consistently promote our behavioural competencies and benefit from an environment that is professional, respectful, inclusive and positive.**

# Client Service and Value

Consulting Excellence firms promote the highest standards of client service and value. This means:

4. **We provide excellent consulting services which deliver the outcomes clients seek and need.**
5. **We are transparent with clients and respond to their concerns.**
6. **We always strive to improve the value we deliver to our clients.**



**Richard Page**

Regional Programme Director, UK and Europe

“We create sustained value for public programmes by enhancing government and suppliers’ ability to manage complexity. Working systematically with customers and partners, we develop realistic solutions to complex business and programme management problems.”

Delivering clear, simple and sustainable solutions to our customers to help them overcome their challenges and to maximise their performance is a passion of ours. This is embedded throughout our entire organisation, from the vision statement through to our objectives and behaviours.

**Our versatile approach is a proven model that we apply to customer engagements** and while operating on complex project and programmes. We aim to ensure we understand our customer needs and operating environment from the outset, which is demonstrated in our bid management process, where we emphasise the importance of establishing a tailored methodology to each challenge. Ongoing engagement and horizon scanning is conducted regularly in order to remain aligned to emerging requirements.

Employee development is an integral part of our business model as it is our people who will deliver excellence to our worldwide customer base. This is why we develop skilled, experienced, qualified employees who can excel in all our domains. Our employee development is underpinned through association with professional bodies to ensure we remain at the forefront of emerging thinking. In fact, several of our employees make significant contributions to professional institutes, such as co-authoring publications with the APM and supporting cross industry bodies such as the MCA.

All this allows us to constructively challenge the norm and deliver high quality and innovative solutions. Our contribution to customer performance is further reflected through receipt of commendations from various organisations for delivering outstanding performance, driven by our desire to make a real difference to our customers.

**At BMT we act with full transparency**, providing impartial and expert advice. Customer satisfaction is a key performance indicator that we measure as part of our strategic business objectives. We operate a proactive system, eliciting feedback from customers during, and upon, completion of each project. Our work will undertake regular assurance reviews where the customer can approve or provide feedback on our outputs, meaning they remain on track to meet all their needs.

Our employees are also actively encouraged to maintain our learning from experience database where we can share best practice and lessons learnt, allowing us to continually improve.

# Professional Development

Consulting Excellence firms promote the highest standards of client service and value. This means:

7. **We undertake training and professional development planning each year.**
8. **We promote strong core consulting capabilities and specialisms in our consultants and teams.**
9. **We support our employees' career progression, professional development and welfare.**



We recognise that our organisation can only be as good as its people. We aim to motivate and empower our employees through a culture of shared values, trust and participation in business decisions. We are committed to providing our employees with the necessary opportunities for continuous professional development and life-long learning.

This helps us maintain and develop a knowledgeable workforce that holds the full range of technical and business skills required to meet our customers' expectations.

Our people are at the heart of our business. We are proud of our individual and collective contribution to customer, employee and commercial success, achieved by developing people in a way that helps them realise their potential.

#### **We achieve this by:**

- Providing employees with an interesting and challenging portfolio of work to match their skills and expertise.
- Investing in the career growth of our employees through planned and structured training and development activity.
- Encouraging the sharing of knowledge throughout the entire organisation.
- Conducting annual performance reviews to recognise success and identify development opportunities.

#### **At BMT we have a number of tools and frameworks to help our employees reach their full potential.**

This includes a career development framework and a careers map to empower employees to shape their own careers while continuing to align their skills to the ever-evolving industries in which we operate. All this is supported by providing employees with continual learning opportunities, whether that be through mentoring, chartership, professional qualifications or higher education. This includes comprehensive graduate and apprenticeship schemes, which develop young professionals into well rounded management consultants who will work on sector-specialist, high profile projects while continuing their desired learning paths.

#### **Rather uniquely BMT is constituted as an Employee Benefit Trust (EBT)**

EBT that has no external shareholders. The EBT trustees' remit is to act in the best interests of all employees in the short, medium and long-term. They are not themselves beneficiaries. As an EBT we aim to sustain a virtuous circle of "truly outstanding people" doing some of the most exciting work, delighting customers and being rewarded for our contribution.

We also aim to integrate wellbeing into all work activities and practices, creating a positive environment that is compatible with promoting staff engagement, performance and achievement. To achieve this, we provide a wide range of initiatives and benefits to support everyone in the organisation, from a wellness fund, private medical care, through to physical and mental health resources.












# Sustainability

BMT is committed to embedding sustainable and responsible practices at every level of our business.

“At BMT, we believe in corporate sustainability. Not just for the benefits of compliance and profit, but also because it aligns with our purpose of creating value for our customers, our people, and the planet. Our independence enables us to do what we believe is right, which means taking responsibility for reducing our environmental impact and addressing global challenges where we can make the most significant difference for our business and society.”

**Sarah Kenny, OBE**  
Chief Executive, BMT

Performance	Target
Our commitment	 Deliver projects for customers that contribute to United Nations Sustainable Development Goals (SDGs).
	 Reject business that is contrary to our ethos of ethics and sustainability.
Our impact	 Uphold the highest levels of integrity and ethical standards in every place we operate, whilst driving social, economic, and environmental improvements in our extended supply chain.
	 Progress towards Net Zero carbon.
	 Identify opportunities to repurpose current products and services to meet the future needs of customers and society.
Our people	 Use customer sustainability challenges to drive innovation.
	 Embed sustainability driven efficiencies in our operations and reduce costs.
Our communities	 Invest in the necessary skills to address sustainability challenges.
	 Be an active corporate citizen in the communities we affect and rely on.

## Sustainable Development Goals

We are committed to delivering projects for customers and communities that contribute to United Nations' Sustainable Development Goals (SDGs).

### Taking urgent action to combat climate change and its impact.



We are committed to supporting the energy transition. This is achieved by using our expertise to play a more active role in helping our customers and communities shift from fossil fuel-based energy sources, such as coal oil and natural gas, to cleaner and more sustainable energy alternatives.

As part of this, we are targeting our approach to innovation, enabling us to maximise our potential contribution towards decarbonisation and mitigating climate change.

### Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



There is an increased requirement for society to transition to affordable and clean energy, and for infrastructure around the world to be resilient to extreme weather events.

Through innovation and technology, we can support stakeholders to future-proof critical infrastructure for essential amenities, such as energy security, access to resources, and accessibility to information and communications technology.

# Sustainability continued

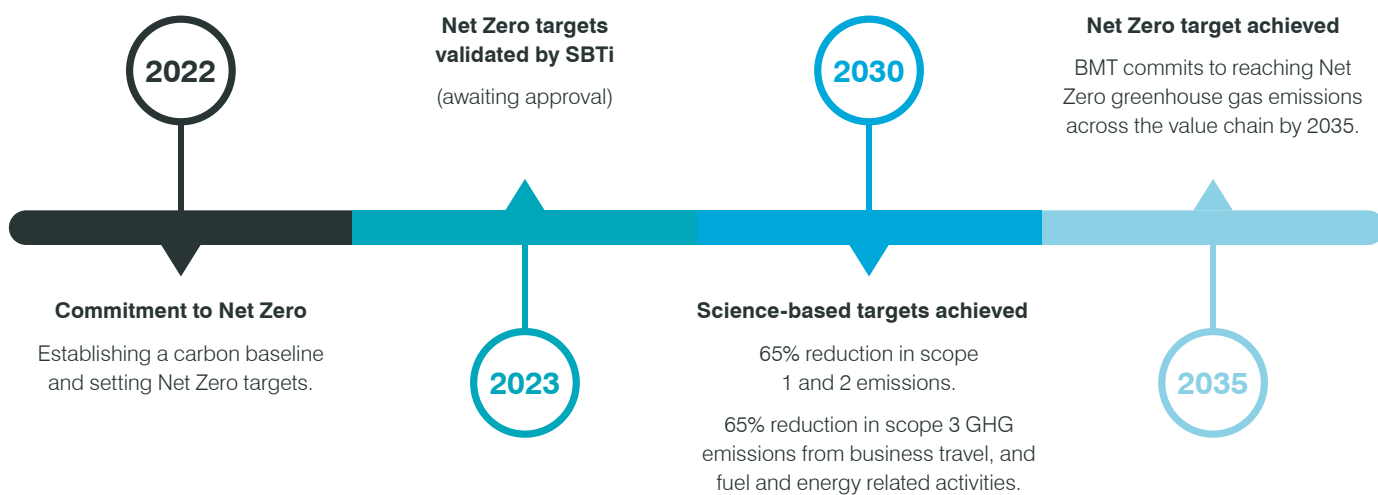
## Net Zero

BMT has a target of net zero by 2035 and an interim target of reducing our scope 1, 2 and 3 GHG emissions by 65% by 2030, measured against our 2019 baseline year.

We have established a 2019 base year inventory of our greenhouse gas (GHG) emissions, validated by the Science Based Targets initiative (SBTi). Our total base year GHG emissions are 7,371 tCO<sub>2</sub> e, with scope 1 & 2 representing 17% and scope 3 representing 83%.

We chose to have our targets independently validated by the Science-Based Target Initiative.

## Our Targets



## Sustainability Action Team

### BMT Sustainability Action Team

We enable an environment where our employees can tackle global challenges and contribute towards making a meaningful difference to our stakeholders around the world.

Launched in 2021, our Sustainability Action Team brings together a community of dedicated individuals who are committed to promoting sustainable practices, from reducing our carbon footprint to promoting social responsibility within our communities. Our teams meet bi-monthly and provide regular updates on sustainability initiatives, whilst encouraging employees to take sustainable actions both in and out of work. Through ongoing efforts and a commitment to innovation and collaboration, the team is continuing to make strides toward a more sustainable future for the organisation and the world.

### For more information on BMT's approach to sustainability,

you can read our sustainability report or our winning entry for culture in the Energy Industry Council's Survive and Thrive magazine (pages 90–91).



# Commitment to Diversity and Inclusion

Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:

**10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.**

**11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.**

**12. We continuously work to improve our progress on diversity and inclusion, implementing best practice and monitoring the diversity of our workforce over time. This includes collecting data to assess the effectiveness of our D&I policies and fully participating in the MCA annual report.**

Recognising that we can only be as good as our people, it is imperative that we ensure our employees represent a wide cross section of society so that we can truly consider and work on our customer challenges from all angles and bring as much diversity of thought as possible to our offering. We appreciate that having a diverse workforce is not only beneficial to the work we do, but also to wider society as a whole. Diversity and inclusion is not something that we can accomplish and leave as 'shelf ware' but something that we actively do, continuously improving at BMT.

For these reasons, our Diversity, Equity and Inclusion strategy is a business imperative. We know that DEI is critical to achieving our purpose as a business which is to navigate the most important and impactful engineering challenges of our time.

Our passion and goal are to build more diverse teams and to create an environment where employees are engaged, thriving and feel a sense of belonging.

## Our DEI Strategy consists of four pillars:



- Building our data and insight capability for DEI through DEI demographic Self-ID as well as understanding through Inclusion pulse surveys how our people at BMT are thinking and feeling about Inclusion.
- Expanding our regional DEI committees and employee networks and formalising our DEI governance structures enabling DEI to embed further at BMT.
- Promoting Diversity and Inclusion in BMT through our leadership – recognising that our leaders set the tone for our business, we want them to be role models for diversity and inclusion.

- Understanding our DEI baseline and status quo for equity and inclusion at BMT through a full equity audit of our related policies and processes giving us our framework for our longer-term and data led DEI plan.
- Continuing to offer and promote flexible working to ensure equity of opportunity.
- Building out resources and education opportunities considering all levels of our organisation through partnerships with external inclusion organisations as well as through our employee networks and internal learning.





BMT applies engineering, science and technology to help customers design, manage, maintain and improve their assets. Founded on a century's heritage in the maritime environment and with a worldwide network of offices, BMT is an organisation held in trust for its employees.

Zig Zag Building  
70 Victoria Street  
Westminster, London  
SW1E 6SQ

+44 (0)20 7062 5838

[www.bmt.org](http://www.bmt.org)

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