



trusted to deliver™

respect
people and value their diversity



build great
relationships
based on trust



always strive to
deliver

being babcock



never compromise on
health
and safety



thrive on
complexity



challenge
ourselves and each other

trust
our people to deliver



safeguard customers'
reputations

Our guiding principles

Welcome to

being babcock

This small booklet has been created so our employees can find out more about **being babcock**, a set of principles that outline the behaviours that we expect from all our people.

In a service business, such as Babcock, it's the people who really make a difference to how the company is perceived, both internally and externally.

As individuals, we all make a difference to our colleagues, our customers and others who we interact with on a daily basis. If we're to become the support services company that people are proud to work for and customers choose to work with, then each of us must embody these principles day in, day out.

The eight principles that make up **being babcock** aren't new. In fact, they may seem rather obvious. That's because they already live and breathe within our business. They're what we

do when we're working at our best and they've been a key contributor to our successful growth over recent years.

They've been created by gathering the views of employees across the business, who were asked to consider the essence, or DNA, of Babcock at its best.

being babcock pulls together these views into a set of principles which explain what our company stands for and what it expects from each of us.

Whilst what we deliver for our customers is very different, we're all united by a common purpose which spans the diverse range of services we provide. The services we deliver help to keep the nation at the top of its game.

Whether we're delivering vital support for the armed forces; upgrading the rail network; helping broadcasters to reach their audiences; training the next generation of engineers or keeping critical fleets on the move; together we ensure the smooth running of many of the critical services on which the nation depends.

Whether you joined the company today, or have been here for many years, you can use the **being babcock** principles as a guide to determine what's appropriate behaviour within our company.

If we all adopt these principles each day in our interactions with colleagues, customers and others then more people will experience Babcock at its best, more often.

In this way we can ensure that everyone who comes into contact with Babcock has a consistent and positive experience, reinforcing our 'trusted to deliver' reputation and helping to grow our business.



safeguard customers'
reputations



challenge
ourselves and each other



thrive on
complexity

Build great **relationships** based on trust

This means we will all:

- Be easy to do business with
- Support each other – work towards a common goal
- Tell it as it is – give honest feedback and constructive criticism



build great
relationships
based on trust

Our company is a relationship-driven business. We recognise the importance of being easy to work with, so we adopt a straightforward approach in our dealings with customers and our people. We're understated and respectful; preferring to listen rather than presume we know the answer.

We form close long-term relationships with our customers and often work in integrated teams where our interests are closely aligned and our success shared. We seek to understand our customers' priorities and their wider agenda so we can offer impartial advice to help them make difficult decisions.

Openness and honesty are at the heart of our business and key to our 'trusted to deliver' promise. We believe in being transparent in our relationships with others and operating with integrity at all times.

“

Long-term relationships are like a marriage. They need to be driven by trust, relationship management – knowing and anticipating each other's needs. It's still commercial, but you're doing it on a long-term basis – leveraging value from both sides equally.

Babcock customer

”

Never compromise on health and safety

This means we will all:

- Ensure everyone goes home safe every day
- Challenge unsafe behaviour
- Update and improve our practices, constantly



never compromise on
health
and safety

Health and safety is a core value in our business. Our group-wide goal is that everybody goes home safe every day. To achieve this, we invest in safety, providing suitable resources, training and time. We also expect our managers to ‘walk the walk’, by personally setting a good example, listening to and involving others.

We don’t take short-cuts when it comes to safety. We look after ourselves and we look after each other. We don’t walk by anything that we feel is unsafe without intervening.

We recognise that the work environment is constantly changing so we regularly review how we work to ensure it’s the safest it can be. We share our know-how, ideas, experiences, successes and failures so we can continue to learn and improve.

“

Maintaining an excellent safety record is an essential driver within our business; and health and safety is a core value. Our policy, through continual improvement and learning from experience, is to set and achieve high standards for health and safety across all our operations.

Chief Executive Officer,
Babcock International Group

”

Respect people and value their diversity

This means we will all:

- Treat everyone with courtesy and thoughtfulness
- Be fair with people at all times
- Listen to others' points of view



respect
people and value their diversity

We believe in treating everyone how we'd like to be treated personally. We expect our people to be polite, considerate and easy to work alongside.

Our aim is to create an inclusive organisation where everyone's skills and contributions are welcomed and valued. To do this we treat people fairly and consistently and encourage their input.

We recognise that strength comes from a diverse workforce. By bringing together different perspectives and experience, we can build a stronger team, capable of developing better solutions.

By being open to new ideas and actively listening to others, we develop a better understanding of their point of view. So, we treat each other as equals and don't discount anyone's ideas until we've fully considered them.

“

Babcock has always received very good positive feedback on the way individuals present themselves, behave, and the courteous nature of those individuals.

Babcock customer

”

Trust our people to deliver

This means we will all:

- Give people the authority to do the job
- Respect colleagues' expertise
- Create an environment where everyone can excel



trust
our people to deliver

We believe in empowering our people; giving them the responsibility and accountability to do their jobs to the best of their abilities. Key to the way we work is our desire to devolve authority to our front-line people so decisions are made as close to the customer as possible.

We respect the professionalism of our skilled and diverse workforce and recognise that pooling our expertise enables us to create better solutions.

Our people are self-starters who we can trust to do the right thing for our customers and other stakeholders through local decision making. We create positive working environments, where successes are celebrated swiftly and people learn from any mistakes in a no-blame culture.

“

A company is only as good as the people it employs. Your designer was truly outstanding with his innovative approach... He had the freedom to do it – he was allowed.

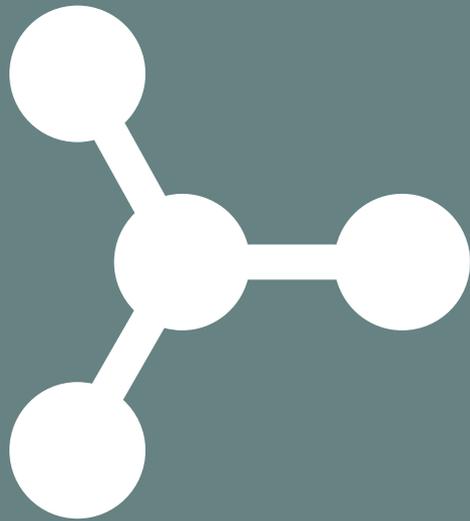
Babcock customer

”

Thrive on **complexity**

This means we will all:

- Be a problem solver
- Strive to make the complex simple
- Keep a cool head in a crisis



thrive on
complexity

Our strong engineering heritage means we're natural-born problem solvers; rigorous and inquisitive in our approach. We're comfortable with complexity. It doesn't faze us; we've been operating in critical and complex environments for over a century.

But, we don't value complexity just for complexity's sake. We recognise that sometimes the most elegant solution is the most simple. So we simplify our processes wherever possible and adopt a no-nonsense approach to doing business.

By delegating authority appropriately and welcoming fresh ideas, we encourage our people to develop their problem solving skills.

We're at home operating in uncertain and ambiguous environments and well equipped to respond to the challenges this brings. We're considered and calm in a crisis; focused on fixing the issue quickly with minimal fuss.

“

Dedicated service delivery, even in the most trying of circumstances, is something we have come to expect from Babcock.

Babcock customer

”

Challenge ourselves and each other

This means we will all:

- Inspire colleagues to do their best
- Always look for better ways of doing things
- Embrace opportunities to learn



challenge
ourselves and each other

We're passionate about what we do and take great pride in our work. We deliberately set the bar high and expect colleagues to do the same. We challenge each other in a constructive way and welcome new ideas that will make a difference.

Our engineering heritage means we're naturally inquisitive. We use our blend of engineering, technical and management expertise to find new ways to deliver a better service. To our customers, this brings an external perspective, with fresh, impartial advice on important decisions.

Throughout their career, we want employees to seize opportunities to develop and grow. We believe in valuing and nurturing talent through both formal and informal learning opportunities. Our managers actively encourage employees' development, providing stretching opportunities which enable them to learn through experience in a supportive environment.

“

We're looking for an organisation that is innovative, willing to challenge the norm and do things differently. A big organisation like Babcock should be able to shake things up.

Babcock customer

”

Safeguard customers' reputations

This means we will all:

- Pull out all the stops
- Achieve positive outcomes for each other
- Take ownership and responsibility



safeguard customers'
reputations

Although we're often 'behind the scenes' supporting our customers' critical operations, we appreciate that the quality of the service we deliver impacts upon our customers' reputation with their clients. So, we treat our customers' reputation as our own and make every effort to protect it.

Our interests are firmly aligned with those of our customers. It's a joint effort. We work collaboratively, often in integrated teams, with shared objectives and shared pride in the quality of the end product. By consistently delivering excellence we enhance our customers' reputation and our own.

If things go wrong, we put the customer first and take action to resolve the problem quickly ahead of any contractual discussions.

“

When we have difficulties politically and operationally, I would not doubt that Babcock would support our endeavours to fix whatever is wrong, and they would release their resources to fix the problem.

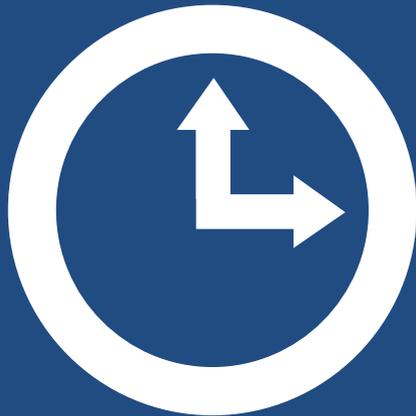
Babcock customer

”

Always strive to **deliver**

This means we will all:

- Be flexible when it counts
- Be agile and responsive to changing needs
- Deliver to the highest standards, whenever and wherever



always strive to
deliver

Our 'trusted to deliver' reputation has been built through our people, delivering their best, day in, day out, for over 120 years. We're tenacious; always looking for ways to overcome any barriers so we can deliver what's required, safely, on time and to budget.

We're conscientious and diligent and strive to get it right, first time, every time. When our customers are really up against it, we adopt a pragmatic approach, working with them to fix the problem first, rather than focusing on the details in the contract.

Many of our customers operate in a 24/7 world, in challenging environments where a degree of uncertainty and ambiguity are the norm. We're comfortable working in these environments and recruit adaptable and flexible people who can respond quickly to changing priorities.

“

Babcock's customer service is excellent. On a contract of this size flawless delivery is impossible to achieve, but they are really good. They react quickly when we identify big issues.

Babcock customer

”



trusted to deliver™