



Evolving for the future

Sustainability Report
2020/21



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We are pleased to share our 2020/21 Sustainability Report. This report highlights the evolutionary steps we are taking across the business that are enabling us to build resilience and increase the value we provide to our stakeholders and the environment.

Year two of our strategy included:

- Refreshing our purpose
- Committing to set science-based emission reduction targets
- Aligning with the Task Force on Climate Related Disclosure (TCFD)
- Improving Modern Slavery preventative measures
- Delivering Sustainability Action Team campaigns
- Supporting decarbonisation of the global economy
- Introducing a climate risk and resilience global campaign

In year two of our sustainability refresh, we are continuing to grow and develop our approach to sustainability, to deliver advanced solutions to engineering problems that will improve social wellbeing and environmental protection across the world.



1: Our commitment



CEO's message

Our customers, supply chains, employees, and communities around the world are impacted by evermore complex and interconnected global challenges from climate change to the digital revolution.

These present far-reaching opportunities and consequences across generations. We stand for a response that is in the best interest of the future but not at the detriment of societies and their wellbeing today.

Creating an impact with enduring value, has always been fundamental to what BMT does. Refreshing our purpose and vision has reinforced these ideas and enabled us to address these complex issues in a considered way, creating value for all our stakeholders.

For example, we recognise the pace required to transition to renewables and the need for greater energy security and resilience. Energy supply is a vital enabler of people's quality of life across food production, water supply, transport, access to education and much more. We are committed to enabling the energy transition, working with customers in all parts of the industry, to balance the needs of humanity today and tomorrow.

We are also redefining our approach to innovation so we can further develop our role in decarbonizing the global economy.



In the following report, you will see other steps we are taking in collaboration with our stakeholders to evolve for a sustainable future. The skills knowledge and dedication of our employees are at the forefront of this evolution.

I am passionate and excited about leading BMT to play an ever greater role in shaping a more sustainable future.

Sarah Kenny
Chief Executive, BMT



Refreshing our purpose

The pandemic highlighted, more acutely than ever, the vital role that organisations play in broader society. It is therefore fitting that this year we took the opportunity to review and refresh our purpose, vision and values:

At BMT, we are driven by our desire to make a meaningful contribution towards creating a better future for us all; one that is safe, sustainable, optimised, effective, and resilient.

To achieve this, we work in close partnership with our customers and stakeholders to provide solutions to some of the most complex problems the world has ever faced. By applying the best minds to these tough challenges, we are creating an environment where people with outstanding technical knowledge can deliver meaningful, practical, innovative solutions, driven by a commitment to a more sustainable future. Ultimately, we exist to deliver real value to our people, our customers and other stakeholders. This is supported by our five common values:



2022 Priorities

Fulfilling our purpose










“Leading on into 2022, we will continue on our journey towards embedding sustainability across the entirety of our business, with a focus on reinventing our approach to innovation and publishing our science based targets. On this journey we will also be upskilling our employees so they can effectively support our sustainability journey and play an active role in fulfilling our purpose.”



Laura Blake
Sustainability Manager, BMT

2022 Priorities

Performance

BMT sustainability targets				
		Target	Status	2020/21 Progress
Business development		Deliver projects for customers that contribute to United Nations Sustainable Development Goals (SDGs).	On track	We are embedding sustainable development goals into our global strategy to maximise the contribution towards addressing societal challenges.
		Invest in the necessary skills to address sustainability challenges.	On track	We have created additional roles including a Global Lead for Climate Risk and Resilience and a Sustainability Administrator to support our sustainability appetite and business growth.
Culture & values		Reject business that is contrary to our ethos of ethics and sustainability.	On track	Ensuring a high standard of ethical and environmental practices is key to our business. Our sustainability team has commenced a series of ethics' workshops, so ethics around trading can be better managed and understood.
		Be an active corporate citizen in the communities we affect and rely on.	On track	Our contribution in and around our communities is highlighted on pages 30-31.
		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.	On track	We introduced our Supplier Code of Conduct which sets out a clear framework to help us define standards for our supply chain. We also introduced BMT's Employee Code of Conduct, providing standards of conduct related to ethical business practices and compliance, that are expected at BMT across global operating units.
Measuring & improving		Progress towards net zero carbon.	On track	We have signed the Business Ambition for 1.5°C Pledge. We are committed to setting science-based emission reduction targets across our value chain that are consistent with keeping global warming to 1.5°C above pre-industrial levels. We have also committed to a long-term target to reach net zero emissions by no later than 2050.
		Embed sustainability driven efficiencies in our operations and reduce costs.	On track	Our Sustainability Action Team has been running a series of campaigns to improve our environmental impact and to reduce costs.
Innovation		Identify opportunities to repurpose current products and services to meet the future needs of customers and society.	Not commenced	2022 Priorities
		Use customer sustainability challenges to drive innovation.	Not commenced	

Sustainability Action Team



“We've moved from a collection of people undertaking local initiatives to an integrated team working globally across borders and time zones. Engaging with local employees about BMT’s commitment to the Science Based Target initiative for the reduction of global carbon emissions has been a very positive experience. We are taking the necessary time to establish a reliable baseline so that we can make ambitious and sincere improvements.”

Andrew Harris

Principal Naval Architect, BMT
Sustainability Action Team Member

Campaigns

Digital declutter

Our employees in Europe and the UK were invited to participate in a ‘digital declutter’ four-week campaign. They were given quick and easy daily tips on how to create a cleaner, tidier, and more efficient digital workspace that will lower their carbon emissions.

Environmental impact matrix

The Sustainability Action Team has launched a tool for managing and recording social and environmental impact across our global offices. The tool has been set up to promote best practices and support our ISO14001 accreditation.

World Environment Day

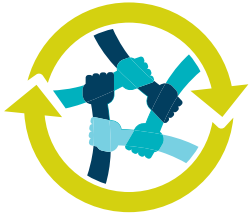
Our employees are having a positive impact on the environment beyond the projects we deliver and the offices we visit. On World Environment Day our Sustainability Action Team launched an online platform so employees could share the actions they are taking that have a positive impact on the environment. Some of our stories can be found on our [website here](#).

Waste management

Our teams in Australia and Singapore are encouraging the effective use of resources and have introduced a standardised waste management procedure which has improved consistency and increased the recycling options available to employees.



Sustainability Action Team



**Sustainability
Action Team**

This year our employee engagement survey revealed a high level of satisfaction and growing support for our sustainability ambition. Our people care about the impact of their work and the opportunity to make a difference. Enabling an environment where our workforce can tackle global challenges and contribute to making meaningful differences with our closest customers and communities around the world, remains an imperative.



2022 Priorities

Focus groups

In 2022, our Sustainability Action Team is launching five focus groups to engage our employees on the following sustainability themes:

- Renewable energy
- Training
- Field work
- Social media
- IT

COP26 Event

In recognition of the UN Climate Change Conference of the Parties (COP26) hosted in November 2021, our employees were invited to join BMT's 'Let's Talk COP26' event to find out about our commitments to setting science-based emission reduction targets, climate risk and resilience, and using our expertise to contribute to global net zero and biodiversity restoration.



2022 Priorities



2: Our impact



Climate risk assessment (aligned with TCFD)

As experts in natural hazard risk management and sustainability, we have long recognised that climate change has the potential to impact how we operate. Our business must ensure that its climate-related risks are appropriately identified, managed, and mitigated.



We are voluntarily aligning with the guidance from TCFD and considering the impact of climate change throughout the business strategy and project delivery. We are focusing on the four main areas of business operations aligned with TCFD.

1: Governance

Our governance around climate-related risks and opportunities.

Updates on Environmental, Social, and Governance (ESG) are reported to the Board by BMT's Sustainability Manager, Corporate Affairs Director, and Chief Executive. Materiality, TCFD, and net zero are key agenda items.

2: Strategy

The actual and potential impacts of climate-related risks and opportunities on business, strategy, and financial planning.

We are assessing the risks of climate change to our business and reviewing our policies and procedures to build greater resilience. In terms of opportunities, we are growing our consulting offer as a trusted advisor in both climate adaptation and mitigation services. To this end, we have appointed a Global Lead for Climate Risk and Resilience.

3: Risk management

The process we use to identify, assess and manage climate-related risks.

Using the TCFD guidance, (see pages 11 and 12), for the most relevant climate-related risks to our business, as well as existing and proposed mitigations that will be explored over the next year and in the longer term. It also identifies the opportunities for the business, which mainly relate to our resource consumption and provision of climate risk and resilience advisory services to our customers. These actions and metrics form part of and are incorporated within BMT's broader sustainability strategy moving forward.


4: Metrics and targets

The metrics and targets we use to assess and manage relevant climate-related risks and opportunities.


We support the global action to mitigate climate change impacts and the transition to a lower carbon future through our commitment to setting science-based targets for achieving net zero Greenhouse Gas (GHG) emissions.


Climate risk assessment (aligned with TCFD)

Risk management: BMT's transitional risks

	Transitional risk (corporate approach to carbon mitigation)		
	Risk category from TCFD framework	Scope of risk to BMT	Existing mitigations of risk
Policy and legal	Consistency with emerging global best practices, keeping ahead of regulatory requirements.	Endorsement of science based targets for net zero carbon emissions by 2050.	Implementation of science-based targets approach and progressive reduction in carbon footprint.
Market	Adapting our core products and services to consider sustainability and climate in order to stay relevant and to respond to customer's requirements for sustainability and climate.	Launch of our climate risk and resilience global campaign.	Embed sustainability into the core of our approach to innovation. Embed climate risks and opportunities into audit methodologies and processes.
Attracting and retaining talent	Attracting and retaining talent is key to meeting our growth ambitions and customer requirements. Our response to global climate change could influence our reputation, and future applicant decisions.	Externally publishing our approach and ambitions for sustainability and climate. Keeping employees engaged on climate-related issues. (This year employees were invited to join BMT's 'Let's Talk COP26' event to find out about our commitments to setting science-based emission reduction targets). Engagement with staff over successive biennial surveys around views toward sustainability.	Upskill employees through internal sustainability training. Increase opportunity for community engagement on social and environmental matters. Evolving the products and services, we offer to clients.
Reputational	Managing reputational risk and reducing the potential liability of a 'do nothing' approach to the climate agenda.	Delivering on our sustainability strategy and net zero commitments internally supports our response to this risk.	Continuous investment in time and expertise to find solutions to global, social and environmental challenges.

Climate risk assessment (aligned with TCFD)

Physical risks (risks that arise as a direct result of the changes in weather and climate)			
Risk category from TCFD framework	Scope of risk to BMT	Existing mitigations of risk	Future action(s)
 <p>Acute/chronic risk from climate change and extreme weather.</p>	<p>Damage to owned assets (buildings, equipment, etc.) from extreme weather events.</p>	<p>Appropriate insurance cover for buildings and equipment owned and operated by us.</p>	<p>Review insurance cover and affordability over time.</p> <p>Inclusion of climate on corporate risk register (recording and monitoring the effects of extreme weather events and incidents that significantly impact assets and/or operations).</p> <p>Review of emergency planning and evacuation procedures in each office to ensure they are fit for purpose with greater climate-related risk.</p> <p>Review property due diligence procedures when making decisions about new leases or property acquisitions, taking into account longer-term climate impacts.</p> <p>Annual review of work health and safety incidents attributable to weather and climate and associated procedures regarding job safety.</p>
	<p>Temporary closure or evacuation of offices/ operations.</p> <p>Safety risks to staff and contractors in the field and to and from work.</p>	<p>Enhanced work from home capability for employees during and after inclement weather.</p> <p>Extreme weather hazards are incorporated into job safety advice procedures for fieldwork.</p>	

Opportunities (opportunities in response to changes in weather and climate)			
Risk category from TCFD framework	Scope of risk to BMT	Existing mitigations of risk	Future action(s)
 <p>Resource efficiency / energy source</p>	<p>Using/purchasing green electricity, reduce waste and increase energy and water efficiency in our buildings and operations.</p>	<p>Many of our offices operate using electricity generated from renewables and 44% of our offices are ISO14001 certified.</p>	<p>Continue to explore, invest and implement measures that will assist us to decarbonise over time, including in partnership with building owners and managers.</p> <p>Implementation of a climate risk and resilience campaign to grow our capability and consulting offer in climate risk and resilience globally.</p>
	<p>Market opportunities</p>	<p>As reinforced by COP26, climate risk and resilience is a growing consultancy market across areas of financial risk management, decarbonisation and resilience to extreme weather across the public and private sector.</p>	

Carbon reporting

At BMT, we have measured UK carbon emissions and are in the data collection process for our global GHG emissions.

Our UK business made up 51% of our total revenue. To support us in the collection of data for the rest of our global business functions, we have recruited a Sustainability Administrator.

Our continued reduction in travel use since the start of the COVID-19 pandemic continues to highlight our ability to adapt and operate successfully, with a reduced environmental impact.

1.5°C
Committed to setting science-based targets

Carbon Neutral
Our operational pledge to be carbon neutral by 2030

Net Zero
Our operational pledge to have net zero emissions by 2050 at the very latest



SCIENCE BASED TARGETS

We have signed the Business Ambition for 1.5°C Pledge. We are committed to setting science-based emission reduction targets across our value chain that are consistent with keeping global warming to 1.5°C above pre-industrial levels. We have also committed to a long-term target to reach net zero emissions by no later than 2050.

To achieve these goals, our priority is:

- Complete and report global baseline of scope 1, 2 and 3 GHG emissions, and publish science-based emission reduction targets in 2022.
- A continued focus on travel reduction and renewable energy transition across our value chain.
- Continue to work closely with our clients across energy markets, clean technology, green shipping, aerospace, energy, and defence to support industry transition to net zero.
- To become carbon neutral by 2030 at the very latest.

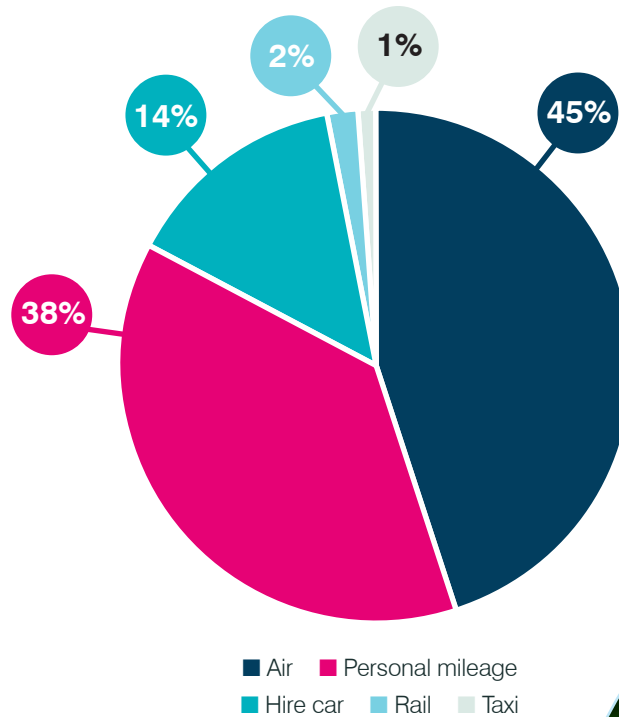


Travel emissions

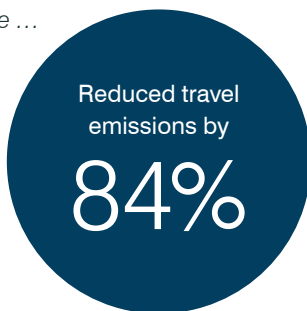
Business travel is our largest source of emissions and highlights the need to report on our Scope 3 GHG emissions. To the right is a diagram to demonstrate the proportion of GHG emissions emitted through travel.

Scope 3 emissions reported this year are irregular due to COVID-19 travel restrictions. However, this reduction in business travel continues to highlight our ability to adapt and operate successfully, with a reduced environmental impact.

Since the COVID 19 pandemic, digital technology has enabled us to operate with a reduced environmental impact and is prioritised where travel is not necessary. To raise awareness of the impact of our travel, we have updated our corporate travel policy to guide employees towards making the best decision before they travel.



In the UK, we have ...



Globally, our Executive Committee has ...



Travel emissions



2022 Priorities

Measuring and improving

- Calculate a global baseline of carbon emissions and set a science-based reduction target
- Launch our Global Enterprise Resource Planning system
- Increase our proportion of renewable energy
- Ensure travel emissions do not rise to pre-COVID levels
- Release of a global Integrated Management System (IMS) to support the accreditation of all BMT offices to the internal standards ISO 9001 (quality), 14001 (environment) and 45001 (H&S) and the transition to a single certificate and United Kingdom Accreditation Service (UKAS) accreditation body

Global Enterprise Resource Planning system

We are implementing an Enterprise Resource Planning (ERP) system that will enable us to record and extract Scope 3 travel data around the world from one system. Consequently we will be able to collate and measure emissions more efficiently. The ERP implementation team has completed the solution design and the system is now undergoing its second round of testing.

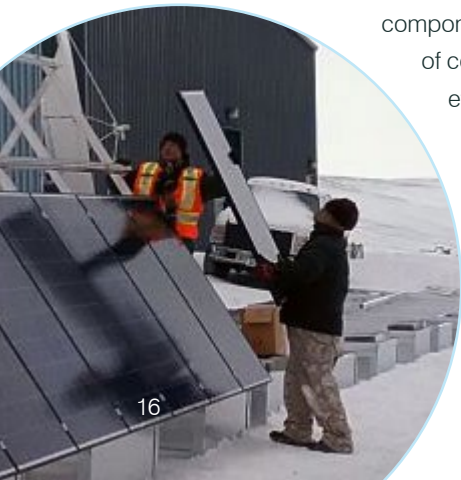
Sustainable solutions

Our role in decarbonising the global economy

Supporting sustainable, clean energy for remote communities with smart microgrid controllers

Many remote communities around the globe, often not connected to an urban electrical grid, have developed their own local microgrids, typically based around a diesel generator. Increasingly, some of these grids are beginning to include a variety of renewable energy sources (solar/ wind/ tidal/battery, etc.) to support their intentions to lower their electricity costs while reducing their dependency on diesel and lowering greenhouse gas emissions. The addition of renewable energy sources, while having an immediate benefit of GHG reduction and energy cost savings, also introduces significant integration challenges regarding the control and optimisation of the power system.

We recognised this energy challenge and created an innovative solution, the BMT Smart Microgrid Controller, developed for small, remote communities. The solution utilises commercial off-the-shelf components, along with a series of control parameters that effectively manage the energy optimisation of the microgrid.



Planning offshore wind development projects

The last energy transition from coal to oil took 60 years; the current decarbonisation transition we have collectively embarked on gives us only 30 years, which is assuming the goal of net zero emissions by 2050. The ongoing transition is daunting not only in scale but also in speed, and digital technology can assist us in adapting to the scale and speed during the construction and operational stages.

BMT Deep, our cloud-based platform for asset monitoring stores, manages, integrates, post-processes and visualises vast data sets rapidly. This data analysis can be used to gain insights for predictive maintenance for offshore wind development projects.

This technical assessment can help to identify, evaluate and mitigate high impact risk early on before large investments are made into this complex infrastructure.



Can wave energy supplement the renewable energy mix?

While the generation of energy from wave movement is not a new concept, there is still research required into what devices are optimal for different conditions. We are collaborating with the University of Western Australia, the Blue Economy Cooperative Research Centre, and the Western Australia Government, in the development and testing of one option, the Moored Multimodal Multibody (M4) prototype to be deployed in King George Sound, Albany, Western Australia. This is to prove the technology as a basis for future full-scale deployments.

The M4 deployment will be the first wave-energy machine of its kind to access Australia's abundant wave energy potential, helping to bring skilled experts to regional Australia and build an industry around the ocean renewable energy market. The southern coastline of Australia has significant wave power potential because of the sheer size of the coastline and the wave swells which are generated in the Southern Ocean.



The vision is for a future project to build on this prototype to progress it to a commercial scale.

Sustainable solutions

Our role in decarbonising the global economy

Electric hybrid | KAIROS

Achieving net zero is a journey that will follow an energy transition. That transition is akin to a spectrum, with net zero at one end, and a range of intermediate solutions on the way. Lateral Naval Architects, a BMT joint venture, has explored the far end of that spectrum via the development of project Aqua in 2019, a design based on 100 per cent liquefied hydrogen. The delivery of such a yacht, authentically autonomous on green hydrogen, is unfortunately tied closely to the development of refueling infrastructure, and therefore constrained by energy transition in a much wider context.

Lateral has been exploring the more near-term part of the energy transition spectrum, and via an electric hybrid design; the idea of 'Local Zero'. The e-Hybrid architecture permits extensive operation with no noise, lower vibrations, and critically, zero local emissions.

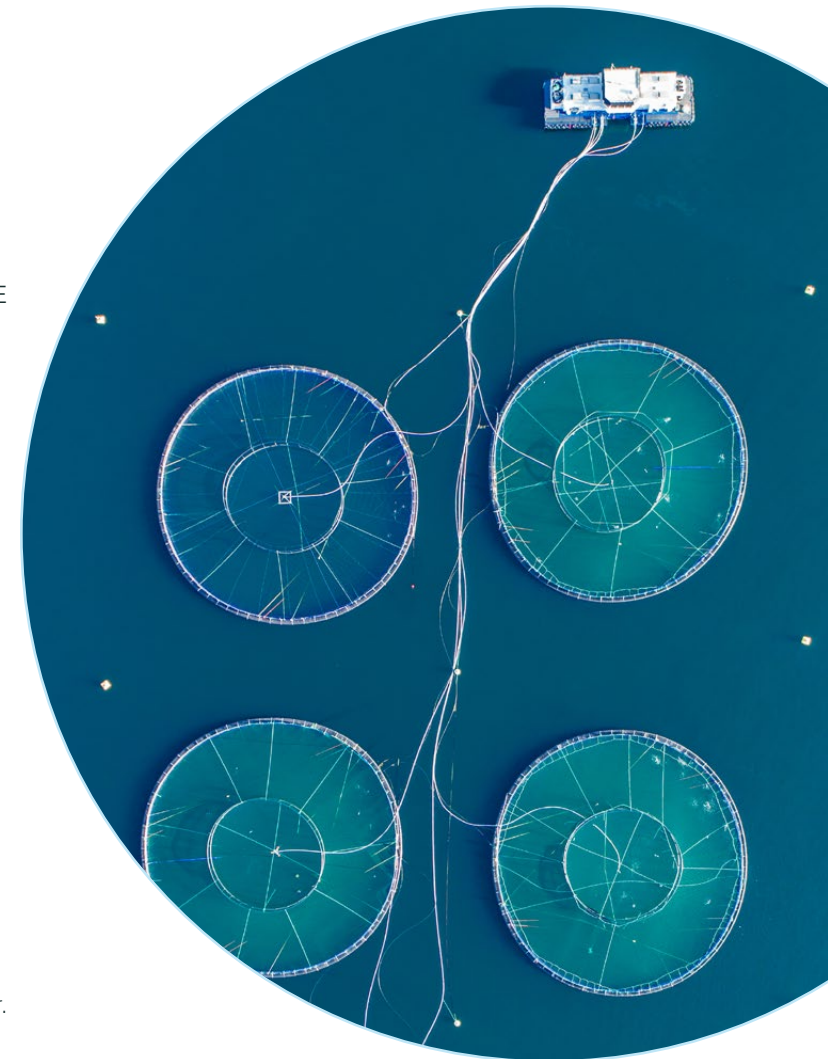


Renewable energy and aquaculture

We are a highly active member of the 10-year funded Australian Blue Economy Co-operative Research Centre (BE CRC). The BE CRC brings together the research capacity of several universities, government organisations, and many private sector partners to address the challenges of ocean energy and aquaculture and explore the potential for multiple use platforms in the deep ocean.

Our involvement to date includes:

- Supporting ocean energy research through emerging policy and regulation, design, planning and implementation, risk, and environmental impact assessments, understanding markets, and building social license.
- Building the green hydrogen economy, associated policy and regulation, development of standards, hydrogen vessels, and developing microgrids.
- Aquaculture, overcoming challenges with relocating aquaculture into deep water, supporting monitoring and management, identifying new opportunities in the sector.
- Policy and regulation related to the development and use of mixed platforms in the deep ocean, risk, and environmental assessment, overcoming the challenges of working and operating in a harsh deep ocean environment.



Sustainable solutions

Our role in decarbonising the global economy

Supporting the Royal Navy

We are currently providing support to Navy Command Headquarters as the Royal Navy Climate Change and Sustainability Programme Manager, working to cohere a broad range of Climate Change and Sustainability activity across the Royal Navy. We are providing strategic guidance and developing options, acting as the key interlocutor with the UK Ministry of Defence Climate Change and Sustainability Directorate and other top level budget holders. We are developing a climate change and sustainability strategy for the Royal Navy to focus efforts in the appropriate areas.



Isles of Scilly steamship

We were awarded a crucial signing of a new contract with the Isles of Scilly Steamship Group (ISSG) for vessel design and consultancy services to provide the next generation of essential life-line travel and freight services to the Isles of Scilly.

The 72m passenger ferry will carry 600 passengers over three decks and will be capable of 18 knots, reducing journey time by 20%. Green technology is at the heart of the new design. The vessels will be designed to meet IMO tier III emission standards. They will use a hybrid battery/engine propulsion system which means they will be able to operate within port limits on a combination of battery/shore power. This means the vessels will be quieter within Penzance and St Mary's harbours.

To enhance their future green operational parameters, the vessels have been designed so they can be outfitted with additional battery capacity in the future, keeping the vessels at the forefront of green technology. A hybrid propulsion system has been chosen because it offers the best solution to reduce the carbon footprint of the vessels and allows a greater degree of machinery redundancy which means they will provide a safe, reliable service to the islands.

Photography courtesy of ISSG

“BMT is committed to leading the way in designing vessels that reduce the environmental footprint, and we welcome the opportunity to work in partnership with ISSG and the island community to work towards enhanced operations and increased sustainability by leveraging our deep understanding of advanced ferry designs.”

Sylvain Julien

Director of Naval Architecture, BMT



Sustainable solutions

Climate risk and resilience

The climate in Queensland, Australia is changing and to safeguard the communities, local government authorities (councils) must adapt to the changing environment by understanding how climate change is likely to exacerbate many of the known disaster risks within the state.

There must be an awareness of the challenges that are faced by regions that span vulnerable coastal environments, medium and high-density urban areas, semi-rural and rural regions where isolated communities are settled in highly vulnerable positions.

As part of Queensland's adaption to climate change, we were engaged by Livingstone Shire Council to undertake an all-hazards risk assessment of the Shire to inform disaster management planning. The process applies a proven, standardised, and internationally recognised approach to the prioritisation, mitigation, and management of risk. This helps to directly inform planning and resource allocation and to promote active communication, cooperation and coordination.

“Our experience working with BMT on Livingstone Shire Council’s all- hazards risk assessment was extremely positive. We found all those we engaged with at BMT responsive and helpful. BMT, connecting with the risk unit at the Queensland Fire and Emergency Service, independently demonstrated a willingness to go above and beyond to ensure the final product was fit-for-purpose.

BMT was also able to conduct effective engagement sessions with key stakeholders, both in group settings and one-to-one, to ensure all involved in local hazard risk management had opportunities to provide input”.

Livingstone Shire Council (Queensland)



Sustainable solutions

Supporting the salmon farming industry tackle sea lice infestations

The UK Seafood Innovation Fund, awarded BMT a project to address sea lice infestation - a major issue facing aquaculture in Scotland.

Productivity loss due to lice infestations has a major impact on the industry, which contributes GBP 1.8 billion annually to the Scottish economy. Traditional treatment methods are costly and can have a detrimental impact on the marine environment.

To help businesses reduce commercial risks associated with expansion plans, while seeking to reach the Scottish Environmental Protection Agency's sustainability ambitions, novel marine modelling techniques are needed. These improve understanding of sea lice dispersion, infestation, the impact of chemical discharges on the marine ecosystem, and benefits of targeted treatment methods.

Using innovative approaches and proprietary software, we delivered a feasibility study to model biologically active sea lice dispersion, infection risk to farmed fish, sea lice response to bath treatment and its environmental impacts. Following this successful study, we are developing an innovative

Decision Support System (DSS) - a marine modelling tool to optimise production and minimise ecosystem impacts. The integrated software package is enhanced by creating an active sea lice model, dynamically linked with a hydrodynamic, water quality and aquatic ecosystem model.

This project will contribute to significant reductions in cost of sea lice management measures, increased efficacy of treatment methods and increased productivity for the industry. Our DSS could support a year-on-year growth in production from 2020 to 2030.

The project is also supporting industry operators and environmental regulators with optimising aquaculture production and minimising ecosystem impacts.



Sustainable solutions

Energy asset decommissioning

The decommissioning of energy assets such as oil and gas platforms and wind farms is a growing requirement in the energy market due to installations from the 1970s onward reaching their end of life.

Decommissioning activities need to be carefully handled to minimise environmental impact as they create operational and financial risk for the asset owner. Earth observation data from satellites can play a key role, providing regional overviews of the maritime environment and allowing operational data from decommissioning teams in the field to be interrogated in real-time. This presents exciting opportunities to create innovative commercial decommissioning solutions, enabled by satellite data and through collaboration with decommissioning sector industry leaders.

The European Space Agency (ESA), supported by the UK Space Agency, funded a programme to look at the viability of decommissioning solutions enabled by satellite data. We have been selected, together with partners 4EI, to assess the feasibility of using satellite data and establish the roadmap for service.

Our knowledge of solving complex problems and understanding the domain whilst working with our space partners was crucial to exploring this issue. We identified an opportunity to bring together sources of space-based data such as earth observation around weather and ship movements and make this easier for offshore operators to access. This took the form of a feasibility study resulting in a business case to see whether the idea was commercially viable.

The outcome was that this was technically feasible and would be of benefit to future customers although not in an affordable way today. It shows the importance of considering all aspects from technical feasibility, to commercial viability and financial aspects before committing to develop something new.



Sustainable solutions

Inner city river restoration

Inner city river restoration is an opportunity to create multi-purpose green space bringing wider benefits to dense urban communities.

The Turkey Brook in London, UK, was a heavily channelised river with high maintenance costs due to deteriorating concrete banks. Hydraulic modelling carried out by BMT predicts over-topping could potentially flood over 200 properties, and with the impact of climate change this is set to increase significantly.

Climate resilience and sustainable urban regeneration were designed into the Albany Park Amenity and Biodiversity Masterplan. This provided the opportunity to create a flood alleviation scheme for Turkey Brook, transforming a neglected parkland into a valuable green space creating 400m of the restored river.

The predicted flood risk is mitigated through the creation of 50,000 m³ of offline flood storage. As well as ensuring much lower whole-life costs, there were many environmental advantages to naturalising the channel including: 4Ha of new habitat and wildflower planting; backwaters for fish spawning; indigenous planting for biodiversity including 200 trees and 2,000 marginal plants; improved water quality as well as multi-recreational education/ amenity use.



“This was a fantastic project for BMT along with the London Borough of Enfield. Flood alleviation was the foundation for the project, but it was also great to deliver a significant range of wider benefits to the surrounding communities. It has been very satisfying to see this project go from concept through to commissioning”.

Stephen Henry
Principle Engineer, BMT

Responsible business practice

Responsible supply chain

At BMT we take pride in solving complex challenges for our customers, creating value for them and the wider world in which we operate. Our suppliers are vital partners in achieving this.

This year we introduced our Supplier Code of Conduct which sets out a clear framework to help us define standards for our supply chain, enabling us to deliver for our customers in line with our values and also to help safeguard our suppliers.

It is founded on the principles of sustainability and our ethos as a business. It will help ensure we can 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.

All of our suppliers must adhere to the standards set out in the business-wide Code of Conduct. In doing so we can work together to drive the change we wish to see across industry sectors.



Modern slavery and human rights

We recognise that slavery and human trafficking is a complex supply chain issue. We proactively work in partnership with our customers, suppliers, and partners to identify and implement preventative checks and measures, to ensure that our activities are fully accountable, compliant, and transparent.

In 2021, our confidential Raising Concerns Hotline for employees was made available for all of our suppliers to use. We have also introduced a Supplier Onboarding Questionnaire which provides additional assessment and verification for our supply chains so that we can drive and influence best practice when working with suppliers. During the onboarding process, a manual due diligence check is also carried out. This process includes financial and background searches of our suppliers, to mitigate the risk of unethical business practices when trading with our suppliers.



Responsible business practice

BMT's Employee Code of Conduct

Conducting ourselves ethically and with integrity is essential for us to operate effectively with our stakeholders and is critical to our success.



Our Employee Code of Conduct has been introduced, providing standards of conduct relating to ethical business practices and compliance that are expected at BMT across our global operating units. Our Ethics and Compliance Committee is responsible for overseeing the interpretation of the Employee Code of Conduct.

It is applicable to all our employees (including temporary and contract workers) who are required to undertake mandatory Employee Code of Conduct training via the internal performance portal every two years. This has now been embedded as part of our induction programme for all recruits.

Health and safety

A proactive approach to health and safety is fundamental to the success of our business.

This means that we are committed to understanding and addressing health and safety matters inside our organisation. Just as importantly, it also means that we strive to work with our clients and supply chains to improve health and safety performance continuously and collectively - thus enabling health and safety to be fully integrated into the way that we make decisions and conduct our business.



The last 12 months have challenged our organisation more than ever before, yet the commitment to our people's wellbeing, health, and safety has always remained centre stage as we've navigated this period of global uncertainty.

2022 Priorities

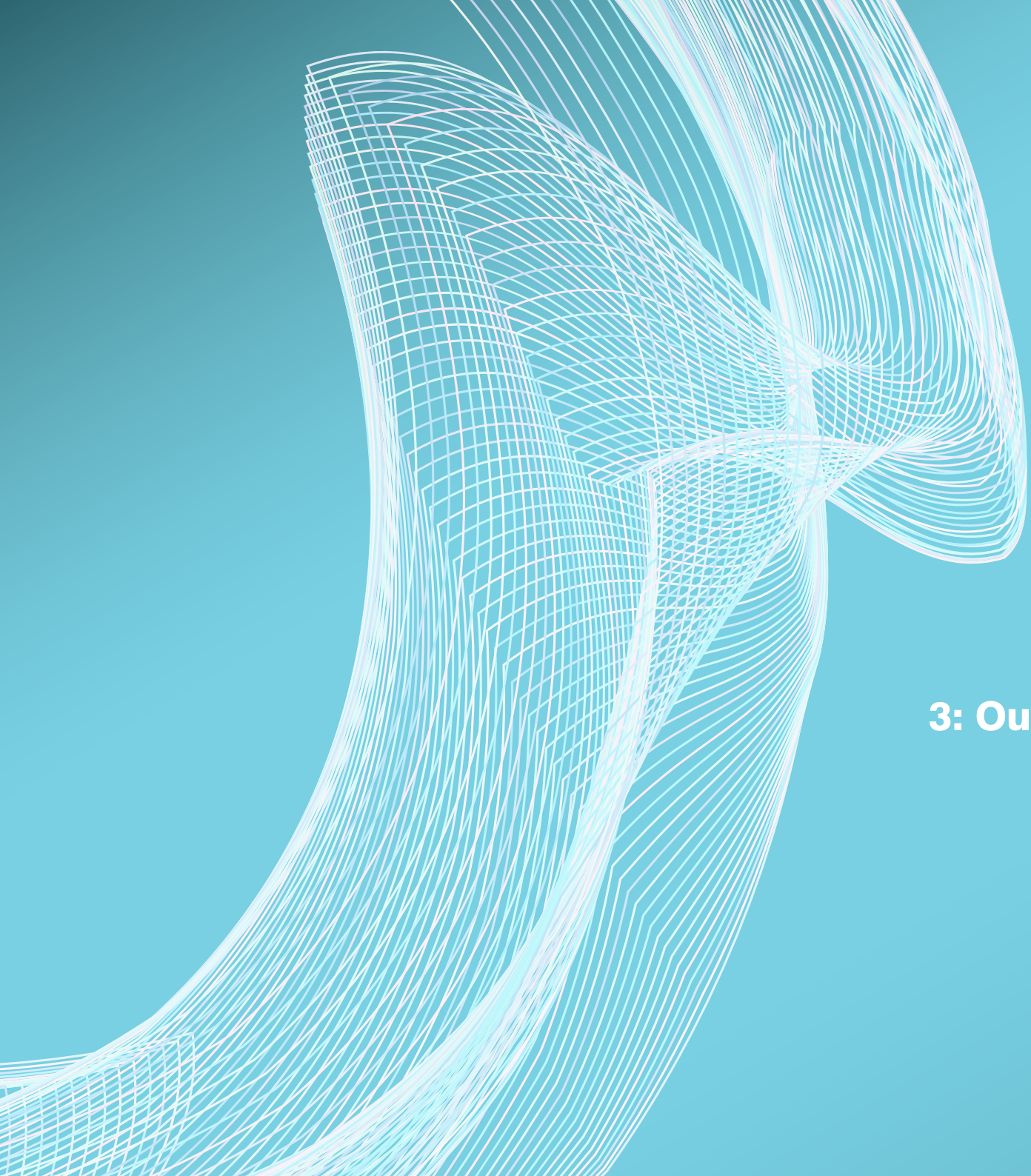
Release of HSE Connect app

A mobile application that can be used to undertake onsite risk assessments and report HSE incidences and observations real-time. The app will be configured to meet the Web Content Accessibility Guidelines (WCAG) standards to ensure that the system is more accessible to people with disabilities and visual impairments.

Release of a centralised HSE incident reporting and investigation tool to ensure all incidences and observations are addressed efficiently and lessons learned can be shared globally.



2022 Priorities



3: Our people

3

Our people

Mental health and wellbeing

As we continued to navigate through the pandemic it was our collective responsibility to maintain as our highest priority the health and wellbeing of our employees, our families, and our communities.

Our wealth of materials, touchpoints, and resources supported employees on their journey, and encouraged our people around the world to continue the dialogue started in 2019/20 around mental health and wellbeing.

Mental health first aider network

Our HR community has focussed on support for Mental Health by enhancing our Mental Health First Aider network, ensuring representation across all our locations, and providing support materials on 'how to have a conversation about mental health designed to support our managers and employees.

We also collaborated with charities including MIND UK, who specialise in supporting mental health and have held employee and manager briefings on the topic.

Diversity and inclusion

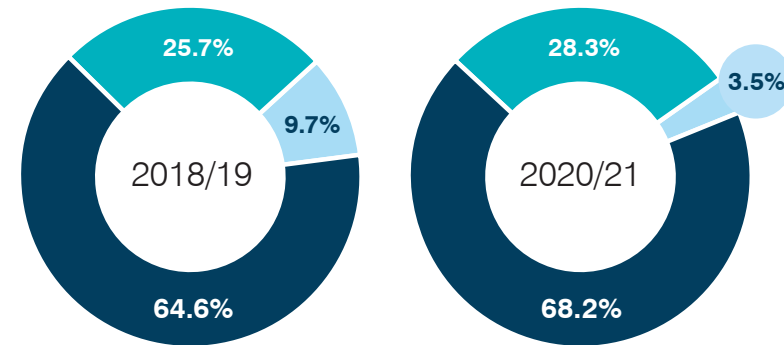
We launched various campaigns to raise awareness globally on Diversity & Inclusion (D&I) topics such as PRIDE, Black History Month, and Menopause Awareness Month. By implementing regional D&I forums, we had the infrastructure to support our D&I

strategy with the forums advising, challenging, and championing the global D&I agenda in each region.

We also reviewed and used specific data from our employee engagement survey to refine our D&I Strategy and create a clear plan of action for 2022.

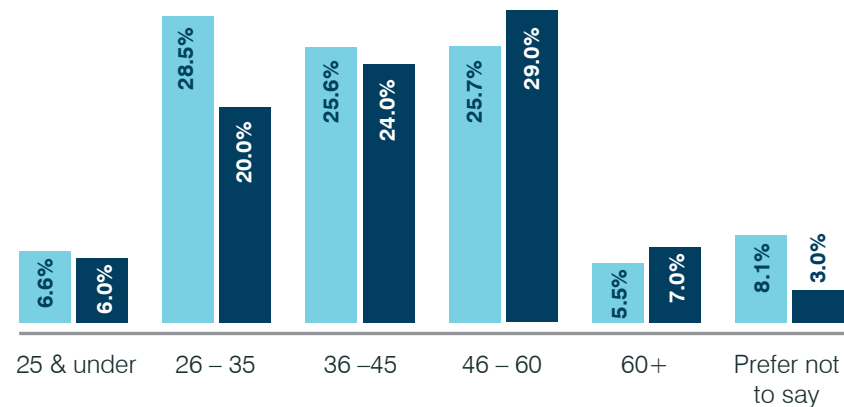
Employee gender

- Male
- Female
- Prefer not to say



Employee age

- 2018/19
- 2020/21



Data from BMT's biennial employee survey.

Global graduate and apprenticeship programme



We are committed to offering excellent personal and professional development opportunities to those early on in their careers.

We welcome new graduates and apprentices into the business each year. In addition to role-specific technical training, they are also enrolled onto our dedicated global graduate & apprentice training programme to develop their soft skill development and business awareness.

“Everyone has been so welcoming since joining BMT. As a cohort of graduates, we were quick to support one another, sharing ideas and encouragement. I have so far been involved in a range of projects from audits to design in a range of vessels including submarines, warships and non-combat military vessels.

I have really enjoyed learning how to use specific design analysis software

and learning more about submarines through the BMT ‘Submarine Academy’. I have already noticed a huge increase in my knowledge, and I am excited to build on this, and my career at BMT. I would absolutely recommend the graduate programme to anyone looking to start their career.”

Chris Baker
Graduate Naval Architect, BMT

2022 Priorities

We have a clear set of actions to take throughout 2022 which will enable us to achieve our global D&I strategy. Some of these include:

- Reviewing and enhancing our recruitment processes, templates, and attraction strategies with an inclusion lens.
- Reviewing all our people policies to ensure gender-neutral language and ensuring our policies are set up to benefit those from under-represented groups and aren't indirectly perpetrating any inequalities.
- We will be launching learning and development tools to support all employees at varying levels with modules including:
 - An e-learning module covering ‘Anti-discrimination and conscious inclusion’
 - People manager bite-size modules on D&I in decision making
 - D&I module within our Executive Leadership Programme.
- We also continue to drive specific education on recruitment with our recruitment passport training, a mandatory module for anyone involved in recruitment that focuses on avoiding unconscious bias.
- We are further enhancing our baseline data by asking specific questions on D&I in our recruitment and exit processes which allows us to learn from feedback and enhance our practices further.
- We have already established BMT Prism which is a network for LGBTQ+ colleagues and allies. In 2022 we are extending the Employee Network Groups further to promote and raise awareness of under-represented groups.



2022 Priorities

Learning and development

We are committed to giving our employees opportunity to develop their knowledge and skills and to reach their full potential by working on challenging, leading-edge projects and being able to access a variety of impactful development and training initiatives.

Our learning & development offer (visualised below) contains formal training, social learning, and experiential activities at every BMT career level, to ensure that learning is accessible, inclusive, and effective for our colleagues. Accessible from our online system, our offer is formed of workshops, programmes, webinars, self-paced e-learning modules and development centres.

In response to the pandemic, BMT in collaboration with its trusted development partners adapted its offer in terms of content and delivery methods. Our global leadership, graduate and apprenticeship programmes all switched to virtual delivery, new programmes on leading virtual teams and virtual collaboration communities were

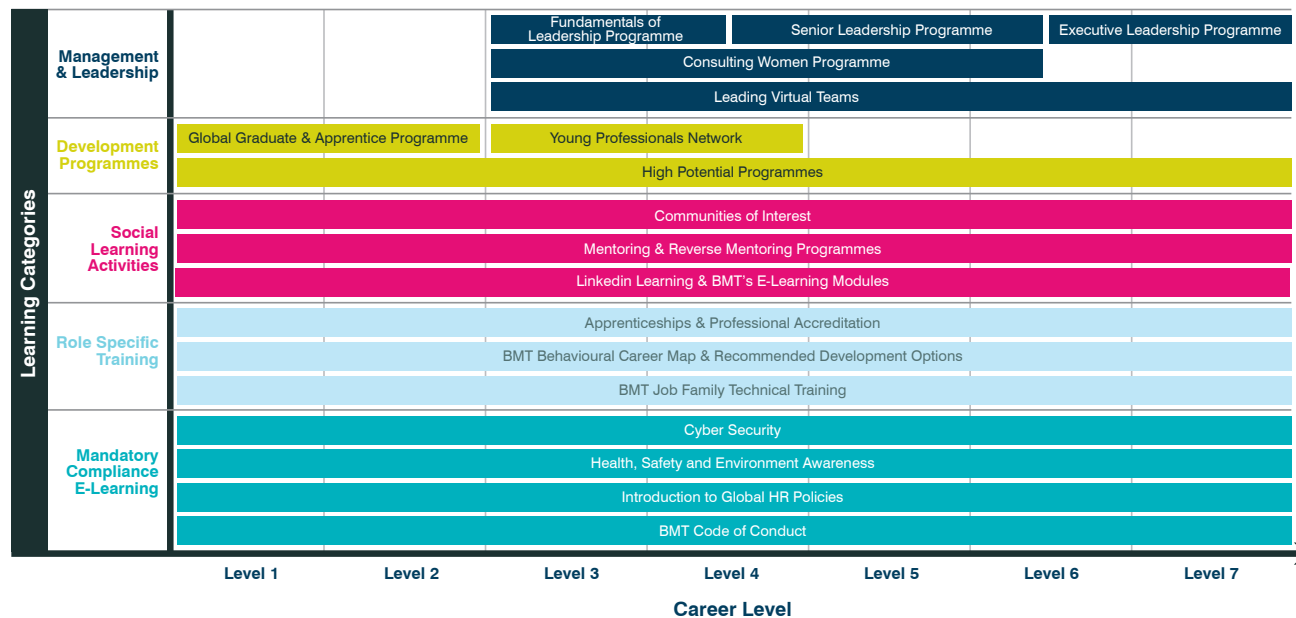
developed, and guidance was provided to our employees and managers on how to access our virtual resources.

In our 2020-2021 financial year, excluding any local regional training, employees spent a total of approximately 15,000 hours on global learning and development activities. This equates to approximately 10 hours per employee and represents a significant increase in overall training activity in comparison to previous years, which can be attributed to the new development programmes and learning platforms that we have introduced.

Examples of our global highlights from 2020-2021 include:

- Launched the 'Leading Virtual Teams' session for all people managers to introduce best practice techniques for creating and leading cohesive, successful teams on a virtual basis.
- Launched 'High Potential Development Centres' and associated development programmes across all career levels to identify, nurture and challenge our High Potentials.
- Launched our 'Career Map' which all roles align to globally, communicating expected behavioural competencies and signposting relevant learning & development initiatives.
- Launched mandatory unconscious bias & recruitment training workshops for hiring managers and those conducting interviews.

BMT's learning & development offer



Supporting our communities

'Make It Grow' challenge

We joined the 'Make it Grow' corporate challenge to raise funds for the Royal United Hospital (RUH) in Bath, UK. The challenge saw eleven companies from across the region take part in numerous fundraising activities. From baking competitions, to a 'Virtual Lapland and Beyond' challenge, we raised over £1,400 for the RUH, finishing in fourth place overall. The team from BMT also received the Corporate Challenge Champion Award for their teamwork, creativity in fundraising, and showing the spirit of the challenge.



Office furniture upcycling

We have worked with local businesses to upcycle old office furniture, following a 15-20% reduction of our global office space.



In June, we donated surplus equipment, including desks, cupboards, monitors, cables, and telephones from our Teddington office to Waldegrave School, who needed new furniture and equipment.

We also teamed up with CollectEco, who work with charities, schools, Not for Profit organisations, and the UK's National Health Service, providing them with the furniture they need to operate.

National day of truth and reconciliation

In Canada, September 30th is the national day of truth and reconciliation - an annual commemoration honouring the children who died while attending residential schools and the survivors, families and communities still affected by the legacy of the residential school system. We donated to the National Centre for Truth and Reconciliation in solidarity with our First Nations people.



The Submariner Memorial Appeal

We have donated to the Submariner Memorial Appeal, a registered charity who are designing a memorial to remember all who died in service and their families. The memorial will be located at the National Memorial Arboretum, the UK's year-round centre of Remembrance. The Arboretum is a place for people to reflect and remember lives lost in service.



Picking up litter in our local communities

Employees from our offices in Australia, participated in 'Clean Up Australia Day' activities across Adelaide, Brisbane, Newcastle, and Perth.



Lifeboat sponsorship

We are proud sponsor of a new lifeboat commissioned for the Reddingstation Wijdenes rescue station in the Netherlands. Wijdenes is one of two stations run by volunteers on the Markermeer and helps ensure the area is a safer environment for all to enjoy.



Supporting our communities

Food Banks Canada

In December, as part of an annual tradition, our colleagues in Canada raised \$2,165 for Food Banks Canada; a national charitable organisation dedicated to helping Canadians living with food insecurity. Their work is focused on maximising collective impact, strengthening local capacity, and reducing the need for food banks.



“In a world of uncertainty, if, as an organisation, we can help ensure that food insecurity is not one of those things – we are exercising our ability to do good in the world and make a difference.”

Tina Green, Business Support Manager, BMT

BMT volunteering

Our employees used their volunteering days to support local communities. On the right is a group of Naval Engineers from BMT helping to conserve Bath's community-maintained, Skyline Trail. The task was to clear a section of the path which had become overgrown with waist-high stinging nettles. Once the path was cleared, the volunteers took a guided walk around a section of Bath's six-mile Skyline trail to learn about biodiversity restoration.



STEM (Science Technology, Engineering and Maths)

In 2020, we partnered with the SS Freshspring Trust and University of the West of England to create a virtual reality (VR) tour of the SS Freshspring - the last surviving example of the fresh-class water tank vessel of the Royal Fleet Auxiliary. The VR tour will be used to promote the vessel's heritage whilst providing an educational tool to inspire the next generation of engineers. The first design stage consisted of creating a video tour of the vessel using footage captured onboard that was well received by the test audience.

The project has now moved into the second stage of the design which will develop the video tour further to add features which will enable the viewer to interact with the ship in virtual reality and enable full immersion. The second stage of development is expected to be completed by the end of 2022. The final stage of the design will be to develop the VR tour further to demonstrate technical content to utilise the platform as an educational tool that can be utilised for STEM in schools and clubs.

“Our work with the SS Freshspring Trust accelerated. Since presenting the idea at the Royal Institute of Naval Architects (RINA) Historic Ships Conference, the response to the project has been phenomenal and the best part is, we're only just getting started.”

Laura Star, Naval Architect, BMT

Awards

Winners



Shippax 'Technology and Design' award

Our design of Williem Barentsz -a 100% LNG-fuelled ROPAX ferry- was focused on the operator's requirement of reducing the environmental impact of the vessel operation.

Finalists

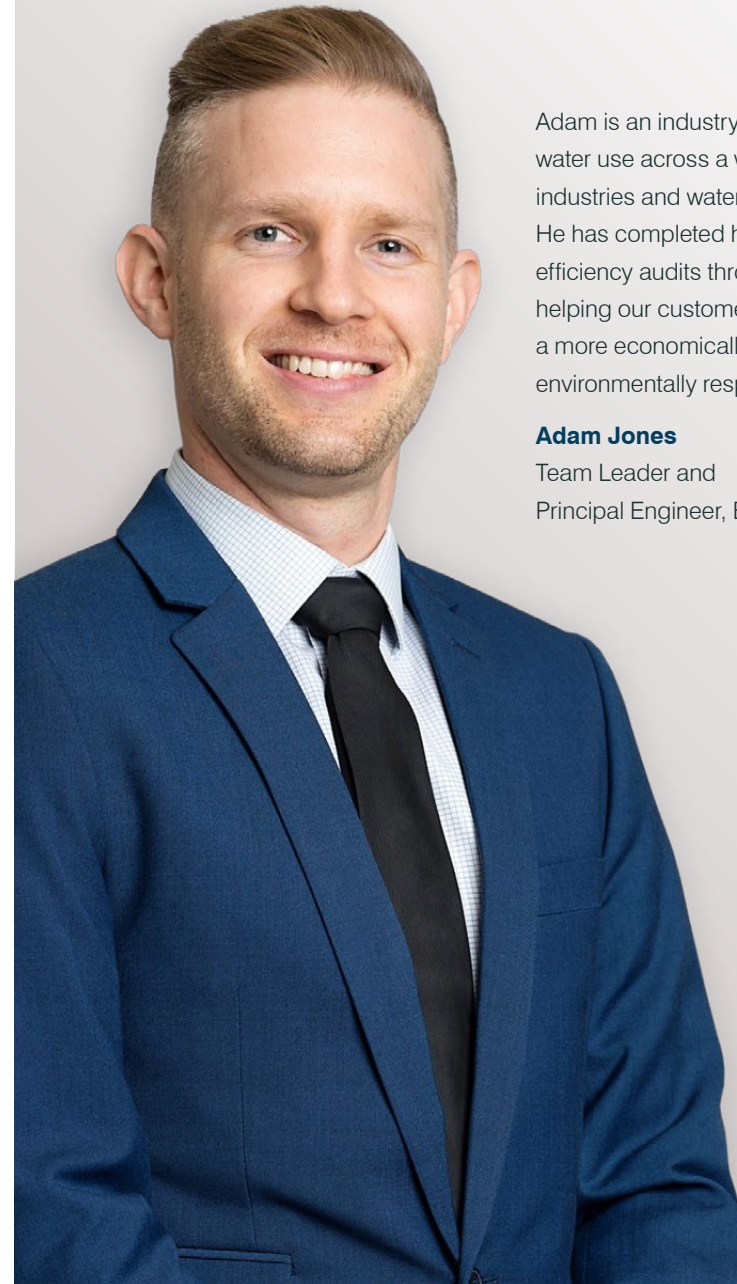


Smart Technology
Innovation of the Year



Sustainability

BMT's 2020/21 Sustainability award winner



Adam is an industry expert in water use across a wide range of industries and water-using facilities. He has completed hundreds of water efficiency audits throughout Australia, helping our customers to operate in a more economically, socially and environmentally responsible manner.

Adam Jones
Team Leader and
Principal Engineer, BMT

Working in partnership ...



IAM | Climate resilience

We participated in the 2021 Institute of Asset Management (IAM) Conference as a conference sponsor, speaker and exhibitor. The annual conference was focused on looking at how asset management can meet the challenges of climate change, and how it develops organisational resilience to the impact of climate change.



Stonewall

Stonewall helps create real change for the better. They exist to let all lesbian, gay, bi, and trans people all over the world know they're not alone. As part of our commitment to an LGBT inclusive workplace at BMT, we have partnered with Stonewall and joined their Global Diversity Champions programme, which will give us the tools we need to take a strategic and structured approach to LGBT equality initiatives globally.



Blue Economy CRC

Through targeted and industry focused research and training, the Blue Economy CRC paves the way for innovative, commercially viable and sustainable offshore developments and new capabilities that will see significant increases in renewable energy output, seafood production and jobs that will transform the future of Australia's traditional blue economy industries.



Pride in Defence

We're delighted to be a part of Pride in Defence, a network of LGBTQ+ networks within the Defence sector in the UK, including Army, Royal Navy, Royal Air Force, MOD Main Building, DE&S, DIO, Rolls Royce, BAE, Airbus, Qinetiq, AWE, DSTL, MBDA, and Thales.



Twickenham Sea Cadets

Twickenham Sea Cadets is an independent, volunteer-run charity that provides the Sea Cadet experience to 50 young people from varying social backgrounds. The main aim of the Sea Cadets charity is to give young people skills for life through nautical adventure and practice and exposes young people (aged 10 to 18 years) to subjects like navigation, meteorology, communication, teamwork, strategy, and boating.



Diversity in Maritime

We are committed to improving the quality of mental health and wellbeing provision through action and support, at all levels, throughout our organisation and our industry.

Visit www.bmt.org/sustainability to find out how we are collaborating with other industry partners.

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



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