



'taking ownership'

**2022 Sustainability Report**

July 2023

# Welcome to BMT's 2022 Sustainability Report.

This year's report highlights how we are 'taking ownership' across the entirety of our business for embedding sustainability, from the board room, to how we deliver for our customers and communities.

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# CEO's message

BMT is committed to embedding sustainable and responsible practices at every level of our business. This report describes progress in our third year since establishing our sustainability strategy.

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.

## Customers:

In this report, you'll see examples of how we help our customers make a positive impact. From designing more efficient ships to transitioning to Net Zero energy, we're creating integrated sustainable solutions and climate-conscious designs throughout our portfolio and supply chain.

We also provide examples of how we are measuring and reducing our GHG emissions to ensure that our customers and communities can count on us as a responsible partner in their journey to reduce their footprint and achieve Net Zero goals.

## People:

Our employees play a vital role in embedding sustainability. In the past year, our Sustainability Action Team has established employee-led campaigns to drive change.

Engaging our employees helps to instil sustainability into our culture, knowledge, and work practices. By doing so, we are building the skills and capabilities to develop innovative solutions to real-world problems.

## Performance:

In this report, we provide transparent information about our progress in addressing global challenges. We've made improvements in corporate governance to stay committed to our trajectory towards Net Zero and reducing our carbon footprint. This includes setting science-based and Net Zero targets, assessing climate-related risks and opportunities, and prioritising two United Nations' Sustainable Development Goals.

BMT is committed to integrating sustainable and responsible practices at all levels of our business. This means it is not distinguished from our overall business performance and is integral to 'who we are', our strategic decision-making process, and how we shape our current and future business.



**Sarah Kenny, CEO**



# Performance

Performance		Target	Status	2021/22 Progress
Our commitment		Deliver projects for customers that contribute to United Nations Sustainable Development Goals (SDGs).	On track	We have selected two Sustainable Development Goals to maximise our contribution towards addressing societal and environmental challenges.
		Reject business that is contrary to our ethos of ethics and sustainability.	On track	Sustainability is a quarterly item on the board agenda, and we have produced an ethical statement that addresses our position on climate change.
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.	On track	We require suppliers to sign our Supplier Code of Conduct, to ensure their working practices align with our values. Our supply chain is also assessed via our Supplier Onboarding Questionnaire and manual due diligence checks to avoid trading with businesses that participate in unethical practices.
		Progress towards Net Zero carbon.	On track	We have established a global carbon baseline, developed a Net Zero road map, and collected data for 2021/22 global GHG emissions.
		Identify opportunities to repurpose current products and services to meet the future needs of customers and society.	On track	See <a href="#">pages 18-25</a> for case studies on how BMT is using its expertise to drive sustainable solutions for customers.
Our people		Use customer sustainability challenges to drive innovation.	On track	We are launching a new Global Innovation Hub which will prioritise projects that support BMT's SDGs.
		Embed sustainability driven efficiencies in our operations and reduce costs.	On track	Reducing exposure to energy prices by reducing energy use, through switching to renewable tariffs, adopting renewable energy, reducing office space.
Our communities		Invest in the necessary skills to address sustainability challenges.	On track	We have an increased proportion of females entering BMT at a graduate and apprentice level, which supports our ambition to increase the number of young women in STEM-related roles. Long term this supports our wider perspectives and increased expertise into the organisation, which helps us deliver more meaningful outcomes towards global challenges such as climate change.
		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 <a href="#">pages 36-37</a> .

# 1

## **1: Our commitment**

The standards and policies we set as a business help ensure we actively promote responsible and ethical business practices throughout our organisation.

# Governance

Sustainability is a quarterly item on our board agenda. This prioritisation provides regular opportunities for us to discuss the most important sustainability topics, ensuring our commitment to society and the environment is reflected across BMT's overall strategy and culture.

A milestone for BMT this year is that we have developed an ethical statement, created through feedback from both our board and employees. This statement addresses our position on climate change, which is widely considered the most significant ethical issue across the work that we deliver. Before accepting projects, our statement enables us to assess whether it supports the energy transition and aligns with our values of sustainability.

Other priority topics for BMT include selecting United Nations' Sustainable Development Goals to focus our sustainability impact across BMT, developing our understanding of climate risks and opportunities, and setting our Net Zero targets.

**United Nations Sustainable Development Goals (SDGs)**

The United Nations SDGs are a set of 17 global goals adopted by all United Nations Member States to address the world's most pressing social, economic, and environmental challenges, to achieve a more sustainable and equitable world by 2030.

Selecting priority goals enables us to make measurable and meaningful differences in the areas where we have expertise, networks, and commitments to do so.

**Management of climate-related risk and opportunities**

Across four themes of Governance, Strategy, Metrics and Targets and Risk Management, we are aligning an industry framework to better manage climate risk and opportunities associated with our business. This enables us to identify gaps for improvement in our sustainability strategy and to work towards best practices.

**Net Zero**

On our journey to Net Zero, we are managing and measuring our social and environmental impact, with a focus on reducing our GHG emissions both through operations and the work we deliver to our customers. This is where we can have the biggest impact and influence as a service-based organisation.

For our own emissions, we are striving to reduce our GHG emissions to as low as possible. Where they cannot be reduced without compromising on our ability to operate, we are committed to investing in renewable energy, carbon storage and capture technologies.



# Prioritisation of Sustainable Development Goals

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

This year we conducted workshops across the business, to discuss which goals were most important to our employees, our customers, and our communities. We have selected two goals that will enable us to make measurable and meaningful differences in the areas where we have expertise, networks, and commitments to do so.

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

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



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.

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.

*BMT's development of a Smart Microgrid Controller to make renewable energy more accessible in remote communities is a great example of how BMT is already contributing to this goal. (See page 21).*

# Management of climate-related risk and opportunities

The following page highlights the progress we have made in our evolving approach to managing climate-related risks and opportunities, across four themes of governance, strategy, risk management, and metrics and targets.

For more information visit our [Sustainability page](#) on the BMT website, where you can see a more comprehensive report of our current and future priorities which are aligned with Taskforce on Climate-related Financial Disclosure (TCFD) recommendations.

<p><b>Governance</b></p>	<p><b>Strategy</b></p>
<ul style="list-style-type: none"> <li>● Climate-related risks and opportunities are discussed quarterly on the Board agenda.</li> <li>● Climate-related risks are captured on our corporate risk register, which is reviewed by the audit committee.</li> <li>● A Non-Executive Director on the Board has been appointed as a representative for environmental, social, and governance matters.</li> <li>● BMT's executive team manages and assesses the high-scoring risks on the corporate risk register.</li> </ul>	<ul style="list-style-type: none"> <li>● Transition and physical risks associated with our operations have been reviewed. We have also benchmarked ourselves against other service-based organisations.</li> <li>● Our Net Zero roadmap has been developed, which provides a framework for reducing our GHG emissions (see page 12).</li> <li>● Near-term science-based targets have been set (page 11). These are measurable goals to reduce our GHG emissions in alignment with scientific recommendations.</li> </ul>
<p><b>Metrics and targets</b></p>	<p><b>Risk management</b></p>
<ul style="list-style-type: none"> <li>● This year marks a first. We have calculated our global GHG emissions, which are broken down on pages 14-15.</li> </ul>	<ul style="list-style-type: none"> <li>● Climate risk is captured on our corporate risk register and framework. 75% of the risks are transitional risks which are associated with the global shift to a low-carbon economy. 25% of our risks are physical and are associated with increased extreme weather events from climate change. These risks are considered across our operations.</li> <li>● Management of transitional risks includes tracking emerging regulations, understanding evolving markets, attracting talent, and upskilling employees.</li> </ul>





# Net Zero

This year, we have made significant strides towards measuring and improving our carbon footprint. We have established a global GHG emission baseline, developed a Net Zero road map, and are collecting data for our 2022 global GHG emissions.

We are committed to reducing our GHG emissions. Last year we demonstrated this by signing the *Business Ambition for 1.5°C* Pledge with the Science-Based Targets initiative (SBTi).

Since committing, we have developed a global baseline year for carbon reporting that enables us to measure our progress in reducing our emissions. We have also developed science-based targets for emission reduction. These are specific goals for reducing our emissions in line with the latest climate science. These have been submitted to the SBTi for validation, ensuring that we are taking the necessary steps to reduce our GHG emissions in line with the latest climate science.



## SCIENCE BASED TARGETS



# Global carbon reporting | base year inventory

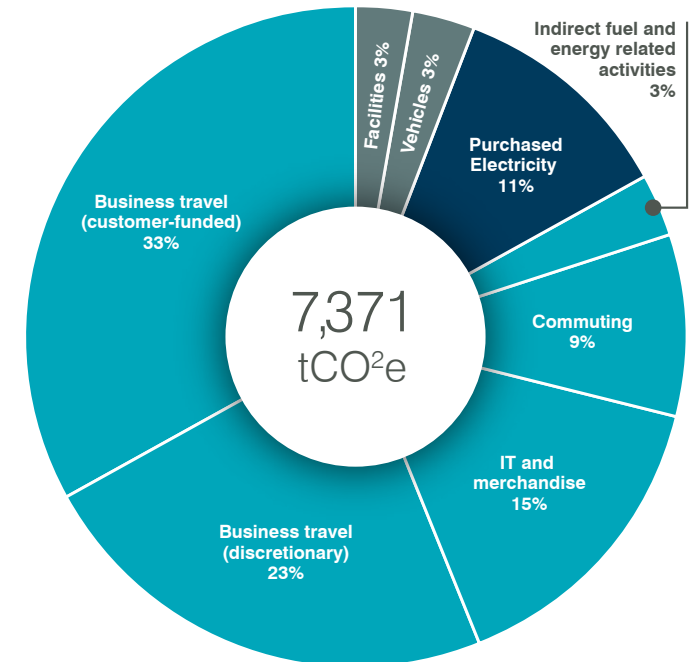
As part of our Net Zero roadmap, we have established a 2019 base year inventory of our GHG emissions (FY Oct 2018 - Sep 2019). Our total base year GHG emissions are 7,371 tCO<sub>2</sub>e, with scope 1 & 2 representing 17% of total GHG emissions and scope 3 representing 83%.

Our approach aligns with the GHG Protocol, which provides the most widely recognised accounting standards globally for GHG emissions. Scope 1, 2 and 3 categorises the GHG emissions we are responsible for across our operations, and in our wider processes and activities.

<b>Scope 1</b>	<p><b>Facilities and vehicles</b> GHG emissions from the gas used to heat our offices, and GHG emissions from the combustion of fuel from pool cars we own.</p>
<b>Scope 2</b>	<p><b>Purchased electricity</b> GHG emissions from purchased electricity used to run our offices. Our approach means GHG emissions are specific to the energy grids in the locations where we operate.</p>
<b>Scope 3</b>	<p><b>Indirect fuel and energy related activities</b> GHG emissions from the gas used to heat our offices, and purchased electricity used to run our offices, that are not included in scope 1 or 2. This includes the extraction, production and transportation of the gas and electricity we use, as well as grid losses from electricity transmission.</p>
	<p><b>Commuting</b> Estimated GHG emissions from employees commuting between their homes and most regular place of work.</p>
	<p><b>ICT and merchandise</b> GHG emissions from Information and Communications Technology (ICT) and merchandise, that we purchased in 2019, including GHG emissions from the delivery of these products to our offices. ICT makes up 99% of this category, and includes our IT equipment, cloud-based services, mobile phones, printing and photocopying costs, cyber security, as well as storage of our digital products.</p>
	<p><b>Business travel (discretionary and customer-funded)</b> GHG emissions from the journeys taken by our employees for business purposes. This includes both discretionary and customer-funded travel by air, private car, hire car, taxi and rail. This is the largest source of our emissions.</p>

**BMT's 2019 Base Year Inventory**

(% of overall GHG emissions)



● Scope 1   ● Scope 2   ● Scope 3

*In accordance with science-based targets initiative recommendations, we have excluded water, stationery and food from our base year inventory.*

# Our Net Zero and science-based targets

## Our long-term and near-term science-based targets

### Long-term

- **BMT commits to reaching Net Zero greenhouse gas emissions across the value chain by 2035.**

(this means we commit to reducing scope 1, 2, and 3 emissions by 90% by 2035 from a 2019 base year)

### Near-term

## 65% reduction

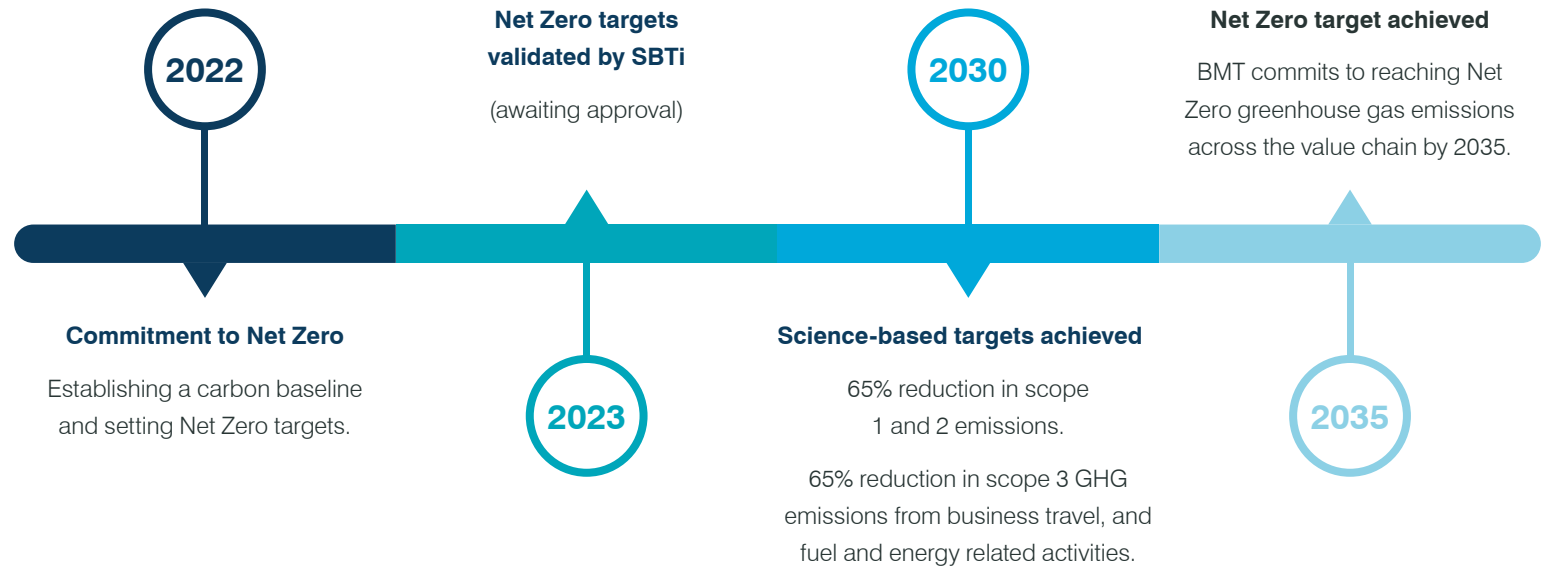
- **In scope 1 and 2 GHG emissions by 2030.**
- **In scope 3 GHG emissions from business travel by 2030.**
- **In scope 3 GHG emissions from fuel and energy related activities by 2030.**

(v.s. 2019 baseline)



# Net Zero | pathway

## Our targets



## Examples of how we are going achieve our ambition

For BMT	For the world
<ul style="list-style-type: none"> <li>● Reduction in BMT's annual discretionary travel emissions against 2018/19 baseline (Year 1 - 5% target of overall emissions).</li> <li>● Future leases/serviced offices provide 100% renewable energy.</li> <li>● Innovation budget is invested in projects that support one or both of BMT's SDGs.</li> <li>● 50% of personal mileage or hire car moved to public transport or car share.</li> <li>● Implement offsetting/ carbon reduction technology scheme.</li> <li>● All pool cars are to be Ultra Low Emissions Vehicles (ULEV).</li> <li>● Transferred all on-premises storage to a cloud-based system with good sustainability credentials.</li> </ul>	<ul style="list-style-type: none"> <li>● Innovation budget is invested in projects that support one or both of BMT's SDGs.</li> <li>● BMT ethics statement that supports fossil fuel divestment plan.</li> <li>● Increasing net revenue from professional services that are primarily related to climate mitigation.</li> <li>● Integration of climate focused design and solutions into all capabilities.</li> <li>● Refuse products and services from suppliers who are unable to demonstrate their commitments to Net Zero.</li> </ul>

# 2

## **2: Our impact**

This section highlights the progress we are making to reduce our GHG emissions since our base year of 2019.

It also showcases projects we are taking ownership of with our customers around the world to address social and environmental challenges.

# Global carbon reporting | scope 1 & 2

This year we have calculated our global GHG emissions for 2022 (FY Oct 2021 – Sep 2022). The next two pages illustrate how we are performing against our 2019 base year inventory.

**Our global GHG emissions have decreased by 34%, from over 7,000 tCO<sub>2</sub>e, to under 5,000 tCO<sub>2</sub>e.**

## Energy use

Globally, compared to 2019 levels:



**We have reduced our GHG emissions from electricity and gas used in offices by 52%.**



**It is estimated that our proportion of renewable electricity used in offices has increased by 30%.**

## Facilities and purchased electricity

The treemap (*below right*), illustrates the reduction of our global GHG emissions from energy use across our offices in 2022 compared with our 2019 base year inventory.

This reduction in energy usage has been driven by:

- Downsizing office space where offices were being under-utilised.
- Increasing sustainability criteria in our property portfolio, such as renewable energy and accessibility to public transport.
- Switching to renewable energy tariffs.
- Adopting a hybrid-working environment.

As more accessible methodologies become available to measure GHG emissions, we will see an increase in the reduction of scope 3 GHG emissions from energy consumption, due to more employees working from home, instead of the office.

## Vehicles

A reduction in our fleet of pool cars has reduced our GHG emissions from scope 1 vehicles by 23%.

## No. of offices

2019: 30

**2022: 27**



## No. of employees

2019: 1,185

**2022: 1,214**

*This no. excludes employees from discontinued business in our portfolio.*



## Global GHG Emissions from Energy Use



*Numbers are rounded to the nearest hundred*

# Global carbon reporting | scope 3

Overall, our 2022 scope 3 global GHG emissions are below pre-pandemic levels. The graph shows these GHG emissions against our 2019 base year inventory.

### Business travel (discretionary and customer-funded)

Since the pandemic, we have changed how we communicate, collaborate and deliver, and in doing so we have proven our ability to operate with a reduced environmental impact. Moving forward, we are striving to ensure business travel GHG emissions remain below pre-pandemic levels.

### ICT and merchandise

Our GHG emissions from ICT and merchandise have increased. This is due to increased investment in our digital strategy and communication channels. This will support a longer-term reduction in GHG emissions and will support us to operate without GHG emissions returning to pre-pandemic levels. As part of our

future operations, we intend to shift our remaining on-premises data storage to cloud-based systems with good sustainability credentials.

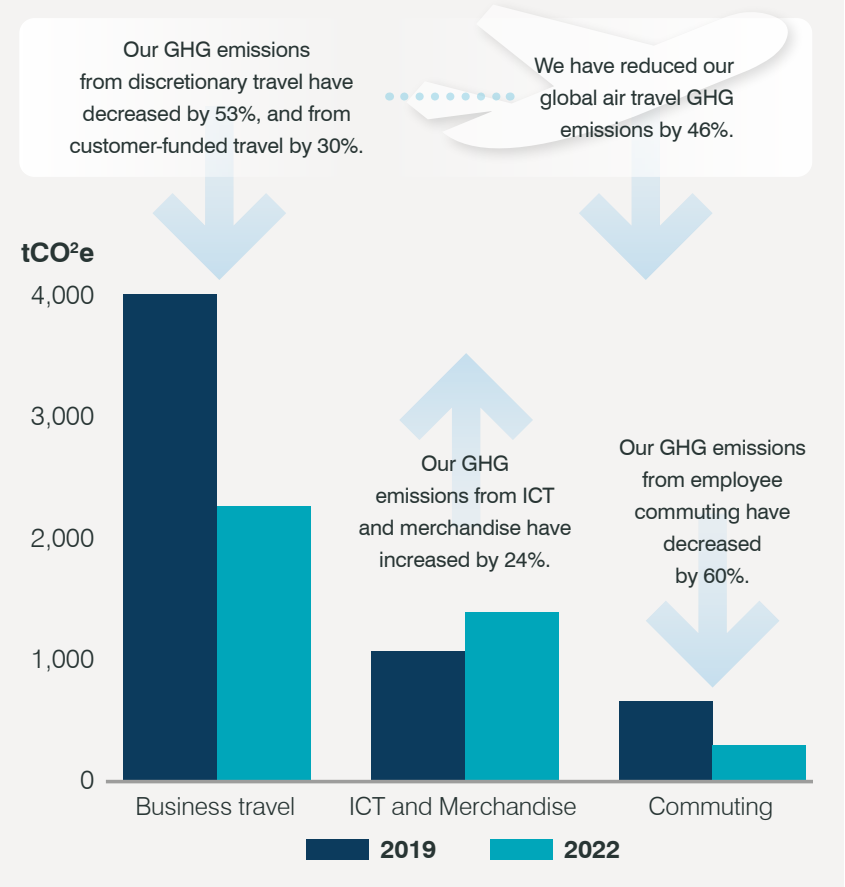
### Commuting

This year, we improved the accuracy of how we measure employee commuting GHG emissions, by introducing an employee commuting survey.

The survey results highlighted a considerable reduction in GHG emissions due to hybrid working arrangements and less employee commuting. Furthermore, it revealed that 90% of employees commuting, travelled by private car. Encouraging alternative travel options for commuting could further reduce scope 3 GHG emissions.

### A Comparison of Scope 3 GHG Emissions (2019 and 2022)

Globally, compared to pre-pandemic levels:



## 2023 priorities

- To have our science-based targets validated by the science-based targets initiative.
- Begin the delivery of our Net Zero road map.
- Measurement of our 2023 global greenhouse gas emissions.

# UK carbon reporting | scopes 1, 2

## Energy use

### Purchased electricity

This year, we have increased our proportion of renewable energy, and continue to see a steady reduction in GHG emissions. In support of our hybrid working arrangements, we have further reduced our UK office space by approximately 16%. Two of our offices run on a renewable energy tariff, and the rest of our tariffs are part renewable. Solar panels have been installed on the roof of our office in Southampton. This has reduced energy use associated with our offices.

### Facilities

50% of our UK offices consume gas for heating. Our figures highlight an increase in scope 1 GHG emissions (gas use) compared to 2021. This is expected due to employees returning to work at BMT offices following the peak of the pandemic. However, measures such as the promotion of hybrid working were taken to ensure our gas use did not return to pre-pandemic levels.

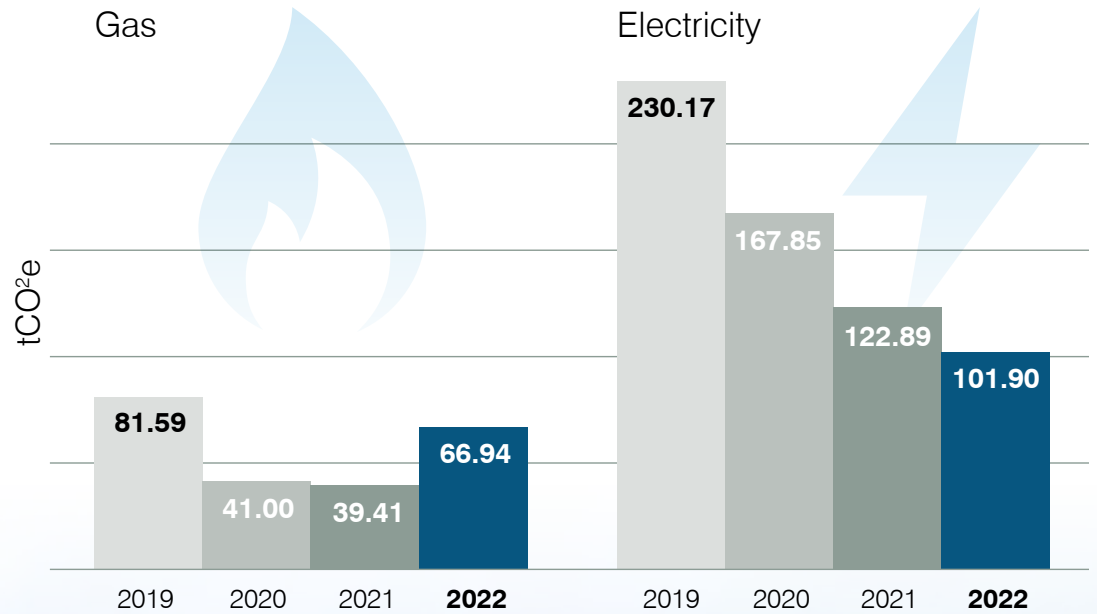
## 2023 priorities

- Expand our property search criteria to include a requirement that future leased & serviced offices provide 100% renewable energy.

Solar panels at BMT's Southampton Office



UK GHG Emissions from Energy Use





# UK carbon reporting | scope 3

This year, as anticipated, UK GHG emissions from business travel (discretionary and customer-funded) have increased since travel restrictions have been lifted.

We have taken measures to ensure these do not exceed pre-pandemic levels, and that we are only travelling where it is necessary. These measures include the promotion of hybrid working and setting travel reduction targets. We also continue to promote employee benefits packages to our employees.

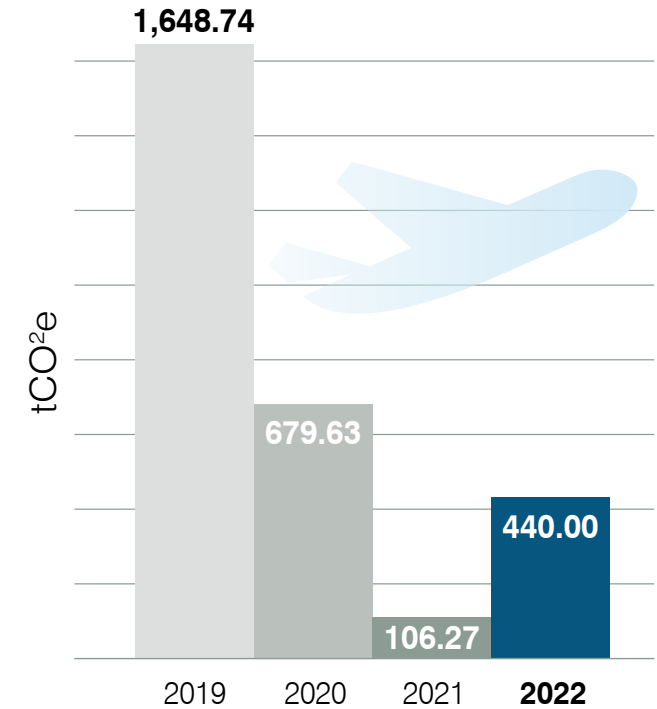
Globally, targeted leadership committees participated in travel reduction workshops and reduced their travel through:

- Virtual business functions.
- More coordinated travel.
- Increased time travelling in each region, less frequent visits.
- Trial of virtual conferencing technology.
- Reduction in personal mileage.
- Increased investment in ICT and digital infrastructure.

BMT employees in the UK are eligible to sign up to an Electric Car Benefit Scheme, which provides them with a more affordable option for driving a fully insured and maintained electric car for a fixed monthly amount taken from their salary. We also continue to promote our Cycle To Work Scheme.



UK Travel GHG Emissions



For consistency with previous reports, we have excluded well-to-tank GHG emissions (from the production, processing and delivery of gas and electricity) from this graph, which make up roughly 10% of our scope 3 business travel emissions.

## 2023 priorities

- To achieve a 20% reduction in discretionary travel against our 2019 base year inventory.

# Case studies on supporting the energy transition

## Preparing superyachts for the energy transition

BMT is working with partners Aeolus and Oceanco to reduce the emissions of superyachts and is considering Net Zero throughout the design and build of them. They are making sure that superyachts designed and constructed today can be adapted to accommodate new technologies and fuels that will emerge in the future as part of the energy transition. BMT has developed the *Energy Transition Platform (ETP)*, to achieve this flexibility in superyacht design and construction.



*“Our research involves continuous research and innovation to formulate, as best we can, theories and likely scenarios for the future.*

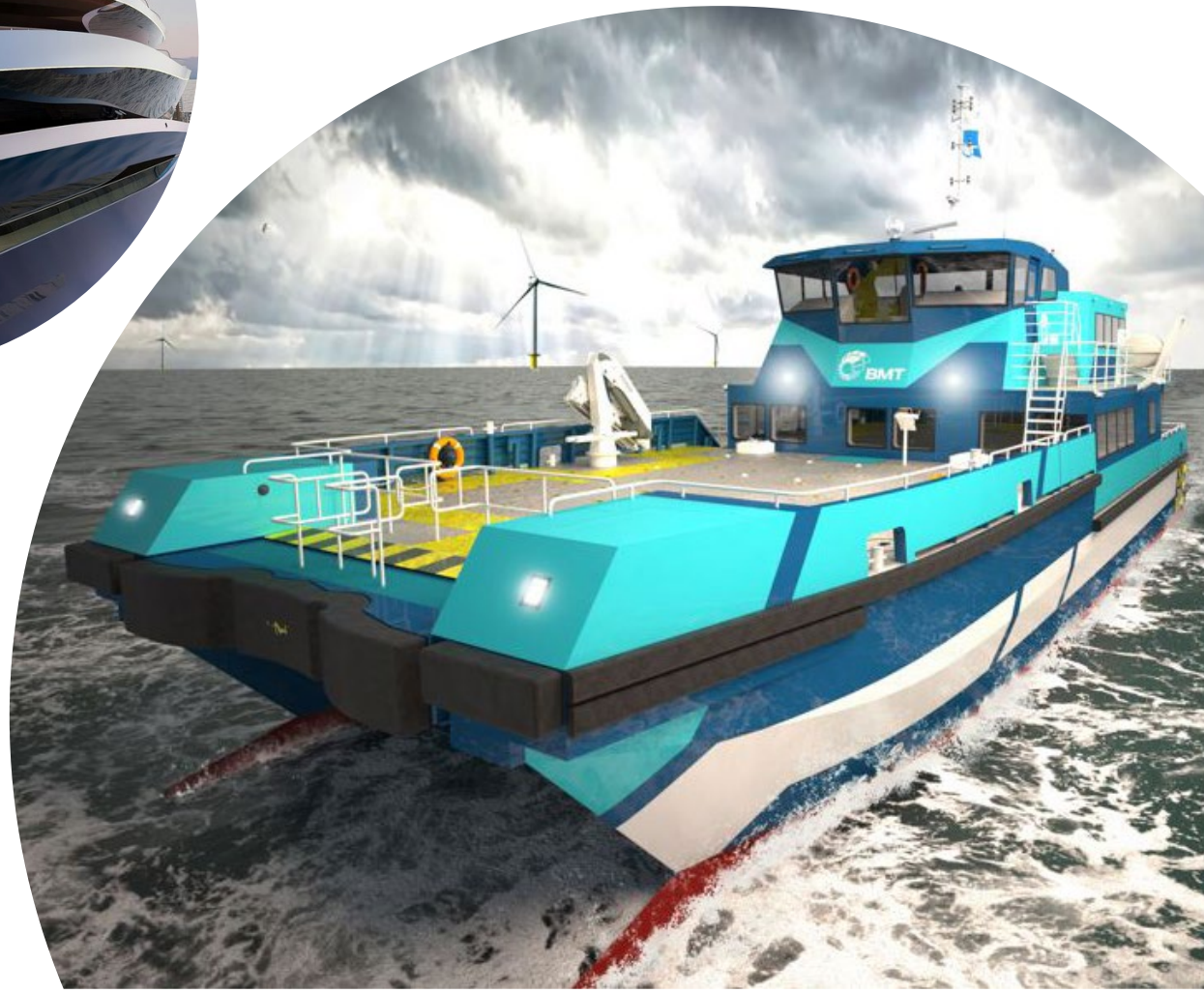
*This way, we can provide independent and unbiased insight for our clients so they can make the right choices by the energy transition.”*

**James Roy, Managing Director, Lateral Naval Architects, BMT**



## Supporting offshore wind with hybrid crew transfer vessel design

BMT has introduced a new ‘hybrid propulsion Crew Transfer’ vessel design. The vessel is used during the construction of offshore wind farms and is used to safely transfer a technician onto a turbine. BMT has installed the necessary systems to reduce the risk of damage to the vessel and the turbine.



## Case studies on supporting the energy transition | continued

### Sustainability and environmental protection for defence

Within our defence portfolio, BMT delivered numerous sustainability and environmental protection projects for our customers. These included:

- Environmental Impact Assessments for submarines and ships.
- Bespoke workshops to analyse environmental impact.
- Route maps and implementation plan to Net Zero.
- Studies on the impact of retrofitting equipment with greener technologies.
- Studies on the sustainability and environmental impact of autonomous vehicles.

### 2023 priorities

#### Fleet Solid Support (FSS) programme

BMT is part of Team Resolute, a partnership for British Naval Shipbuilding, delivering the next generation of support ships. The vessel designs are environmentally conscious and comply with Lloyd's Register's environmental regulations, featuring capabilities such as hybrid electric motors and generators. The design also features early and later years carbon intensity reduction packages.



# Case studies on supporting the energy transition | continued

## Biodiesel blending marine terminal for bunkers

BMT has developed concept and design of a biodiesel blending marine terminal for bunkers. This facility specialises in blending biodiesel with traditional fuels to create an alternative cleaner fuel that can be used by vessels to refuel whilst traversing the Malacca Straits.

Malacca Straits, the main shipping channel between the Indian and Pacific oceans, sees approximately 25% of the world's traded goods and more than 50,000 vessels pass through it annually. Providing clean fuel along the Malacca Straits is important for global maritime decarbonisation and sustainable maritime activities.

Marin Selatan partnered with BMT for consulting advice on the construction of a biodiesel marine terminal.

## Environmental Impact Assessment for hydrogen production and liquefaction facility

BMT is assessing aquatic ecology for a proposed hydrogen production and liquefaction facility in central Queensland, Australia. The work is a component of the project's Environment Impact Statement and is delivered in partnership with Advisian as the primary consultant. The work was delivered using a variety of desktop analysis using Geographic Information System (GIS), and fieldwork such as electrofishing, water quality, and drone mapping. The proposed renewable hydrogen facility will be the largest in Queensland, scaling to over 3000 megawatts by the early 2030s.



*"BMT provided us with expert technical support and helped us achieve our goals in promoting the use of cleaner, renewable fuels. Through innovative solutions, they are enabling us to reduce our carbon footprint. We are proud to have collaborated with the team who share our vision towards a more sustainable future. Their support in developing the biodiesel marine terminal will play a significant role in contributing to the maritime industry's decarbonisation goals along the Malacca Straits and wider ASEAN region."*

**Kingsley Khoo**  
CEO, Marin Selatan



Image: Conor M Jones

# Case studies on supporting the energy transition | continued

## Wave energy demonstration

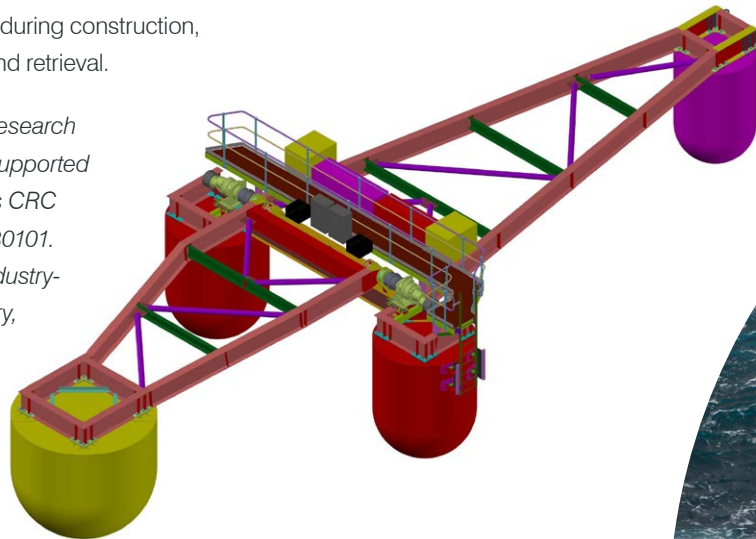
BMT is working for the University of Western Australia and the Blue Economy Cooperative Research Centre on the development and deployment of a prototype-scale Wave Energy Converter in King George Sound, Albany, Western Australia. The purpose of the project is to enable research and development to provide clean energy that supports infrastructure and supply chains necessary for emerging ocean energy markets, including nearby aquaculture operations.

BMT is pleased to be supporting the partnership through the:

- Delivery of Environmental Impact Assessment and Environmental Management Plan.
- Execution of the design of structural and mechanical engineering elements.
- Design of the mooring system.
- Provision of technical support during construction, commissioning, operations, and retrieval.

The Blue Economy Cooperative Research Centre (CRC) is established and supported under the Australian Government's CRC Program, grant number CRC-20180101. The CRC Programme supports industry-led collaborations between industry, researchers and the community. Further information about the CRC Programme is available at [www.business.gov.au](http://www.business.gov.au).

Image: Chris Shearer



## Future energy for remote communities with smart microgrid controllers

Many remote communities throughout the world are dependent on diesel generators for electricity. These communities have high costs of electricity, high carbon emissions and risk of diesel spills. Renewable energy sources can reduce dependence on diesel in these communities. However, the size and type of alternative renewable energy sources vary, leading to bespoke integration in each community. BMT has developed a Smart Microgrid solution to standardise the integration of renewable energy into remote communities.

Under Canada's Ocean Supercluster funding, BMT designed and built an Ocean Energy Smart Grid for the island and coastal remote communities. BMT tested the full-scale demonstration unit at Sustainable Marine's test site in Freeport, Nova Scotia. Testing simulated the coordination of

multiple energy sources in a remote community to minimise the use of diesel generators. BMT's Smart Microgrid coordinated, controlled, and distributed varying power outputs from Sustainable Marine's floating tidal energy platform, a solar photovoltaic array, a battery bank, and a backup diesel generator to meet community power needs.

Following the successful full-scale demonstration, BMT aims to conduct a pilot project in a remote community.

*"Tidal energy is a predictable resource – based on the movement of tides – that can be integrated into microgrids with other renewable resources, often complementing them."*

**Martin Moody**  
Electrical Manager, BMT



# Case studies on supporting the energy transition | continued

## Business planning, service model and operations management for Taiwan’s offshore wind ports

The Taiwan International Ports Corporation has identified seven commercial ports to support the development of offshore wind farms. BMT was commissioned to perform a study on port planning, operations modelling, and commercial strategy for the offshore wind power business. This included:

- Benchmark study in European offshore wind ports.
- Gap analysis of commercial development and service structure at Taiwan’s offshore wind ports.
- Port capacity assessment and expansion requirement.
- Establishment of business model, operations guidelines, and recommendations for future port development strategies.

## Environmental and marine assessments for offshore wind projects in Australia

Though providing environmental and marine assessment, BMT’s work is supporting the global deployment of offshore wind, an important enabler for the energy transition. One example is BMT assisting Bluefloat in the development of offshore wind projects in New South Wales and Victoria.

*“Working closely with other industry stakeholders enables us to offer a breadth of offshore wind industry advice across marine environments, ports, and logistics. Our expertise spans moorings modelling, asset monitoring, discrete event simulation, and vessel design.”*

**Lisa McKinnon**  
Senior principal scientist, BMT



## Sustainable solutions

The Great Barrier Reef, Australia, is experiencing major coral declines resulting from severe flood plumes. As part of the Port of Gladstone's Biodiversity Offset Strategy, BMT is conducting a coral restoration programme at degraded inshore reefs.

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### Coral reef restoration

The Port of Gladstone is one of Australia's finest natural deepwater harbours and Queensland's largest multi-commodity port. The port borders the Great Barrier Reef World Heritage Area and is home to nationally and internationally threatened marine fauna, such as sea turtles, dugongs, and rare dolphin species. A dedicated biodiversity offset strategy is aimed at avoiding potential impacts on local biodiversity by providing long-term conservation of threatened and migratory species, including their habitats.

BMT is performing active restoration with a research element, testing the effects of seaweed removal (equivalent to weeding a garden) with and without the transplantation of coral specimens from nearby healthy reefs. The restoration work will be conducted concurrently with data-rich environmental monitoring, evaluating long-term changes in reef and fish communities.

Coral restoration has rarely been conducted on reefs in turbid, inshore, coastal waters. This means that, in addition to the direct biodiversity benefits to the reefs, the research-based approach will enable the dissemination of scientifically robust lessons about the effectiveness of relatively simple interventions in restoring phase-shifted reef communities.

The restoration work commenced in 2022 and installation is now complete. Initial signs of recovery are positive with new coral growth already being observed. Environmental monitoring will continue for a three-year period to determine longer-term viability.



# Sustainable solutions

With climate change upon us, water scarcity and associated risks to businesses are a major issue. Globally, there are increased requirements for organisations to demonstrate how they are managing water and its related risks across operations, assets, litigation, and social licence.

## Water security and climate resilience

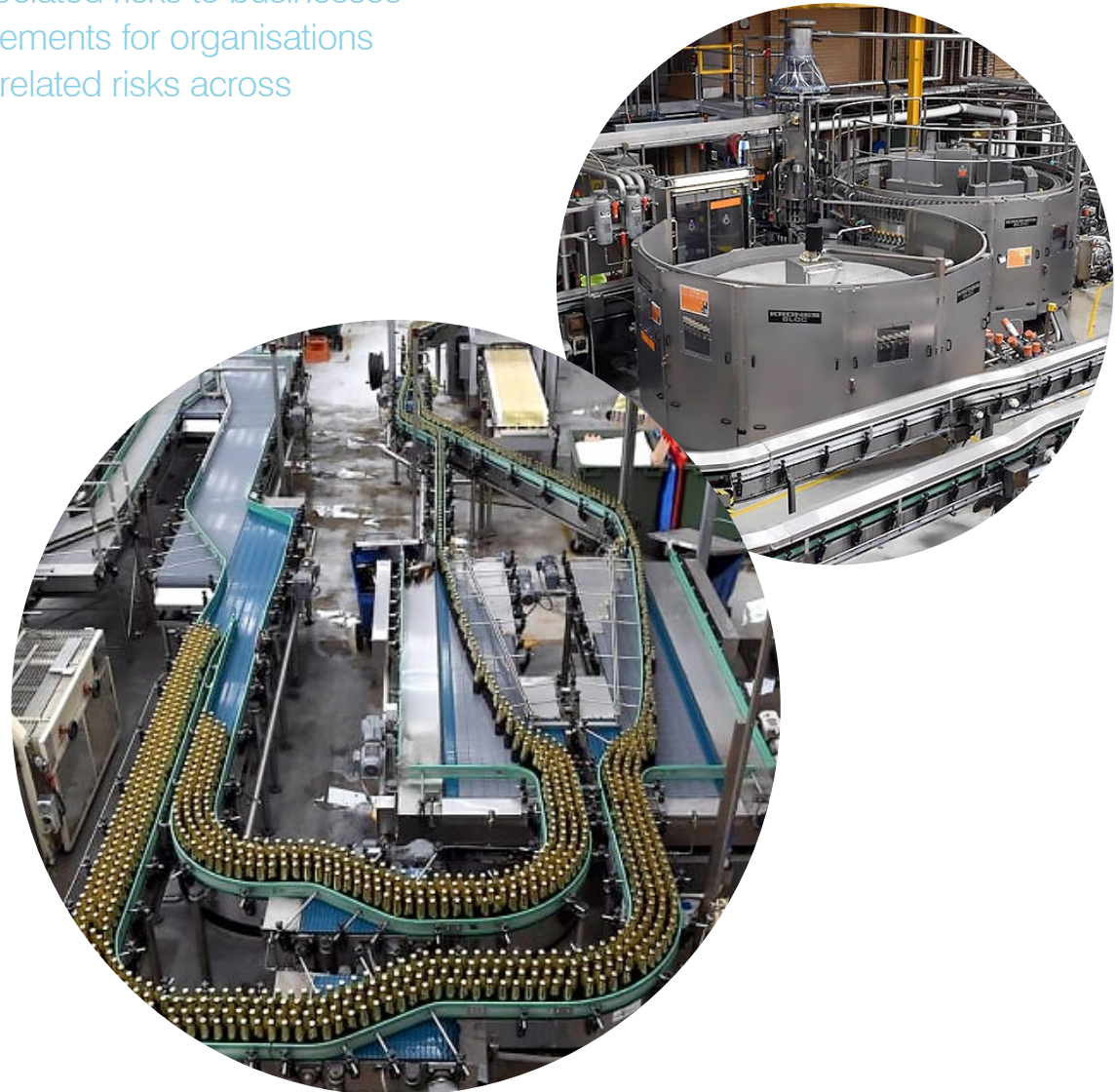
BMT was engaged by Asahi Beverages to conduct water risk assessments at a range of beverage production plants in Australia and New Zealand. The assessments involve taking a strategic view of the unique operational, stakeholder, water supply, wastewater and community context for each plant and pragmatically considering solutions to enhance best-practice stewardship of water amidst a range of potential local business and environmental impacts.

This work has leveraged BMT's broad experience in environmental risk, and technical skillsets in water efficiency and flood management to connect high-level goals with tangible and feasible water related mitigations that achieve multiple benefits.

Work has been completed on three plants and continues across other sites.

*"It has been a privilege to build this partnership with Asahi and support their commitment towards leading on best practice water management as a strategic business priority."*

**Adam Jones**  
Principal Engineer, BMT





## Sustainable solutions

BMT's Climate and Environment business line was established

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### 2023 priorities

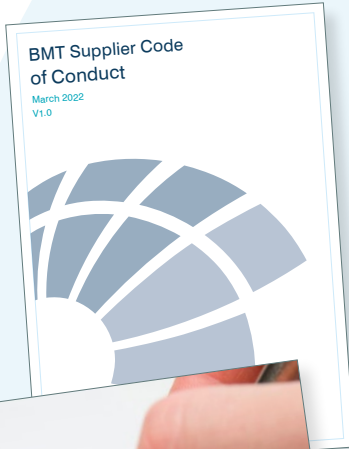
- BMT has been awarded a project to scope and initiate a sustainability strategy for a large federal client. The project aims to align with the federal Greening Government Strategy (2017) and will help guide operations and policies in attaining its sustainability objectives. The plan will evaluate greenhouse gas emissions, waste generation, green procurement, and climate resilience in order to develop a comprehensive plan forward.
- BMT will present at the Offshore Technology Conference in Houston, on Climate Risk to Critical Infrastructure within the Energy Transition Pavilion. We will focus on the increasingly pertinent issue of climate risk and its impact on essential infrastructure within the context of the ongoing energy transition.



# Responsible business practice

## Modern slavery and our supply chain

We have policies and procedures that mitigate the risk of modern slavery occurring across our day-to-day operations. However, we have less control over our extended supply chains where there is a greater risk of modern slavery. We take responsibility by considering modern slavery and other ethical issues when we choose a supplier, product or service.



### Supplier Code of Conduct (Code)

Upholds levels of integrity and ethical standards where we operate. All new suppliers (and existing suppliers when entering new contracts) are required to sign up to our Code, to verify that their working practices align with our values. They are required to communicate the Code principles down the supply chain to supplier subcontractors and other business partners involved in supplying products and services to BMT.

### Onboarding questionnaire

Verifies that our supply chain has the necessary skills, qualifications, and working practices to trade with us. Manual due diligence checks including financial and background searches are also conducted on our larger suppliers to avoid trading with businesses that participate in unethical practices.

### Modern Slavery and Human Trafficking

Includes the measures we take to prevent slavery and human trafficking within our business and supply chains. It can be viewed on our [website here](#). It is issued under section 54 of the Modern Slavery Act 2015 (the Act) in the UK and in accordance with the modern slavery laws of other locations in which we operate.

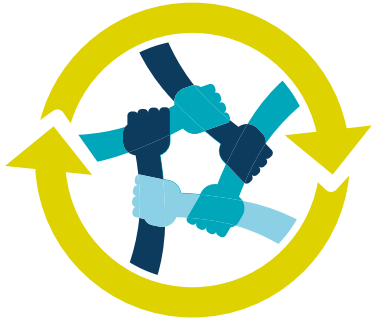
# 3

## **3: Our people**

We are building a culture where our people are empowered to actively contribute to our sustainability goals.

As well as environmental goals these also include our societal goals such as mental health and well-being, Diversity, Equity and Inclusion (DEI) and responsible business practice.

# Sustainability Action Team



## 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.

### 2023 priorities

- **Delivery of Sustainability Action Team communication and campaigns to the wider business.**
- **Harness the team’s knowledge and departmental representation to aid in developing BMT’s sustainability strategy.**



# Sustainability Action Team

Hear from some of our team members across the globe

## ‘Why did you join BMT’s Sustainability Action Team?’



**Jaret Fattori**

Senior Consultant,  
Climate and Environment, Canada

*“My role is to provide expertise to our clients for decarbonisation, climate risk and sustainability objectives. It is important that we maintain success in these areas internally to demonstrate capability and proficiency to our clients and the broader markets. I wanted to get involved to help support these initiatives and learn from a team that can help me develop new skills and understanding in the field of sustainability.”*



**Mahesh Lavand**

Principal Consultant,  
Risk & Modelling, Singapore

*“I joined BMT’s Sustainability Action Team to utilise my consultancy skills to educate others, contribute to BMT’s sustainability goals, and fast track sustainability actions for BMT and our local communities.”*

## ‘How are you supporting BMT’s Sustainability Agenda?’



**Gayan Gunaratne**

Associate Principle Engineer,  
Australia

*“As a member of BMT’s Sustainability Action Team, I am contributing to the company’s sustainability agenda by proposing and implementing initiatives such as a sustainability quiz challenge, a carbon footprint challenge, and a sustainability pledge board. By encouraging employee engagement and participation in these initiatives, we are fostering a culture of sustainability within BMT.”*



**Jasmine Bedford**

Senior Sustainability and  
Environmental Consultant, UK

*“I am supporting BMT’s sustainability agenda through leading a sustainability working group which is attended by local employees across various departments. The working group raises awareness and knowledge to co-workers about important sustainability topics and what BMT is doing in their journey to becoming more sustainable.”*

# Mental health and well-being

Through our employee benefits package, employees are offered complimentary counselling, well-being, health and financial assistance services. They are also provided with an annual well-being allowance.

At BMT, we want to help break the stigma of mental health by making it safe to talk in the workplace and ensure that everyone feels confident in speaking up if they are struggling or worried about someone else.



**In 2022,  
40% of employees  
made a claim for the  
wellbeing fund.**

### 2022 highlights

● **Health & wellbeing sessions**

These promote physical, mental and financial wellbeing, and let employees share their own stories.

● **Mental health first aiders course | Australia**

This enabled our Mental Health First Aiders (MHFA) to revisit course material and to explore further the stigma of mental health issues in the community. We are proud that over 10% of our Australian workforce has been accredited as MHFA.

● **Line manager mental health toolkit**

This helps line managers identify signs of poor mental health and understand how to approach a conversation with a team member.

● **Health Safety and Environment (HSE) Connect app**

We have an ongoing focus to ensure we are doing all we can to safeguard our employees by mitigating any risks and reporting any hazards rapidly. To help facilitate real time reporting and risk mitigation, we have introduced a Health and Safety tool, the HSE Connect app.

● **My Eva financial well-being platform | UK**

This supports employees with their financial wellbeing by helping to improve their financial situation with independent personalised guidance and advice.



**BMT's 2022 health, safety, and well-being award winner**

*'Chris recognised that there were unsafe conditions on a customer structure, and that people working on it could come to serious harm. The customer was very thankful that Chris went above and beyond to ensure safety issues were addressed.'*

**Chris Shearer  
Associate Principal Engineer,  
Critical Infrastructure Australia, BMT**



# Diversity, Equity and Inclusion

DEI is a business imperative for us, and we continue to prioritise our work in this area.

In 2022 we took some time to review our DEI strategy and established a four pillar plan organising our actions around Culture, Education, Data and Equity.



### Milestones in our DEI journey

- Engaging our colleagues through panel events, such as International Women’s Day & Pride.
- Establishing Regional DEI Forums across the world, involving representative voices in DEI planning.
- Challenging bias by launching a Conscious Inclusion e-learning module.
- Publishing an inclusive recruitment toolkit/guide for hiring managers and the people team.
- Trialling data monitoring questions for candidates in the UK.
- Establishing baseline diversity demographic data for current employees.
- Reviewing and updating recruitment processes, templates, and tools with an equity lens.
- Partnering with external organisations to support DEI strategy work.

Visit here to see our 2022 Gender Pay Gap report



### Gender equality and Women In Science & Engineering (WISE)

We are striving to improving our gender diversity and have committed to do so by increasing female representation across our workforce and in senior leadership positions.

Our employee representatives for WISE (Women in Science and Engineering) discussed our commitment at a Women in Innovation knowledge-sharing event. This involved showcasing BMT’s Consulting Women in Leadership Programme and sharing insights on BMT’s Technical Women’s Forum Employee Network Group (UK).

# STEM (Science, Technology, Engineering and Maths)

At BMT, we are committed to improving STEM education. Alongside a multitude of career days and STEM activity days in our local schools, we have:

### Imagineering at Bath & West Shows

BMT is proud to have been invited to take part in the Royal Bath and West Show's Imagineering exhibit once again in 2022, alongside the Royal Navy, Army, and Institution of Engineering and Technology, amongst others. The Imagineering exhibit, again winning the Gold Medal award for best trade show, was buzzing with activity as over 20,000 children and their families passed through over the three day period.

BMT volunteers from across the UK business took the attendees through some classic activities such as our stability ship challenge, paper and foam boat building, and interactive Virtual Reality (VR) activities.

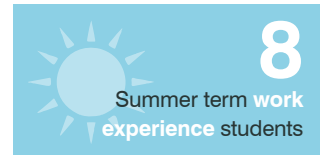
### 'Wackathon' virtual challenge

BMT's Kirsty Carotti (Wackathon's co-founder), judged the third annual event at The University of Bath. Designed to showcase the skills of women and gender minority students in STEM, students compete to design the best technical system to solve a chosen problem. By supporting Wackathon 2022, BMT hopes to encourage more diversity and equality in STEM.

*"Women in Technology has always been a movement close to my heart; in a male dominated field it is often hard to find the confidence to showcase the skills and talent so many women have. When founding the Wackathon, myself and my fellow committee members wanted to create a safe space to develop both technical and soft-skills and give women the confidence to pursue similar events or a job in technology in the future. I'm so happy to be able to continue to support this initiative with the help of BMT."*

**Kirsty Carotti**  
Software Developer, BMT UK

### STEM and early careers



**Work experience**  
On a scale of poor to very good, one student added his own category of rating the work experience as **'incredible'**. Another student discovered a love for Systems Engineering and is hoping to come back summer to learn more

*Everyone was kind, welcoming, very nice to be around and to learn from.*

*As someone who is passionate about ships, I loved the entire week.*

*I enjoyed learning about the different aspects of Naval Architecture, especially the future innovations.*

*Everyone here is super friendly and happy to share what they do.*



# Global graduates and apprentices

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 and apprentice training programme to develop their soft skill development and business awareness.

This year, we have diversified our recruitment process by using Handshake, a platform which allows us to reach a higher number of universities than those we have typically targeted.

We have revamped our global graduate and apprentice programme which better aligns with our business objectives as well as upskilling our early career employees to be the stars of BMT's future.

In our UK September 2022 intake, we recruited 32 candidates in total; 21 graduates, three year 11, and eight summer placement students. All have undergone role specific technical training.

BMT ran another successful Work Experience week. Students were introduced to the world of sustainable ship design and presented their own ship designs at the end of the week.

*"I have gained valuable skills and knowledge through my Level 3 and now Level 4 apprenticeships, as well as through the interesting and challenging projects that I've had the pleasure to work on for BMT."*



**Ben Golding**  
Software Developer, BMT

*"Since finishing my postgraduate degree in sustainability I have really enjoyed working for BMT supporting our sustainability agenda. I have been tasked with collecting data for our first global baseline of emissions, which has provided me great exposure to other areas of the business. I love that the work I do supports BMT towards making a difference. For example, a lot of the data we have collected has enabled us to set science-based targets for Net Zero."*

**Chloe Briggs**  
Sustainability Administrator, BMT

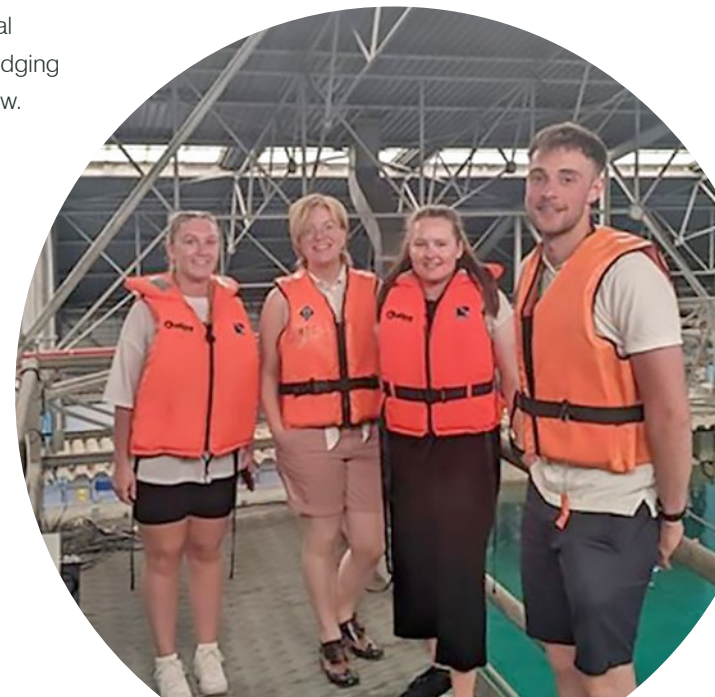


## European International Submarine Races

This year, two groups of 'Early Career' BMT employees had the opportunity to visit the QinetiQ Ocean Basin in Portsmouth to watch the European International Submarine Races sponsored by BMT, with the judging team including BMT's Cat Savage and Liz Whitrow.

*"The potential opportunities the site provides for controlled testing and simulation of maritime vessels is impressive. I particularly enjoyed speaking to the teams: listening to how they approached the engineering problem; observing the mechanics of their subs; and hearing how some had taken inspiration from real world examples to aid their designs."*

**Jackson Lindley**  
Graduate Naval Engineer, BMT



# Learning and development

As we move out of the pandemic and enter a new phase of BMT's growth as a business, we are shaping our talent development strategy to support our overall business objectives and our employees' development needs.

As Artificial Intelligence (AI) advances, we look to leverage the opportunities this creates by unlocking the power of AI within our learning management system and performance management portal. We are doing this by creating a 'Learner Home' that puts learning opportunities in front of our employees that are specifically curated by AI for that specific employee based on their preferences, goals, objectives and needs.

As we recognise the need to be more agile and solve real challenges, we are evolving our Leadership Development framework to be more dynamic, accessible and to be leveraged by our People Team and their business partners to help our employees.

As our need to be more digitally adept and data literate grows, our Data Academy provides opportunities to provide our employees with not just courses, but with resources, collaboration opportunities and tools, as well contextualisation data to make more effective business decisions. This is facilitated by the upcoming launch of MyWorkHub.

Learning opportunities at BMT are increasingly accessible to our employees as we continue to invest in technology, revamp our current programmes and present new and multimodal opportunities for our employees to grow their careers.

## 2023 priorities

We have a clear set of actions to take throughout 2023 which will enable us to achieve our global Talent Development strategy. Some of these include:

- Embedding sustainability into the global career matrix.
- Welcoming a new cohort onto our Consulting Women Leadership programme in Australia and Singapore.
- Reviewing and enhancing our new employee onboarding and induction process.
- Improved Graduate and Apprentice Programme and Leadership Development programmes.
- Enhancing the use of our Learning and Performance platforms to address skills gaps and business challenges.



**This year, we have released our new psychometric platform and training with AcuMax Index.**

# 4

## **4: Our communities**

We actively engage with our communities through volunteering, charitable giving, and partnerships.

It is our individual and collective responsibility to make a positive difference for all of our stakeholders.

# Supporting our communities

## 'Steps for Ukraine' fundraising challenge

BMT employees were invited to participate in a step challenge to raise money for Ukraine and raise awareness of the plight of refugees who have fled their homes during Russia's invasion of Ukraine.

Collectively, 286 BMT employees have walked an outstanding distance of 13,446km, raising a total of £13,446.00 for Ukraine families – that's more than walking the equivalent distance between our London and Singapore offices.



## Donating goods to charity

Employees in Singapore collected 25 bags of used items, such as clothing, toys, household items and electronics, and targeted donations to charities that support underprivileged people in their local community.



## Cleaning up our local communities

### Singapore

BMT Singapore employees attended the Marina River Waterway Clean-up event to collect plastic waste from the city's canals and drainage systems. The event was organised with support from the local Waterways Watch Society, an independent volunteer group that aims to bring people together to inspire stewardship for the environment. In total, the group collected 56kg of plastic waste to be recycle.



### United Kingdom

Throughout June, BMT UK employees participated in beach cleans near offices in Glasgow, Bath, Plymouth, and Fareham to help tackle plastic pollution in the ocean. The events were organised through the UK charity Surfers Against Sewage as part of their Million Mile Clean campaign. The event raised money for Surfers Against Sewage and Just One Ocean, a small conservation charity working to address ocean issues through science, education, and communication.



## Wilts & Berks Canal Restoration

BMT's Systems Engineering team volunteered with Wilts and Berks Canal Trust (WBCT), a charity restoring the Wilts and Berks Canal.

At the Chippenham UK sea cadets' base, volunteers launched the recently restored 'Mary Archard' and 'Damselfly' to sail to the Chippenham Folk Festival site. The team helped by laying down non-slip carpets on pontoons and pitching gazebos for the big day. As well as restoration work, the team helped with firewood chopping and stacking in order to gather further donations.



## Royal National Lifeboat Institution (RNLI) Lego Challenge

UK employees took part in a Lego Challenge to raise funds for RNLI. For an entry donation, our employees were invited to put their engineering skills to the test by building one of two structures, a bridge that could support the equivalent of a large tin of beans or a boat that could float successfully unaided. Additionally, BMT has donated £1,250 to RNLI.



## Lifeboats

## Supporting our communities



### Royal Navy Women's Cricket Team

BMT is proud sponsor of the Royal Navy Women's Cricket Team. This relationship has been in place for several years and the team is clear about the impact the funding has on being successful in their game.

*"The Royal Navy Cricket Association is extremely grateful for the support we receive from BMT, which has allowed us to evolve and mature the development of women's cricket. With women making up such a significant element of the Royal Navy, and particularly in growing numbers within technical specialisations, a partnership with BMT is an obvious choice."*

*Moreover, the shared values and standards of the two organisations resonate clearly and this is equally as apparent on the playing field as it is in the workplace. I look forward to us growing together."*

**Cdr Andrew Ainsley,**  
Acting Chair, UK Armed Forces & Royal Navy Cricket



### Metropolitan Police Choir sponsorship

We are proud sponsors of the Metropolitan Police Choir. Made up of serving and retired officers and police staff, the choir performs for community events throughout the year, such as the Metropolitan Police Choir summer concert.

## 2023 priorities

- Pilot volunteering days.
- Setting a measurable yearly contribution to charitable giving.

### Our heritage

#### Singapore national day

To commemorate Singapore's independence from Malaysia in 1965, and to showcase Singapore's values of unity and harmony, BMT Singapore employees wore national colours and attended an office breakfast celebration.



## Working in partnership



### Blue Economy CRC

We have a long-standing partnership with The Blue Economy CRC who support renewable energy, seafood production and offshore infrastructure projects in collaboration with 43 partners from industry, research, and community. BMT plays a significant role in proposal and research projects, consulting support and as a member of the Science Advisory Panel. Current projects include developing a code of practice for offshore aquaculture vessels, research into wave energy's potential to power the aquaculture industry, and marine spatial planning for a blue economy.



### Career Transition Partnership

We are part of the Career Transition Partnership, which provides resettlement support services for personnel leaving the Armed Forces, as they transition from their military career into employment, further education or retirement.

This effort to assist ex-service personnel with employment and transitioning back into civilian life, has earned BMT the Armed Forces Covenant Gold Award, in recognition of our support to the Armed Forces community and defence.

Visit [www.bmt.org/sustainability](http://www.bmt.org/sustainability) to find out how we are collaborating with other industry partners.



### International Council on Systems Engineering

We are proud to be active members of the UK's Energy Systems Interest Group, that has just been awarded an Outstanding Service Award for remaining active throughout the pandemic and subsequent lockdowns, producing a systems engineering guide and organising a COP26 panel sessions.



### University of Southampton

We are delighted to have supported the third year students on the University of Southampton Ship Science course for the 10th year, showing our continuous commitment to sharing our knowledge with future Naval Architects. On the marine craft concept design course, students work in groups to design a high-speed craft to a customer specification. BMT's input ensures the specifications remain up to date, relevant and challenging to the students.



### Marina Industries Association

The Marina Industries Association (MIA) is the leading representative for marina industries across Asia-Pacific. As the MIA's first ever Environmental Partner, BMT will draw on its rich history and heritage as a maritime specialist to help the sector address new challenges, particularly as they relate to environmental stewardship and addressing risks and opportunities from decarbonisation and climate change.



### Twickenham sea cadets

We have built a partnership and donated to Twickenham Sea Cadets, a registered charity who needed to refurbish their slipway to enable them to get boats on and off the water and to improve accessibility to the water. The result is a fit for purpose slipway entrance that will mean thousands of cadets can boat at the unit over the coming decades.



### Australian Ocean Energy Group

BMT in the APAC region is partnered with the Australian Ocean Energy Group, whose primary aim is to "accelerate the commercialisation of wave and tidal energy into Australia's energy resource mix, by creating viable markets for ocean energy". BMT is helping with this ocean energy market investigation. Ocean energy is a clean and almost infinite resource and has an important role to play in addressing climate change.

# Awards

## Winners



### **Innovation Aquaculture Award for ground-breaking biological modelling in tackling sea lice**

Sea lice infestation is a major impediment to the growth of the Scottish salmon industry, which contributes £1.8 billion to the Scottish economy annually. Recognised as one of the leading aquaculture innovators by the UK Seafood Innovation Fund, BMT was awarded a project to address these issues facing aquaculture in Scotland. Using innovative approaches and proprietary software, BMT 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, BMT is developing an innovative Decision Support System (DSS), a marine modelling tool to optimise production and minimise ecosystem impacts.

The award for innovation recognises the efforts of a multidisciplinary team working across BMT, combining years of aquaculture knowledge, data analytics and model software development made possible through collaboration with our industry partners, government regulators and research institutions globally. The project will integrate operational and compliance data from multiple fish farms on a regional scale to enable data- driven decision-making to promote sustainable aquaculture development for now and into the future.



### **2021 Western Joint Branch Junior Design Challenge**

The WJB Junior Design Challenge is an annual contest run for associate members of both the Royal Institution of Naval Architects (RINA) and the Institute of Marine Engineering, Science & Technology (IMarEST), to develop a design solution to an ongoing issue in the maritime industry. This year's focus was on the environmental impacts of increased marine traffic in the Arctic Sea due to dwindling sea ice and the opening up of the northern passages.



### **Energy Industries Council, Optimisation award**

This optimisation award recognises BMT as improving internal decision making, costs, processes, agility, structures and enhancing competitiveness.

## Finalists



### **EPC Company of the year**

Recognises BMT as greatly supporting the construction of wind projects in ASEAN.

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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