

Business Integrity Training Scenarios for Team Discussion 2025

Scenario Cards: Set A (IT users)

01 of 07



Nasir:
Project lead



Tom: Team
member



Magda: Team
member

Scenario 1: Balancing Pressures

The team are working on a new international defence contract. Nasir starts the team meeting.

Nasir: I've done a risk assessment. Our biggest concern is unauthorised transfer of controlled material during collaboration. It's high risk given the sensitive data involved.

Tom: But what about the risk of losing the contract if we delay? That would cost us millions. Why don't we just send the preliminary details now and sort out the rest later? The chance of any problems is low and it will keep us on schedule.

Also to speed things up with the company who is helping us win the bid, I'm sending over the employee data that they requested this afternoon.

Nasir: Wait, what kind of data?

Tom: The usual stuff, profiles, contact details, background checks. They requested it. It's not a big deal, they're probably just collecting it in case they need it later.



Magda enters the meeting, looking distressed.

Magda: Sorry I'm late. I've just been dealing with some financial problems with my partner being out of work.

Nasir: I'm sorry to hear that, Magda. If there's anything I can do to help, please say.

Tom: Did you see that email about the new financial wellness program? Might be worth looking into Magda.

Nasir: I don't remember seeing any announcement from HR about a new program. Are you sure the email is legitimate?

Tom: It looked completely official: had the Company logo, HR details, everything. Why would I question it? It would have been reported by someone and blocked already if it wasn't.

After the meeting, Magda hurriedly checks her emails, finds the link that Tom suggested and signs up for the program without verifying its authenticity.



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Business Integrity Training

Scenario 1: Balancing Pressures

Questions for discussion:

- What factors might be influencing Tom to respond in this way about getting the job done?
- What risks are involved to the company, the project and individuals from not adhering to correct procedures?
- Where did Magda and Tom fail to maintain good security practices?
- How could this team improve its detection and response to phishing threats? What warning signs of Magda's vulnerability were missed?
- What role does personal stress play in making employees vulnerable to security threats?

Key messages

Export controls

- Be familiar with the company's policies and procedures for handling export-controlled items and/or providing services.
- Understand the rules for accessing, sending and receiving export-controlled material. Contact your local Export Control team for advice.
- In this scenario, due to deadline concerns Tom suggests sending preliminary details without proper paperwork or protocols in place, potentially risking unauthorised data transfer.

Advisers

- Companies or individuals engaged to assist with business winning may be considered Advisers under the Adviser Policy and will need to be appointed in line with the process set out in that policy. The policy is designed to manage the potential increased risks that may arise when working with certain categories of third parties.

Personal information

- Ensure personal information is only used for the reason that it was collected and only shared with those who have a valid or legitimate reason to receive it. In this scenario, Tom risks the Company's obligation to safeguard and secure personal data.
- Ensure that third parties demonstrate appropriate personal data protection/privacy awareness and can provide suitable technical and organisational controls to assist the Company in meeting its data protection/privacy obligations. It is important to follow relevant governance processes and procedures.

- Special requirements may apply if personal information needs to be shared with parties outside the UK.
- Always contact your local Data Protection/Privacy lead to confirm any governance steps required.

Security

- Be vigilant for phishing attacks, report suspicious emails and be cautious about clicking on unknown links or attachments.
- In this scenario, Magda hastily clicks on a suspicious email link without verifying its authenticity, which could compromise company systems and sensitive information.
- In addition, Magda's change in circumstance makes her vulnerable to malicious parties. This should have been identified by Nasir, so that the correct support and guidance can be given.
- If you hold a security clearance. It is essential to inform the Company of any change in circumstance that may affect your security clearance.
- Contact your local security team if you have any concerns regarding security concerns that arise for yourself or in your team.

Responsible behaviour

- We should all take responsibility for doing the right thing and engage only in actions that are ethical and legal in accordance with standards and expectations of our company code. If you have any concerns, speak up and report them promptly. This helps to protect our company, our employees and our stakeholders.

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Scenario Cards: Set A (IT users)

Ethical red flags

When people behave poorly or make poor choices, they usually create reasons to justify their actions. They may tell themselves:

“It’s OK, I can do this because of X”.

We call these justifications ‘ethical red flags’.

In these scenarios discuss the following:

- What might Tom be thinking to justify his relaxed attitude towards compliance and procedure?; and;
- How might the team justify not following up on any concerns that they might have about the phishing email?

Common ethical red flags for poor choices include:

- “Its just a small rule. Breaking it once in a while won’t hurt anyone”;
- “As long as nothing bad happens, it doesn’t matter”;
- “It’s a grey area. In the grand scheme of things, it doesn’t really matter”;
- “If it was a real issue, someone would have already reported it”.



Further reading

Code of conduct

- Using company IT systems (page 32)
- Personal information (page 36)
- Export controls, sanctions and restrictions (pages 70)
- Speak Up diagram (page 12)

Policies and guidelines

- Dignity and Respect Standards
- Operational Framework: Our Values
- Export Control Policy
- Security Policy
- Personal Data Protection/Privacy Policy
- Advisor’s Policy

Additional sources of support:

- Employee Assistance Programme
- Mental Health and Wellbeing intranet page

Our Code of Conduct cannot cover every situation that we may find ourselves in. **Our Values**, along with the **Responsible Decision-Making Model**, can help guide us through.

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Business Integrity Training Scenarios for Team Discussion 2025

Scenario Cards: Set A (IT users)



Mike:
Manager



Yasmin:
Graduate



Eva: Team
member

Scenario 2 Part 1: Respect at work

Content Warning: This scenario contains depictions and discussions of **Sexual Harassment** that some participants may find upsetting or difficult. Please take care of yourself and your team around the content of this scenario.

Yasmin is working on her task when one of the team's managers, Mike, approaches her.

Mike: Oh jeez! Are you still at it? You're taking forever. This workload's a lot, I get it, but it's clearly too much for you.. Let me take over.

Yasmin: I just want to get it right.

Mike: Listen love, I'm just trying to help you out. The last thing we need is you missing the deadline and making more work for the rest of us.

Yasmin: Maybe we could work on it together? I'm sure I can get it done on time.

Mike: I don't have time to babysit you. Let me finish that.

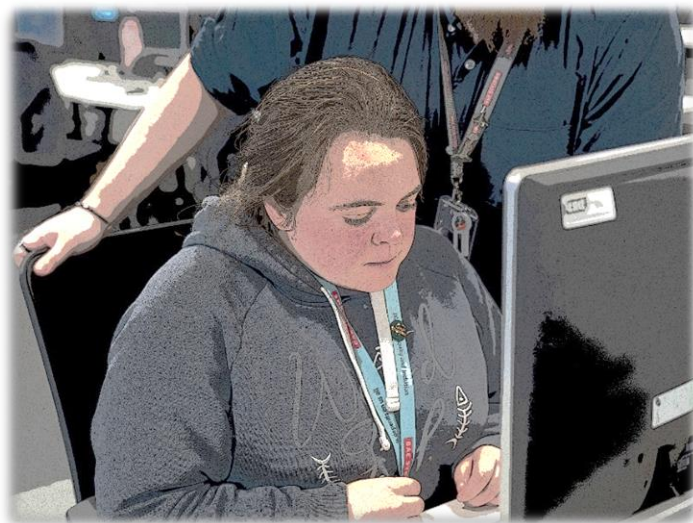


Later that day, Yasmin is working when Mike comes to stand uncomfortably close behind her.

Mike: At least you're easy on the eyes. It's good to have something pretty to look at around here. Maybe you could show me more of what you have to offer tonight at Janice's leaving party?

Yasmin (timidly): Err no sorry... I don't think I can make it tonight.

Mike: Oh come on. Don't be so uptight. It'll do you good to relax a little.



After the incident, Yasmin approaches Eva and explains what happened.

Eva: I'm sure he didn't mean it like that. You know how it is in a busy workplace, people joke around.

Yasmin: But it made me feel so uncomfortable and it doesn't seem right. Shouldn't I say something?

Eva: Don't overreact! That would cause you real problems, Mike has a lot of influence around here. You need to try and fit in if you want to stay part of the team.

Yasmin: Yeah ok, I don't want to make a fuss. Please don't tell anyone about this!



Scenario Cards: Set A (IT users)



Erik:
Manager



Yasmin:
Graduate



Mike:
Manager

Scenario 2 Part 2: Respect at work

Content Warning: This scenario contains depictions and discussions of **Sexual Harassment** that some participants may find upsetting or difficult. Please take care of yourself and your team around the content of this scenario.

The next day Yasmin is working when another of the team's managers, Erik, approaches her.

Erik: Hey Yasmin, how's your work coming along? I noticed you've been working hard.

Yasmin: I'm just taking my time because I want to get it right.

Erik: Sounds good. I'm happy to help if you need it. I know this is a new role for you.

Yasmin: That would be great, thanks.

Erik spends time working with Yasmin, offering constructive feedback and suggestions to improve her efficiency. Yasmin feels supported and empowered.



Later that day, Mike approaches Yasmin.

Mike: It was a shame you missed last night, I bet you look good all dressed up. A few of us are getting together after work tonight, let's get to know each other better.

Erik, who is passing by, notices the interaction and immediately steps in.

Erik: Mike, that's inappropriate and Yasmin looks uncomfortable.

Mike: What's the big deal, I didn't mean it like that! I'm just being friendly. Surely, Yasmin can speak for herself.

Erik: The big deal is that your behaviour is completely unacceptable. I will be reporting this incident.

Mike leaves the room looking annoyed.

Yasmin: Erik, please don't make this any worse by reporting it. I don't want this reporting.



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Scenario 2: Respect at work

Questions for discussion:

- How do Mike and Erik's different management styles effect employee confidence and development?
- What do you think about the way that Mike speaks to Yasmin? Is this appropriate?
- What do you think about Eva's response to Yasmin's concerns about Mike's behaviour?
- What are the consequences of not speaking up when witnessing or being aware of inappropriate behaviours?
- What would you do if someone told you about inappropriate behaviour but asked you not to say anything or report it?

Key messages

Respect at work

- Treat each other with courtesy, dignity and respect.
- It is unacceptable for Mike to speak to Yasmin in a condescending and intimidating way. It shows obvious disrespect and creates a hostile work environment.
- Additionally, Mike's comments and behaviour towards Yasmin is noticeable sexual harassment and is always unacceptable.
- Harassment through any means, including verbal, non-verbal, physical or online will not be tolerated. Abusive, offensive, humiliating or intimidating behaviour is never acceptable.
- it is important to recognise harassment can occur in many different configurations, regardless of age, gender, or position with the Company.
- Where examples of similar behaviours and conduct exist within or outside of the workplace with colleagues, or through third parties, we encourage all employees and stakeholders to speak up if they see anything that they think isn't right.
- This scenario demonstrates a fear of retaliation situation, it is important to understand that the Company strictly prohibits retaliation and takes all good faith reports of wrongdoing seriously.
- Concerns raised in relation to unacceptable behaviour will be taken seriously and will be investigated using our internal procedures.
- Your manager, supervisor, or your HR contact can help you find the right way to raise an issue.
- If you still have a concern, or are not comfortable speaking with anyone locally, reach out to your local Ethics Officer or go to the Ethics Helpline. Contact methods and the Speak Up Guide can be found by going to the global intranet and following: **Employees > Ethics Helpline**

Speaking up

- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- Speaking up becomes crucial in this scenario when Erik intervenes to address Mike's behaviour. This demonstrates the importance of an active bystander in maintaining a respectful workplace.
- By minimising the seriousness of sexual harassment and discouraging Yasmin from reporting it, Eva helps perpetuate a toxic workplace culture where inappropriate behaviour goes unchallenged.

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Ethical red flags

When people behave poorly or make poor choices, they usually create reasons to justify their actions. They may tell themselves:

“It’s OK, I can do this because of X”.

We call these justifications ‘ethical red flags’.

In these scenarios discuss the following:

- How might Mike justify the way he speaks to Yasmin and his poor management style?;
- Neither Mike or Eva see Mike’s inappropriate behaviour towards Yasmin as an issue. What might they say to try to justify these actions?; and;
- What justifications might Eva give to explain her reasons for advising Yasmin to not report the incident?

Common ethical red flags for poor behaviour include:

- “I’ve always done things this way and it has always worked fine, why should I change now?”;
- “People need to adapt to the workplace culture and fit in, not the other way around”;
- It’s just a bit of harmless fun. People need to not take things so seriously”;
- “If they report this, they’ll be seen as troublemakers. I’m actually helping them by advising them to keep quiet”.



Further reading

Code of conduct

- Speaking up (page 10)
- Speak Up diagram (page 12)
- Respect at work (page 18)

Policies and guidelines

- Dignity and Respect Standards
- Operational Framework: Our Values
- People Policy

Additional sources of support:

- Employee Assistance Programme
- Mental Health and Wellbeing intranet page

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