



## Leader's Complete Guide

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## A message from your Executive Committee

As leaders and people managers across the organisation, we have a critical responsibility to create a positive working environment with the highest standards of business conduct.

It's important that we set clear expectations and role model the standards of behaviour we expect to be followed. We encourage people to speak up if they see or experience anything that doesn't feel right and be ready to support those who do.

Our Business Integrity Training is designed to shine a spotlight on the specific areas we want to discuss and give us the opportunity to explore these situations together in our teams. The two topics we've prioritised this year are **balancing pressures** and **respect at work**.

We recognise that with a mission as important as ours – to protect those who protect us – and our record order backlog, that some people might be feeling extra pressure to deliver. It's important to discuss this and ensure any pressure your team might be feeling does not drive the wrong behaviours, particularly where it involves looking after our people, products, technology or information.

It's essential that everyone feels physically and psychologically safe, respected, and valued at work. We pride ourselves on how brilliantly colleagues look out for and support each other, and we have no tolerance for harassment or discrimination of any kind. We need employees and leaders at every level to hold each other and the organisation accountable for living the Code of Conduct every day and in every part of the business. We will never compromise on our commitment to ethical business conduct and we won't tolerate retaliation against those who speak up.

We encourage everyone to speak up if they experience or see anything that doesn't meet the high standards we set, and that our colleagues deserve. There are many ways for people to speak up and we know line managers are often a first port of call for team members when they need advice or guidance. Please remember there is a strong support network there for you. You can reach out for advice and guidance at any time through your own manager, the HR function, one of our Ethics Officers or our Ethics Helpline which can be anonymous.

Thanks for your continued efforts to keep your team(s) safe, secure and well, and please continue to look after yourself as well.



## Before the team discussion

### Preparation

- Familiarise yourself with:
  - this Leader's Guide;
  - the set of scenarios you will be delivering;
  - the scenario cards that you will be using;
  - the scenario key messages and Leader's Notes material;
  - the Code of Conduct; and
  - the Responsible Decision-Making Model.
- Choose the set of scenarios that you feel is most relevant to your team. Choose either Set A (IT areas) or Set B (non-IT areas). Both scenarios from the chosen set must be completed in the discussion.
- Book the training in everyone's diaries: allocate around 30 minutes for the discussion, which can be a standalone meeting or part of a regular team meeting.
- Think about how to make the session engaging and valuable.
- Have you delivered training before? Could your expertise support others, or would you benefit from a discussion with a colleague who has run this training before?
- For online teams, remind them how to access the scenarios and Code of Conduct and ask them to read or watch these in advance.
- For on-site teams using the scenario cards, print out the relevant number of copies of the chosen set of scenario cards and obtain copies of the Code of Conduct from your local workplace. Please be mindful to only print what is necessary and use alternative ways to view the scenarios if possible.
- Prepare a list of team members so you can check off each individual when they have completed the discussion. This will help you to record who has received the training.
- Depending on the numbers in your team, consider breaking into smaller groups to discuss the scenarios or running more than one session.
- In addition to the mandatory scenarios, you may also choose scenarios used in previous years: these are available on the intranet page.

To access the scenarios and all supporting material, go to the global intranet and follow: **How we work > Business Integrity Training**

## Delivering the team discussion

### Introduce the session

- You can use the following narrative to introduce the team discussions:

*“Welcome to this year’s Business Integrity Training team discussions. The aim of this session is to give us an opportunity to look at situations that might occur at work and then discuss the right thing to do if they happened in our team.”*

- Explain why we are doing this training.
- Reference the EC’s message.

### Useful tips for sharing the scenarios

A successful Business Integrity Training team discussion will involve active participation from all attendees and a relevant, meaningful conversation focused on ethical dilemmas.

- Ask open-ended questions and actively listen to everyone’s contribution. Allow time for thought, there is no need to rush to fill silence.
- If you find that no one in your team wants to be the first person to speak, you could start with a closed question to get the discussion started. For example, 'hands up' who thinks the character did the right thing?' You could then follow up by asking why they thought that.
- Encourage balanced participation from everyone; avoid one or two confident individuals dominating the conversation. Draw quiet individuals in with direct but low-pressure questions.
- Encourage participants to share relevant personal experiences; share your own experiences as well, to demonstrate how the issues may relate to your work environment.
- Remember, you don’t need to have all the answers: if a question or challenge comes up that you can’t answer in the moment, make a commitment to get expert guidance and come back to the team.
- Your role is to facilitate a discussion guided by those questions and to demonstrate that you are a leader who welcomes diversity of thought and opinion.
- Generate discussion using questions from the scenario and the insights from the leader’s notes for the scenario.
- Consider using the responsible decision-making model to work through your chosen scenario.
- Make sure all of the scenario themes and key messages are covered.

### Closing the discussion

You may want to cover the following when you close the discussion:

- Encourage your team to raise concerns early and resolve issues at an earlier stage, before they escalate;
- Address any questions raised and confirm the process for unanswered questions;
- Provide a reminder of the support available: Line Manager, Ethics Officer, Human Resources, Ethics Helpline and Legal;
- Remind your team where they can find relevant Group and local policies. Group policies can be found on the global intranet under: How We Work > Operational Framework > Policies, Processes and Charters;
- Ensure you have noted attendees for recording purposes; and;
- Draw the training to a close and thank participants for sharing their views.

## After the team discussion

### Recording the training

- After the session, it is the responsibility of each manager or supervisor to record attendance of each of their team members.
- To record attendance, use the locally agreed Learning Management System, such as SuccessFactors or Spark.
- Note: there may be alternative locally agreed routes, look for local communications to confirm the recording process for your business area.
- Full instructions for those recording attendance in SuccessFactors can be found on the global intranet page: How we work > Business Integrity Training.

### Ongoing conversations

- Follow up on any outstanding questions from your team.
- Remember to continue using the lessons learned in this session throughout the year, encouraging your team to speak up with any concerns or ideas they may have.

### Code of Conduct

Ensure everyone is familiar with and knows where to find the Code

## Leader's Checklist

This checklist summarises the detailed information for delivering the team discussions, including what to do before and after the session, that was provided on the previous pages. Use this checklist to guide you through each stage of the process.

### Before the team discussions

#### 1. Prepare

- Read and understand the **Leader's Guide** you are using, pay particular attention to the **Leader's Notes**.
- Choose the **scenario set** most relevant to your team. There are two sets available: one for **IT users** and another for **non-IT users**.
- Familiarise yourself with the content of the **Scenario Cards**. These will be used in your session.
- Schedule at least **30 minutes** in a standalone or existing team meeting for the session.

#### 2. Know the materials

- Review the **Key Messages and Questions** for your relevant scenarios.
- Prepare enough hard copies of the **scenario cards**, if required. Please be mindful to only print what is necessary and use alternative ways to view the scenarios if possible.
- Familiarise yourself with the **Code of Conduct** and the **Responsible Decision-Making model**.
- Brainstorm ways to make the session **engaging** and **valuable** for your team.

### Delivering the team discussions

#### 3. Introduce the session

- Explain to your team **why** we are doing this training.
- Reference the **EC's message** about its importance.
- Outline the **themes** of the scenarios you will discuss.

#### 4. Share selected Scenarios

- Role play** the relevant **Scenario Cards** with your team.
- Draw attention to the **Questions section** to initiate the discussion.
- Encourage participants to share **relevant personal experiences**.

- Facilitate an **engaging, in-depth discussion** of the themes.
- Ensure all of the scenario **key messages** are covered in the discussion.

#### 5. Close the session

- Address any **raised questions** and confirm the process for **unanswered questions**.
- Inform your team about **support available**.
- Direct your team to the location of **relevant Group and local policies**.
- Record the names of **all attendees** for recording processes.

### After the team discussions

#### 6. Record attendance

- Record the attendance** of each team member who attended the session. Full instructions can be found on the global intranet page: **How we work > Business Integrity Training**.

- Continue to discuss **the key messages and themes** in this training throughout the year, as the need arises.
- Encourage your team to **speak up** with any concerns or ideas they may have.

#### 7. Ongoing conversations

- Follow up on any **outstanding questions** from your team.

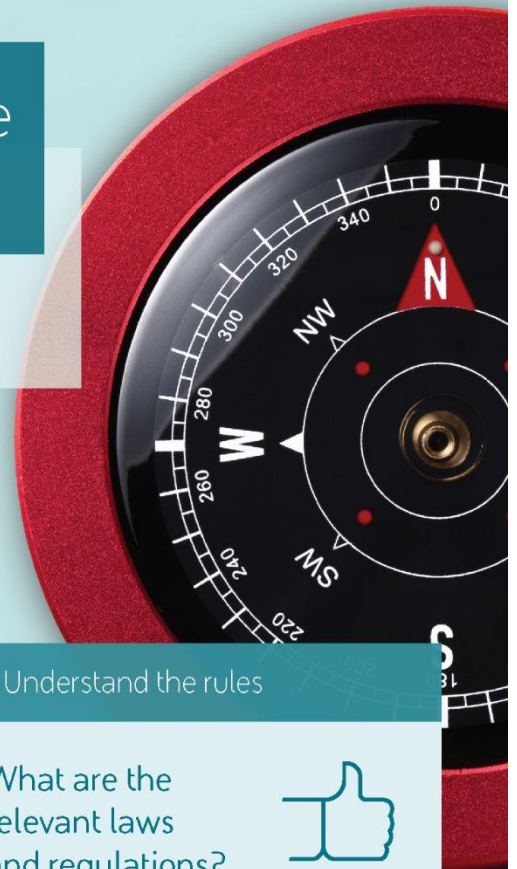
## Our responsible decision-making model

The Code cannot cover every situation that we may find ourselves in. When faced with a situation, our responsible decision-making model can help guide us through. After working through the decision-making model, you should speak up if you:

- are still unsure how to handle a situation, have a question, or are seeking advice;
- want to tell us about situations where you think our standards or the law may not have been upheld; and;
- think an issue or concern that has been reported is not being dealt with properly.

### Helping you navigate tough decisions

Use our decision-making model below to guide you to the right decision.



#### 1. Gather the facts

Do I have all the relevant information?



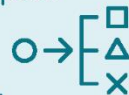
#### 2. Understand the rules

What are the relevant laws and regulations?



#### 3. Consider the situation

Think about our principles of accountability, honesty, integrity, openness and respect.



#### 4. Seek advice from others

Remember you are not alone in this process.



Our Code of Conduct.  
Your guide to doing the right thing.



### Leader's notes:

### Set A (IT users)

### Scenario 1: Balancing Pressures

#### Characters

Nasir: Project lead

Tom: Team member

Magda: Team member

#### Summary

While navigating the pressures of project delivery, Nasir and the team face ethical challenges and risks relating to export control, data protection and security.

### Set A (IT users): Scenario 1 Key messages

#### Code of Conduct

- Using company IT systems (page 32)
- Personal Information (page 36)
- Export controls (page 70)
- Working with advisers (page 58)

#### 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.
- In this scenario, due to deadline concerns Tom suggests sending preliminary details without proper controls 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 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 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 effect 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.

Each scenario is set in one of the many working environments experienced by our employees. But remember that the issues covered are relevant wherever you work and as a leader you can help make the context relevant.

### Leader's notes:

### Set A (IT users)

### Scenario 1: Balancing Pressures

Use these questions to explore the scenario themes with your team.

Use the answers to make sure they have understood the key messages.

#### Questions for discussion:

##### **What factors might be influencing Tom to respond in this way about getting the job done?**

Tom appears to be under several significant work pressures that are affecting his judgement. The financial pressure of potentially losing a contract, combined with tight project deadlines, making him resistant to compliance measures, which he feels would be time-consuming. It's possible that Tom is feeling pressure to meet business targets and financial objectives. Pressure from third parties, such as the advisers' request for employee data, adds to his stress. A competitive business environment appears to be driving Tom to prioritise speed and commercial outcomes over proper procedures.

##### **What risks are involved to the company, the project and individuals from not adhering to correct procedures?**

Tom's behaviour poses multiple serious risks across different levels of the Company. His casual, careless approach to export controls, handling personal data and his willingness to not follow proper procedures risks violating regulations. This could result in severe legal consequences, financial penalties and reputational damage for the Company. Without proper controls being followed, there is a risk of unauthorised transfer and a potential breach of contract terms. This could lead to project cancellation and loss of future business opportunities. Additionally, Tom's dismissive attitude towards compliance procedures could create a problematic culture where team members begin to view procedure as optional, leading to broader systemic risks. Additionally, Tom's attitude could impact employee trust around how the Company protects and handles their personal data.

##### **Where did Magda and Tom fail in maintaining good security practices?**

Magda clicked on a suspicious email link without verifying its legitimacy, driven by her emotional distress. When Tom mentioned the email, Magda didn't heed Nasir's scepticism about its authenticity and instead allowed her emotional state to override basic security awareness. Tom's response to the legitimacy of the email shows a lack of vigilance around potential phishing attacks, as he places too much trust in surface-level authenticity, such as logos and HR details. Tom's passive reliance on others to report potential issues creates a dangerous "bystander effect" situation, where everyone assumes someone else will take responsibility when no one actually takes action.

##### **How could this team improve its detection and response to phishing threats? What warning signs of Magda's vulnerability were missed?**

Tom's assumption that the email was legitimate simply because it looked official highlights a lack of phishing awareness, which should have been recognised by Nasir and Magda. Nasir's immediate questioning of the legitimacy of the "new program" was the correct instinct, but did not promote the standard practice of verifying any unexpected emails, particularly those that ask for actions such as clicking links or providing information. Additionally, as the team's manager, Nasir failed to recognise Magda's vulnerabilities and provide her with support and guidance, which could have prevented her from falling victim to the phishing attack. All employees who hold security clearances must report any significant changes in personal circumstances that could affect their decision-making or security awareness.

The Company can help you to manage personal or professional problems which may be affecting your general health and wellbeing. Contact your local HR Team to find out about the provision in your business.

##### **What role does personal stress play in making employees vulnerable to security threats?**

Personal stress makes employees more vulnerable to security threats by impairing their judgement and increasing the likelihood of impulsive decisions. When under stress, individuals may be more distracted, less cautious and quicker to act without verifying suspicious emails or links, as demonstrated by Magda. A supportive work environment can help mitigate this risk by encouraging open communication and caution during stressful times.

### Leader's notes:

### Set A (IT users)

### Scenario 2:

#### Respect at work

#### Characters

Yasmin: Graduate

Mike: Manager

Eva: Team member

Erik: Manager

#### Summary

Yasmin navigates challenging workplace interactions, experiencing both negative and positive encounters that highlight various aspects of professional conduct and workplace dynamics.

#### Set A (IT users): Scenario 2 Key messages

##### Code of Conduct

- Speaking up (page 10)
- Respect at work (page 18)

**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.

##### 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. For example, a younger employee harassing an older one, same-gender harassment, or harassment from a subordinate towards a superior.

##### Speaking up

- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- 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.
- 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.
- This scenario shows 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.
- 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.
- If you see or experience something that isn't right, speak to your manager or supervisor, your HR contact, or the Legal department.
- If you don't feel you can raise an issue to your manager, 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**

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.

Each scenario is set in one of the many working environments experienced by our employees. But remember that the issues covered are relevant wherever you work and as a leader you can help make the context relevant.

### Leader's notes:

### Set A (IT users)

### Scenario 2: Respect at work

Use these questions to explore the scenario themes with your team.

Use the answers to make sure they have understood the key messages.

#### Questions for discussion:

#### How do Mike and Erik's different management styles affect employee confidence and development?

The scenario contrasts two management styles and their impact on employee development. Mike's dismissive approach, characterised by belittling and unwillingness to develop knowledge and skills, undermines employee confidence and growth. Mike is condescending as well as dismissive, which undermines Yasmin's ability, this could have a negative impact on her self-esteem and make her feel incapable of doing her work. Mike denies Yasmin the opportunity to learn and grow. In contrast, Erik's supportive style, featuring feedback and proactive guidance, creates an environment that empowers and encourages their professional growth allowing individuals to bring more to their team.

#### What do you think about the way that Mike speaks to Yasmin? Is this appropriate?

Mike's communication with Yasmin with language such as, "You're taking forever" and "I don't have time to babysit you", is entirely inappropriate and disrespectful. He uses condescending language, belittles her abilities, dismisses her contributions and undermines her confidence. Mike calling Yasmin "love" is patronising and unprofessional, further demonstrates a pattern of belittling behaviour that undermines professional workplace standards. In addition, Mike's inappropriate comments about Yasmin's appearance, objectifying remarks such as, "at least you're easy on the eyes" and his inappropriate advances towards her cross professional boundaries and are clear examples of sexual harassment. Any communication of this sort creates a hostile work environment and disregards basic principles of workplace respect.

#### What do you think about Eva's response to Yasmin's concerns about Mike's behaviour?

Eva's dismissal of Yasmin's concerns enables inappropriate behaviour. Eva's failure to speak up or support Yasmin makes her complicit in the negative behaviour: the behaviour you walk by is the behaviour you accept. 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.

#### What are the consequences of not speaking up when witnessing or being aware of inappropriate behaviour?

Not speaking up when witnessing inappropriate behaviour has serious consequences for workplace culture and employee safety. Silence enables misconduct to continue with consequences and sends a message that such behaviour is acceptable. This can lead to escalating inappropriate behaviour, decreased employee well-being and contributes to a toxic workplace culture. Proper intervention, like Erik's, demonstrates how speaking up is crucial for maintaining respect at work and protecting employees. When it comes to sexual harassment, it is important to recognise that it can occur in many different configurations, regardless of age, gender, or position with the Company. For example, a younger employee harassing an older one, same-gender harassment, or harassment from a subordinate towards a superior.

#### What would you do if someone told you about inappropriate behaviour but asked you not to say anything or report it?

While we respect confidentiality and understand the sensitivity of such situations, we have a duty of care to protect all employees and to maintain a safe workplace. Certain types of behaviour, such as harassment, discrimination, threats of harm, or criminal activity should be reported to ensure the safety and wellbeing of all our employees. Sometimes this can mean sharing information despite requests for confidentiality. Ideally the person who has been subjected to inappropriate behaviour would report it themselves through the appropriate channels. Therefore, they should be gently encouraged and supported to do so with assurances that the business takes allegations of this nature seriously and does not tolerate retaliation or victimisation of anyone who speaks up with a concern or raises a complaint. However, if the individual does still not wish to come forward you should report the matter yourself to an appropriate person, for example HR, an Ethics Officer or the Ethics Helpline.

### Leader's notes:

### Set B (non-IT users)

### Scenario 1: Balancing Pressures

#### Characters

Lena: Team member  
Tom: Team member  
Sue-Lyn: Manager

#### Summary

Tom poses risks to safety and security with his side job, while Lena proactively handles confidential information to protect privacy.

### Set B (non-IT users): Scenario 1 Key messages

#### Code of Conduct

- Speaking up (page 10)
- Safety, health and wellbeing (page 22)
- Personal information (page 36)
- Managing conflicts of interest (page 56)

#### Safety, health and wellbeing

- Know and comply with applicable safety rules and all local requirements as a minimum.
- Take responsibility for our own safety and the safety of everyone around us, the work we do and the area we work in. Act immediately if someone is putting themselves or other's in harms way.
- Recognise how external factors can impact your work and ensure that outside activities do not compromise your ability to fulfil your work responsibilities at the Company.
- In this scenario, Tom's fatigue from his second job is causing him to cut corners and potentially risk the safety of himself and his colleagues.

#### Export Control and Security

- Avoid discussing work details, especially in sensitive fields, with unknown or unverified individuals.
- Recognise the risks of unauthorised disclosure of sensitive or proprietary information.
- Avoid potential conflicts of interest between your employment within the Company at any outside work or activities.
- Inform the Company about any other jobs or sources of income you may have, so that any security or operational risks can be identified and managed.
- In this scenario, Tom's second job as a Taxi driver introduces vulnerabilities that conflict with security and operational requirements of his role.

#### Personal Information

- Take all appropriate measures to safeguard and secure the personal information that we are responsible for.
- We all have our part to play to make sure that all information, including Personal Information, is kept secure in line with the requirements of the Security Policy.
- If you find information about another person that's been mislaid or accidentally left lying around, you must:
  - Keep the information safe and hand it in to your Team Leader or Line Manager or a member of the HR team; and
  - Inform your Data Protection Lead so measures can be put in place to try to prevent it happening again and to ensure any incident reporting requirements are met.

#### 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.

Each scenario is set in one of the many working environments experienced by our employees. But remember that the issues covered are relevant wherever you work and as a leader you can help make the context relevant.

### Leader's notes:

### Set B (non-IT users)

### Scenario 1: Balancing Pressures

Use these questions to explore the scenario themes with your team.

Use the answers to make sure they have understood the key messages.

#### Questions for discussion:

##### **What risks does Tom create to himself, his the team and the Company?**

Tom poses several risks to himself, the team and the Company due to his side job and his behaviour. Tom's fatigue from his second job puts him at risk of making poor decisions, which is shown in his actions when he neglects the required safety checks. By doing this, Tom creates safety risks for himself and his team and could create regulatory violations, legal liabilities and reputational damage if an incident were to occur. Additionally, Tom's productivity may suffer, which could impact the team's overall output and potential create quality concerns. His discussion about his work details with an unknown person raises security concerns, especially if Tom has access to sensitive information. This unauthorised disclosure of confidential business information could result in serious data breaches.

##### **How should Lena respond to Tom's concerning behaviour? What issues could arise if Lena ignores the risks?**

Lena should address Tom's concerning behaviour directly, including the concern that he hasn't informed the Company about his second job. She should express concern about the safety and security risks that his actions have caused. If Lena ignores these issues, it could lead to workplace accidents, regulatory violations and potential legal consequences.

##### **Should Tom inform the Company about his additional employment? Why?**

Tom should responsibly inform the Company about his additional work, as transparency is essential to addressing safety concerns, data security risks and potential conflicts of interest. By disclosing his outside employment, the Company can support Tom to ensure he does not jeopardise safety, prevent unauthorised sharing of business information and verify his side job aligns with company policies. Upfront communication allows the Company to properly assess and mitigate risks, rather than wait for an incident to occur.

##### **What potential risks were avoided by Lena securing the interview notes? Why should they have been handled correctly from the beginning?**

By securing the interview notes containing sensitive personal details, Lena avoided a breach of privacy, potential misuse of the information and the integrity of the recruitment process being compromised. Leaving Lena's proactive step to secure the notes demonstrated good judgement and risk management practices for maintaining the confidentiality of employee information. This situation could have been prevented if proper document handling protocols had been handled from the start. Information containing personal information should always be treated as confidential documents, stored securely and never left in common areas.

### Leader's notes:

### Set B (non-IT users)

### Scenario 2: Respect at work

#### Characters

Yasmin: Apprentice  
Mike: Manager  
Eva: Team member  
Erik: Manager

#### Summary

Yasmin navigates challenging workplace interactions, experiencing both negative and positive encounters that highlight various aspects of professional conduct and workplace dynamics.

### Set B (non-IT users): Scenario 2 Key messages

#### Code of Conduct

- Speaking up (page 10)
- Respect at work (page 18)

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#### Respect at work

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- It is important to recognise harassment can occur in many different configurations, regardless of age, gender, or position with the Company. For example, a younger employee harassing an older one, same-gender harassment, or harassment from a subordinate towards a superior.

#### Speaking up

- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- 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.
- 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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### Leader's notes:

### Set B (non-IT users)

### Scenario 2: Respect at work

Use these questions to explore the scenario themes with your team.

Use the answers to make sure they have understood the key messages.

#### Questions for discussion:

#### **How do Mike and Erik's different management styles affect employee confidence and development?**

The scenario contrasts two management styles and their impact on employee development. Mike's dismissive approach, characterised by belittling and unwillingness to develop knowledge and skills, undermines employee confidence and growth. Mike is condescending as well as dismissive, which undermines Yasmin's ability, this could have a negative impact on her self-esteem and make her feel incapable of doing her work. Mike denies Yasmin the opportunity to learn and grow. In contrast, Erik's supportive style, featuring feedback and proactive guidance, creates an environment that empowers and encourages their professional growth allowing individuals to bring more to their team.

#### **What do you think about the way that Mike speaks to Yasmin? Is this appropriate?**

Mike's communication with Yasmin with language such as, "You're taking forever" and "I don't have time to babysit you", is entirely inappropriate and disrespectful. He uses condescending language, belittles her abilities, dismisses her contributions and undermines her confidence. Mike calling Yasmin "love" is patronising and unprofessional, further demonstrates a pattern of belittling behaviour that undermines professional workplace standards. In addition, Mike's inappropriate comments about Yasmin's appearance, objectifying remarks such as, "at least you're easy on the eyes" and his inappropriate advances towards her cross professional boundaries and are clear examples of sexual harassment. Any communication of this sort creates a hostile work environment and disregards basic principles of workplace respect.

#### **What do you think about Eva's response to Yasmin's concerns about Mike's behaviour?**

Eva's dismissal of Yasmin's concerns enables inappropriate behaviour. Eva's failure to speak up or support Yasmin makes her complicit in the negative behaviour: the behaviour you walk by is the behaviour you accept. 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.

#### **What are the consequences of not speaking up when witnessing or being aware of inappropriate behaviour?**

Not speaking up when witnessing inappropriate behaviour has serious consequences for workplace culture and employee safety. Silence enables misconduct to continue with consequences and sends a message that such behaviour is acceptable. This can lead to escalating inappropriate behaviour, decreased employee well-being and contributes to a toxic workplace culture. Proper intervention, like Erik's, demonstrates how speaking up is crucial for maintaining respect at work and protecting employees. When it comes to sexual harassment, it is important to recognise that it can occur in many different configurations, regardless of age, gender, or position with the Company. For example, a younger employee harassing an older one, same-gender harassment, or harassment from a subordinate towards a superior.

#### **What would you do if someone told you about inappropriate behaviour but asked you not to say anything or report it?**

While we respect confidentiality and understand the sensitivity of such situations, we have a duty of care to protect all employees and to maintain a safe workplace. Certain types of behaviour, such as harassment, discrimination, threats of harm, or criminal activity should be reported to ensure the safety and wellbeing of all our employees. Sometimes this can mean sharing information despite requests for confidentiality. Ideally the person who has been subjected to inappropriate behaviour would report it themselves through the appropriate channels. Therefore, they should be gently encouraged and supported to do so with assurances that the business takes allegations of this nature seriously and does not tolerate retaliation or victimisation of anyone who speaks up with a concern or raises a complaint. However, if the individual does still not wish to come forward you should report the matter yourself to an appropriate person, for example HR, an Ethics Officer or the Ethics Helpline.



## Thank you

for leading the Business Integrity Training scenarios for team discussions 2025.

We welcome your feedback about this training. Please email any thoughts or suggestions to:

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