

How our business works

We provide advanced technology defence, aerospace and security solutions that aim to give our customers a competitive edge.

We aim to deliver...

...products and services that safeguard and enhance our customers' vital interests:

Our largest customers are governments, but we also sell to large prime contractors and commercial businesses. We take on and solve some of our customers' most complex and challenging engineering and technology projects to give them a competitive edge, helping them protect what matters most.

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...sustainable growth in shareholder value:

Our balance sheet is managed conservatively in line with our capital allocation policy to enable us to retain our investment grade credit rating and to ensure operating flexibility.

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We create value through...

- Established positions on long-term programmes
- Strong relationships with governments and large commercial customers
- Our position as a trusted supplier allows us to identify emerging trends and opportunities for growth

...identifying customer needs

...services, sustainment and upgrade

- Understanding our customers to provide services that add value
- Technical expertise acquired through product design and development
- Flexibility and responsiveness to maximise availability of our customers' products

Our business model is underpinned by...

...our values

Our values of Trusted, Innovative and Bold are at the heart of everything we do. We ask all of our employees to demonstrate these values in their day-to-day work, wherever they are in the world.

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...our people

We have a diverse range of talented people. We invest in education and training for our existing workforce, including apprenticeship and graduate programmes, and work with education sectors to help shape the workforce of the future.

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- Technological capabilities which drive innovation
- Partnerships with small and medium-sized enterprises and academia to develop new solutions
- Early-stage research which is self-funded and then further developed with customer funding

- Critical skills in identifying risk, whilst focusing on value for customers
- Record of delivery on complex projects
- Partnerships with local companies supporting economic development

...research and development

...bidding and contracting

...advanced manufacturing, commissioning and integration

...designing and developing

- Investment in advanced manufacturing facilities and techniques
- Focus on operational excellence with safety as a key priority
- Management of complex projects and supply chains

- Engineering expertise in developing cutting-edge products and services
- Product safety embedded in our designs to maximise safety in the construction and use of our products
- Products designed to be easily maintained and upgraded as technology evolves

...our technology

We focus on technology innovation and engineering excellence, investing in next-generation research and development programmes to deliver competitive solutions to meet our current and future customers' needs.

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...our responsible behaviour

We take pride in managing our operations responsibly and we require our employees to conduct business in an ethical way under our Code of Conduct to enable us to earn and maintain the trust of our stakeholders.

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...our governance framework

Our robust governance framework sets out the way we do business. It details our policies and processes which, together with our culture, enable us to operate in a clear, accountable and consistent way.

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