



BMT

Welcome to Clear Thinking

MCA Consulting Excellence BMT Narrative

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Amendment Record

The Amendment Record Sheet below records the history and issue status of this document

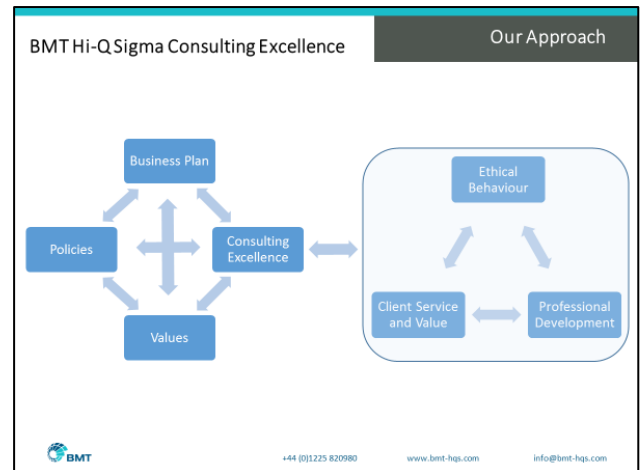
| Issue | Date | Distribution | Release Comments |
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| V1 | December 2016 | Richard Page | Version approved for release |
| V2 | February 2018 | Richard Page | Version approved for release |
| V3 | March 2019 | Tim Warren | Version updated to reflect new BMT operating company, BMT Defence & Security Ltd. |

BMT MCA Consulting Excellence Declaration

As a signatory of the MCA Consulting Excellence Framework BMT is fully committed to its tenets of Ethical Behaviour; Client Service and Value; and Professional Development, which are entirely aligned with our Business Plan, Values and Policies.

Business Plan: Our annual Business Plan sets out our objectives and performance metrics and reaffirms our commitment to:

- **Our Vision** '..... management consultancy renowned for professional and business excellence that attracts, inspires and develops talented people'.
- **Our Mission** '..... to create sustained customer value through applying our integrated Programme Management and Systems Engineering capabilities to complex Government and funded public programmes'.
- **Our Values.** 'People, Customers, Integrity, Collaboration and Excellence'. These values guide our work for the benefits of our Customers, our People and our Business. Our 'Excellence' Value summarises this alignment: We strive for excellence through innovative, effective and efficient solutions to build sustainable success for our business, our customers and our community.



Policies and Behaviours: Our Policies bring our Business Plan and Values to 'life', ensuring clear direction and guidance to employees (**our Behaviours**) and maintaining high standards of quality which is regularly audited – we are ISO 9001 accredited.

Consulting Excellence. An overview of our approach to Consulting Excellence is below, with further detail for each strand provided in Annexes. These Annexes set out our intent (our approach) and the policies we have put in place (our behaviours) to enact, measure and monitor our performance.

Ethical Behaviour: Our Integrity value states: We deliver high quality management consultancy with professionalism and integrity. We promote this through our Corporate Social Responsibility and Ethics Policies (and associated training) and by our behaviour (the activities). This means:

- We are responsible and good citizens.
- We conduct our business ethically.
- We foster an ethical culture.

Client Service and Value: We work with our Customers to understand their business, meet their needs and exceed their expectations, formalised and underpinned by our Bid-Project Lifecycle Policy and Processes. This means:

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

Professional Development: Our people are at the heart of our business. We are proud of our individual and collective contribution to customer, staff and commercial success. We develop the capabilities of our consultants via our Staff Development Framework: Professional Skills; Core Skills; Leadership & Management; and Business Acumen. We foster creativity, innovation, openness and honesty by working hard together, learning from one another and celebrating team success. This means:

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

Annex A: Ethical Behaviour.

BMT's approach and commitment to Ethical Behaviour clearly flows through both our formal Executive Business Plan, our [Values](#), our Policies and our Behaviours:

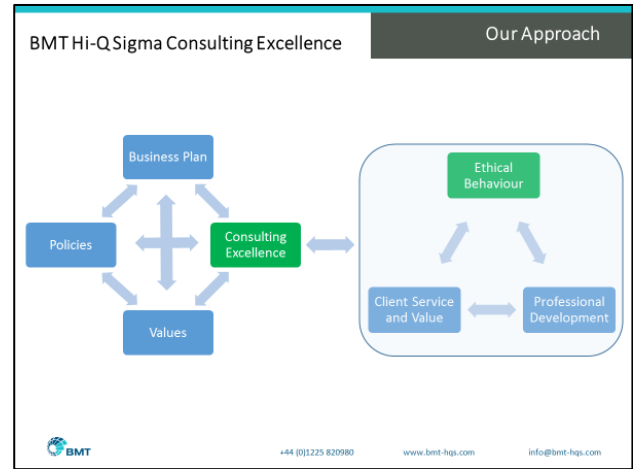
Business Plan: Our Mission, Vision and Values are at the heart of our Business Plan. A common element which runs throughout is our approach to Ethical Behaviour which underpins all that we do. This is captured explicitly in our values.

Values: 'Professionalism and Integrity' is one of our five shared value statements:

- We deliver and support high quality management consultancy with professionalism and integrity.
- We are proud to provide high quality, consistent performance for all clients and colleagues.
- We work hard to maintain & enhance our professional and consultancy skills.
- We are open, approachable, impartial and diplomatic with all internal and external customers and partners.
- We are ethical and respectful in all that we do.
- We apply a systematic approach to internal and customer problems.

Policies and Behaviours: We have a number of Policies that explicitly embody our approach to Ethical Behaviour, particularly our **Corporate Social Responsibility Policy** and our **Ethics Policy** - which include **employee mandatory Ethics Training (on-line)**. We conduct regular activities to strengthen our ethical behaviour approach and includes:

- Helping to **inspire young people** to pursue careers within the fields of Science, Technology, Engineering and Mathematics (STEM). Further enhanced by our commitment to **Apprenticeship schemes**.
- Our commitment to increase the participation, contribution and **success of Women**. Including, attendance at Women in Science and Engineering (WISE) Events; and our involvement in the BMT Consulting Women Programme, which aims to increase the presence and representation of women in leadership positions within BMT.
- **Supporting charities** on a regular basis: CLIC Sargent, 14/15; Alzheimer's 15/16; and 16/17 and 17/18 Bath Rugby Foundation and other local/ individual charity initiatives.
- Engaging collectively with our employees through **Quarterly Review Forums, Workshops** (externally facilitated), internal **Staff Council** and the **BMT Group Survey**. All aim to gain our employees views on our approach and to allow the Board to respond in open forum. The results of a recent employee survey show that **we compare very favourably with other companies on employee engagement, with the outcomes indicating that we take pride in our company and enjoy a strong team culture**. The results also identified areas where we can make changes to promote our continued success which we are actively addressing.



BMT can proudly confirm that:

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

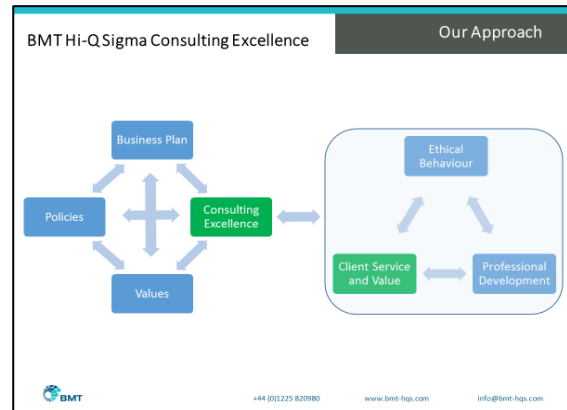
Annex B: Client Service and Value.

BMT's approach and commitment to Client Service and Value clearly flows through both our formal Executive Business Plan, our [Values](#), our Policies and our behaviours:

Business Plan: Our Overall Business Objective, derived from our mission and vision is that:

'We create sustained value in 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.'

To achieve this objective we secure affiliation to professional institutions to reinforce our credibility in our service offering and to provide confidence to our partners and customers. A list of our affiliations is on our [website](#).



Values: 'Customer Value' is one of our five shared value statements:

- We work with our customers to understand their business, meet their needs and exceed their expectations.
- We recognise the wider context in which our customers operate and act accordingly.
- We understand what outcomes or targets are important to the customer.
- We constructively challenge the 'norm' and seek improvement.
- We value and respond to Customer and partner feedback.
- We share our knowledge to benefit the customer.

Policies and Behaviours. We realise our shared mission, vision and values in terms of our approach to Client Service and Value through **two of our key policies and behaviours**:

- **Service Lines:** Our Service Lines have been developed to enable us to market ourselves in a way that is clear and understood by customers, staff and partners. **Our service lines allow us to demonstrate clearly** upfront to all future clients **our intent and how** we would work alongside them to realise their needs.
- **Bid-Project Lifecycle.** This policy is central to our commitment to providing client service and value and it explicitly directs how our company approaches its engagement with a client at both the bid and project delivery stages – **our behaviours**. The Bid Stage processes link directly to our **service lines** which are **articulated clearly in our bid submissions** demonstrating our suggested approach to delivering the **outcomes our clients seek and need**. Formal internal gate processes are designed to assess this as part of 'go' bid criteria. The Project Stage processes included formal kick-off meetings with the client and then **regular client check/satisfaction and feedback sessions** throughout the project lifecycle. At **Project completion, client close-out meetings and client satisfaction surveys are conducted**, lessons identified and fed back into our Company for all to learn from the experience.
- **Our commitment to Client Service and Value is exemplified** by a recent engagement. Although our advice to the customer **to terminate a programme of work** based on our analysis of the benefits cost us a significant contract, we were very satisfied we had added significant value to the client.

BMT can proudly confirm that:

1. We provide excellent consulting services which deliver the outcomes clients seek and need.
2. We are transparent with clients and respond to their concerns.
3. We always strive to improve the value we can deliver to our clients.

Annex C: Professional Development.

BMT's approach and commitment to our employee's professional development clearly flows through both our formal Executive Business Plan, our [Values](#), our Policies and our Behaviours:

Business Plan: A measurable Company Strategic Business Objective is focussed on our People, we commit to monitor our performance against:

'Maximising the potential of our people by providing an environment which attracts, retains and develops true talent.'

Values: 'People' is one of our five shared value statements:

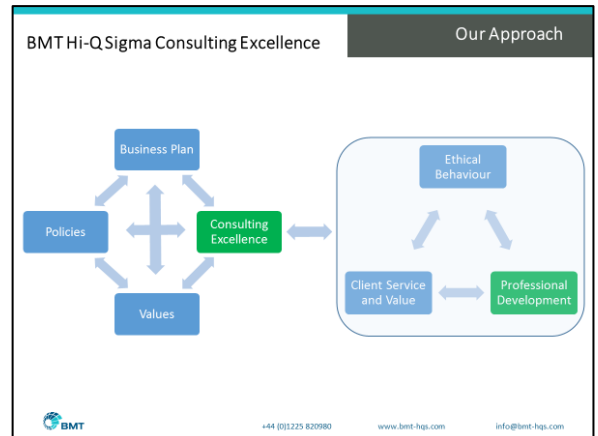
'Our people are at the heart of our business. We are proud of our individual and collective contribution to customer, staff and commercial success.'

Of note:

- We work hard for our colleagues and value mutual support and challenge.
- We strive to develop professionally and personally, actively seeking and providing help to do so.
- We consider the needs and wellbeing of individuals as integral to the needs of the business.
- We protect and nurture the company culture.
- We recognise and reward colleagues who consistently apply our values.

Policy and Behaviours. We realise our People Strategic Objective and shared values through our **Staff Development Framework**. This framework **reinforces and guides** our employees with respect to **Ethical Behaviour and Client Service and Value – (behaviours)** and is underpinned by:

- A **mandatory induction** programme for all new joiners.
- Our new **on-line Appraisal System**.
- **Personal Development Plans** for each Employee (includes training needs/ wants).
- A detailed **Competency Matrix**, that allows self-measurement.
- **Line Manager monthly meetings with each Employee** – an opportunity for two-way informal feedback.
- **Mentoring, Coaching and Support** across the business.
- A **published promotion process**.
- A thorough on-line **Staff handbook**.
- Internal **anonymous surveys and HR led workshops**



BMT can proudly confirm that:

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