

Business Integrity Training

Scenarios for Team Discussions 2026

Set B: non-IT users



Business Integrity
Training



Scenarios for Team Discussions pages 2-10



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A message from your Executive Committee

As leaders and people managers across the organisation, we share a vital responsibility to create a positive, safe and ethical workplace. By setting clear expectations and modelling the behaviour we want to see, we can uphold the highest standards of business conduct across our organisation.

We encourage everyone to speak up if something doesn't feel right and we're committed to supporting those who do. Building a culture of openness and accountability is essential to our collective and continued success.

This year, our Business Integrity Training focuses on two key themes:

When help becomes a threat (for IT users) and **Think before you post** (for non-IT users): Exploring responsible online behaviour, the use of digital tools and the importance of safeguarding information.

Crossing the line: Addressing sexual harassment and reinforcing the importance of ensuring everyone feels safe, respected and protected at work.



A message from your Executive Committee

Why these topics matter

Protecting information: The first scenario highlights the critical role we play in safeguarding valuable information and using online tools responsibly. We're all trusted – by the company, our customers and our colleagues – to get this right and mismanaging information or the use of online tools can have serious consequences. Please use this scenario to ensure your team understands our guidance and knows where to seek support if needed.

Protecting our people: The second scenario explores sexual harassment and emphasises the importance of ensuring everyone feels physically and psychologically safe, respected and supported at work. Please let your teams know that we are extremely grateful to every colleague who has spoken up about unacceptable behaviours because they're not only protecting themselves – they're protecting their colleagues too, and holding us all accountable to our Code of Conduct.

We understand that discussion of this topic may be difficult for colleagues who have personally experienced sexual harassment or other inappropriate behaviours, and you are empowered to offer alternative ways to experience this training if you believe a group discussion would be challenging to your or a colleague's wellbeing.

Speaking up: We recognise that raising concerns can be difficult, but it's always the right thing to do. Please reassure your teams that as leaders and managers we are all here to listen, take action and provide support. Remind them of the many avenues available for raising concerns, including you, as their manager, the HR function, our Ethics Officers or our Ethics Helpline which can be anonymous.

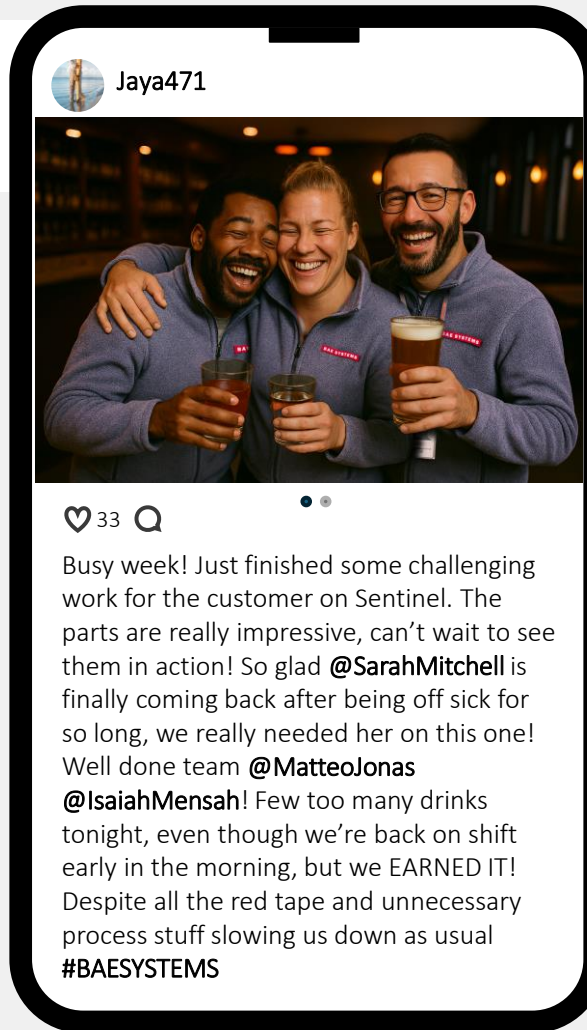
Thank you for the incredible and important work you do to support your team(s) and help us fulfil our mission to protect those who protect us – and each other.



Set B (non-IT users): Scenario 1

Think before you post

After a busy few days and drinks with colleagues at the pub after work, Jaya felt proud of what her team had achieved and posted on social media:



She attached a photo from the pub showing colleagues holding drinks, with Company ID lanyards and branded clothing visible. As well as a photo taken on the shopfloor including a workstation with some uncovered technical drawings in the background.

Set B (non-IT users): Scenario 1

Questions for Discussions

1. Do you think there is anything wrong with Jaya's social media post?
2. What issues does Jaya's post raise?
3. Who might be affected by Jaya's social media post?
4. What is wrong with posting photos and discussing project information on social media?



Set B (non-IT users): Scenario 1

Continue after the discussion questions on the previous page

After seeing the post, a member of the public reported the post to the Company, expressing concerns about unprofessional behaviour and a community group shared the post, questioning the Company's professional and security standards. Sarah contacted HR upset that her medical leave had been mentioned publicly without her consent.

The next day, Jaya was called into her supervisor's office along with an HR representative. They explained there were multiple serious issues:

- Jaya shared information about work on social media that had not been approved for public release. Even mentioning that the Company is producing parts can give valuable information to people who should not have it;
- By posting a photo including technical drawings, Jaya made information about a potentially export-controlled project accessible to anyone worldwide. This would violate export control regulations, which restrict the sharing of controlled information without authorisation. In addition, Jaya should not be taking photos while on site;
- By publicly disclosing Sarah's medical leave and tagging her, Jaya has not respected her privacy; and
- The unprofessional tone, photo of employees drinking while wearing Company identification and dismissive comments about Company procedures could reflect poorly on the Company and damage its reputation.

Outcome:

As a result of Jaya's actions, the organisation initiated an internal investigation to assess the disclosure of classified information, identify any potential violations of export control and data protection laws and determine which policies and processes were breached.

Disciplinary proceedings commenced. The Disciplinary Manager established that Jaya was familiar with relevant internal policies and the importance of regulatory compliance. They concluded that Jaya had demonstrated an unacceptable disregard for company policies, regulatory risk and reputational damage. Jaya was dismissed from the Company with immediate effect for gross misconduct.

In addition, regulatory violations may result in fines or criminal proceedings against Jaya and the Company.



Set B (non-IT users): Scenario 1

Key Messages

Security

- Our Security Policy requires us all to safeguard assets (including information) from loss, damage or compromise – and in addition, we are required to manage all assets in accordance with their classification and relevant handling instructions.
- Photography, audio or visual recording is not permitted on our sites unless authorised by security in advance.
- Some sites enforce restrictions on the presence of portable electronic devices, e.g., phones and smart watches. Check for signage around Portable Electronic Devices in your workplace.
- Employees should not share any confidential Company information or their security clearance, if applicable, on any form of social media or digital media. Sharing information about the work you are involved in at BAE Systems could make you a target to hostile actors looking to gather information or harm the Company.
- Follow the BAE Systems Social and Digital Media Guidelines. In particular, employees should not share any confidential Company information on social and digital media.
- Remember to remove branded clothing, lanyards and ID badges when leaving the site.

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, sharing, sending and receiving export-controlled material. Examples could include, engineering drawings, blueprints, specifications, components/parts, raw materials, prototypes.

Personal information

- Even when posting from personal accounts, we are expected to uphold the same standards of respect and professionalism that are required in the workplace. This means ensuring that personal information entrusted to us is handled appropriately, which includes not sharing any personal information about our colleagues or customers on social media.
- Always respect the privacy of others and follow the relevant Company policies, processes and procedures when handling other people's personal data.
- If in doubt contact your local Data Protection lead to confirm any governance steps required when handling personal information.

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 of Conduct.
- Your personal conduct, including social media posts and public behaviour can reflect on the Company, even during your personal time.
- If you have any concerns, speak up and report them promptly, which you can do anonymously if preferred. This helps to protect our Company, our employees and our stakeholders.

Disciplinary sanctions

- An appropriate disciplinary sanction shall depend on the particular facts of each case, including, but not limited to, severity of misconduct, the individual's intentions and context in which the conduct occurred and an individual's disciplinary record and any mitigating circumstances.



Set B (non-IT users): Scenario 2

Crossing the line?

Content Warning: The discussion for this scenario focuses on the topic of **sexual harassment**, which some participants may find distressing. Please take care of yourself and your team around this content and seek support as needed.

Jamie, an apprentice, has been working closely with Tam, an experienced senior manager who has worked at the Company for a long time. Tam is leading a project that Jamie is working on.

What began as professional guidance quickly evolved into a close working relationship, with Jamie feeling grateful for Tam's career advice and personal interest in their development.

Tam began offering increasingly personal support, suggesting one-on-one dinners outside of work to "discuss career goals" and giving thoughtful gifts to celebrate Jamie's professional milestones.

Their conversations shifted from career development to more personal matters.



As months passed, Tam began making comments about Jamie's appearance and following Jamie's social media with late night personal messages.

At the team's end-of-year celebration, after several drinks, Tam cornered Jamie, placed a hand on Jamie's lower back and suggested they leave together.

Several colleagues noticed Tam's behaviour towards Jamie but hesitated to speak up, thinking it wasn't their place to interfere. One colleague considered reporting it, but worried about challenging a senior manager and did not want to get involved.



Set B (non-IT users): Scenario 2

Questions for Discussions



1. Do you think Tam's behaviour crossed professional boundaries and, if so, at what point?
2. How would you describe Tam's behaviour? Do you think Tam's behaviour is sexual harassment and why?
3. Why is it necessary to intervene when you witness inappropriate behaviour, even if you're not directly involved?
4. What are the qualities of a positive mentoring experience?
5. What responsibilities do individuals have when drinking at work functions?

Set B (non-IT users): Scenario 2

Continue after the discussion questions on the previous page



Jamie felt increasingly uncomfortable about Tam's advances, but didn't want to appear ungrateful for the interest Tam had taken in Jamie's professional development.

Jamie feared that rejecting Tam's unwelcome attention could create tension and have career consequences, especially because of Tam's seniority.

Jamie shared their concerns with Ethics after receiving assurance about the Company's position on retaliation. Ethics passed the matter to the relevant HR team for investigation. Safeguards were implemented for both parties during a disciplinary investigation and disciplinary process.

During this time, Jamie and Tam were provided with support and regular wellbeing check-ins by their line managers and Ethics.



An independent manager was appointed to ensure an impartial investigation. Jamie, Tam and several witnesses provided statements. Tam denied the actions were sexual, stating that Jamie had misconstrued friendliness and Tam's tactile nature.

During the investigation, Jamie provided copies of text messages from Tam containing sexually explicit content.

Disciplinary proceedings commenced. The Disciplinary Manager concluded that Tam's behaviour constituted sexual harassment: it was unwelcome and sexual in nature and created a hostile environment for Jamie. The behaviour was considered particularly serious due to its persistence and Tam had exploited the power imbalance between them.

Tam was dismissed from the Company with immediate effect for gross misconduct.



Set B (non-IT users): Scenario 2

Key Messages

Unacceptable Behaviours: Sexual Harassment

- We should treat each other with courtesy, dignity and respect.
- Harassment through any means, including verbal, non-verbal, physical or online will not be tolerated. Abusive, offensive, humiliating or intimidating behaviour is never acceptable.
- 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.

Psychological Safety and Speaking up

- An inclusive culture is one where everyone is respected, valued and able to contribute. Psychological safety is essential to this, ensuring employees feel confident to speak up and raise concerns without fear of embarrassment, negative consequences, or retaliation. It also enables innovation, higher engagement, empowerment and trust, which are essential for business performance and growth
- Speaking up is the act of voicing a concern; the Company encourages all employees to speak up if they see anything that they think isn't right, whether this directly affects you or whether you are a witness.
- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- Everyone should feel able to speak up, knowing they will be treated with respect. Often an issue can be resolved by speaking with the person concerned, or alternatively you can report your concerns to your line manager, HR or reach out to Ethics.
- Delaying action until behaviour escalates places those experiencing inappropriate conduct at greater risk and allows harmful patterns to take root. Raising concerns early,

when boundaries first begin to blur, can prevent more serious harm.

- Psychological safety is created by normalising open and respectful conversations about uncomfortable interactions before they become severe.
- The Company strongly encourages all employees to speak up. Retaliation against anyone who raises a concern in good faith will not be tolerated. All reports of unacceptable behaviour are taken seriously and will be assessed and investigated.
- Contact methods and the Speak Up Guide can be found by going to the global intranet and following: **Employees > Ethics Helpline**. Further information can also be found in the Dignity and Respect Standards.

Responsible Mentoring Relationships

- Mentoring must follow company guidance and be recorded on relevant learning systems.
- Mentors and mentees should behave professionally and in accordance with the Code of Conduct, maintaining clear professional boundaries.
- The Mentoring at BAE Systems Guide is linked on page 11.

Disciplinary sanctions

- An appropriate disciplinary sanction shall depend on the particular facts of each case, including, but not limited to, severity of misconduct, the individual's intentions and context in which the conduct occurred and an individual's disciplinary record and any mitigating circumstances.



Further reading & Support material



Code of conduct

- Speak Up diagram (page 12)
- Respect at work (page 18)
- Health and Safety (page 22)
- Managing, handling and sharing information (page 34)
- Personal information (page 36)
- Export controls, sanctions and restrictions (pages 70)

Our Code of Conduct can be found on the global intranet under **How we work > Code of Conduct**

Policies

- Export Control Policy
- Security Policy
- Personal Data Protection Policy
- People Policy
- Operational Framework: Our Values

Group policies can be found on the global intranet under **How we work > Operational Framework > Policies, Processes and Charters**.

Guidelines

- [Social and Digital Media Guidelines](#)
- [Mentoring At BAE Systems Guide](#)

Additional sources of support:

- [Ethics Helpline](#)
- [Speak Up Guide](#)
- Responsible Decision-Making Model (see page 13)
- [Mental Health and Wellbeing intranet page](#)
- [Dignity and Respect Standards \(UK only\)](#)
- [Employee Assistance Programme \(UK only\)](#)
- [Safeguarding Teams for Apprentices \(UK only\)](#)

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.

Further reading & Support material

Helping you navigate tough decisions

Use our decision-making model 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.

BAE SYSTEMS

Guidance for Leading the Scenarios

Who should do the training? The Scenarios for team discussions 2026 are **mandated for all of BAE Systems Plc managed business** (excluding Inc.) that are on the headcount report up to 31st December 2025. **Contingent Labour are expected to undertake this training and to comply with its provisions.** New starters from 1st January 2026 are encouraged to do the training with your team and can be recorded on the learning platform.

Why are we doing this training? As a Company, we want our employees to **engage in regular, live training, to foster discussion about business conduct.** The Executive Committee mandates that these discussions take place each year, which should be management-led engagements.

Long-term absence/maternity/paternity? If you have a member of your team on long-term absence for the rest of 2026, please advise bitsupport@baesystems.com of this including their name, GCI, email address and reason for them receiving a waiver for this year's training. If the absence is planned, you should deliver the training where possible before they go on leave.

How do I record that the learning has taken place? Once your team has completed the training record completion using the retro-upload form [available here](#) and send it to bitsupport@baesystems.com. Facilitating a session can count as completion of training.

The BIT Support team need the retro-upload form to be sent in its original format, as an excel spreadsheet, to record the completion. Please do not save the form as any other file type.

More information can be found on the BIT Intranet page: [Global intranet > How we work > Business Integrity Training > BIT Scenarios for Team Discussions 2026](#)



Guidance for Leading the Scenarios

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.

Before the session

1. Prepare

- ☐ Make sure you have the correct pack most relevant to your team. There are two sets available: Set A for **IT users** and Set B for **non-IT users**. Both scenarios from the chosen set must be completed in the discussion..
- ☐ Schedule at least **30 minutes** in a standalone or existing team meeting for the session. For large teams, consider breaking into smaller groups or running more than one session.
- ☐ Make your team aware of the **scenario themes** beforehand to best prepare them for the session.
- ☐ Prepare a **list of team members** to check them off in the session. This will help when recording who has received the training.

2. Know the materials

- ☐ Read and understand the **material** you are using; it is all available in this pack. Pay particular attention to the **Questions and Key Messages** in the guidance.
- ☐ Prepare enough hard copies of the **scenarios for team discussion** (pages 2-13), if required. 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**.

Delivering the session

3. Introduce the session

- ☐ For example: *"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 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. The scenarios are drawn from real reported incidents.

4. Share the scenarios

- ☐ **Engage your team** in reading through the scenarios for team discussion. Use pages 2-13 in this pack.

Useful tips in leading the discussion:

- ☐ Use the **Questions section** to guide the discussion.
- ☐ Think about how to make the session **engaging** and **valuable**: have the themes been in the newspapers recently?
- ☐ Ask **open-ended questions**.
- ☐ Encourage **balanced participation** from everyone.
- ☐ Encourage participants to share **relevant personal experiences**.
- ☐ Remember, you don't need to have all the answers.
- ☐ **Share the EC video** after your team discussions.

After the session

5. Close the session

- ☐ Address any **raised questions** and confirm the process for **unanswered questions**.
- ☐ Inform your team about further reading and **support material** on page 11-12.
- ☐ Record the names of **all attendees**.
- ☐ Thank participants for sharing their views.

6. Record attendance

- ☐ Use the retro-upload form to record the attendance for the session: [link here](#)
- ☐ Send the retro-upload form to: bitsupport@baesystems.com.

7. Ongoing conversations

- ☐ Follow up on any outstanding questions.
- ☐ 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 issues they may have.

Guidance for Leading the Scenarios

Set B Scenario 1: Key Messages

Security

- Our Security Policy requires us all to safeguard assets (including information) from loss, damage or compromise – and in addition, we are required to manage all assets in accordance with their classification and relevant handling instructions.
- Photography, audio or visual recording is not permitted on our sites unless authorised by security in advance.
- Some sites enforce restrictions on the presence of portable electronic devices, e.g., phones and smart watches. Check for signage around Portable Electronic Devices in your workplace.
- Employees should not share any confidential Company information or their security clearance, if applicable, on any form of social media or digital media. Sharing information about the work you are involved in at BAE Systems could make you a target to hostile actors looking to gather information or harm the Company.
- Follow the BAE Systems Social and Digital Media Guidelines. In particular, employees should not share any confidential Company information on social and digital media.
- Remember to remove branded clothing, lanyards and ID badges when leaving the site.

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, sharing, sending and receiving export-controlled material. Examples could include, engineering drawings, blueprints, specifications, components/parts, raw materials, prototypes.

Summary

Jaya posts on social media about completing work on a classified project. The post includes dismissive comments about Company procedures, publicly discloses a colleague's private information and tags multiple colleagues. The scenario demonstrates how personal social media posts can simultaneously compromise security, confidentiality and infringe on other's privacy and damage Company reputation.

Personal information

- Even when posting from personal accounts, we are expected to uphold the same standards of respect and professionalism that are required in the workplace. This means ensuring that personal information entrusted to us is handled appropriately, which includes not sharing any personal information about our colleagues or customers on social media.
- Always respect the privacy of others and follow the relevant Company policies, processes and procedures when handling other people's personal data.
- If in doubt contact your local Data Protection lead to confirm any governance steps required when handling personal information.

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 of Conduct.
- Your personal conduct, including social media posts and public behaviour can reflect on the Company, even during your personal time.
- If you have any concerns, speak up and report them promptly, which you can do anonymously if preferred. This helps to protect our Company, our employees and our stakeholders.

Disciplinary sanctions

- An appropriate disciplinary sanction shall depend on the particular facts of each case, including, but not limited to, severity of misconduct, the individual's intentions and context in which the conduct occurred and an individual's disciplinary record and any mitigating circumstances.



Guidance for Leading the Scenarios

Questions for Discussions: Scenario 1

The following four questions are included in the **content to deliver in the scenario training** section and need to be shared and discussed with your team as part of the session. Below is a summary of the questions and related answers to support you in guiding the discussion around the scenarios.



Do you think there is anything wrong with Jaya's social media post?

- She mentions a classified project name and a photo taken on the shopfloor which includes technical drawings in the background.
- She does not respect her colleague's privacy, revealing personal information about colleagues publicly, not just including their names but also referring to poor health.
- She posts while intoxicated and references drinking too much when needing to be in work early the next morning.
- She criticises Company procedures publicly.
- She posts photos of other employees wearing Company identification.

What issues does Jaya's post raise?

- Revealing confidential Company information, unprofessional content, bringing the Company into disrepute and conflicts with social and digital media guidelines and is a security risk.
- Disclosing someone's private information without consent is a Personal Data Protection concern.
- Posting an image of colleagues and tagging them not only further disrespects colleagues' privacy, but could be a security risk for those involved, as they are wearing ID badges and company-branded clothing. It also associates them with unprofessional behaviour.
- The post mentions heavy drinking and having to be on shift early the next morning which raises health and safety concerns.
- Jaya's not acting responsibly or doing the right thing. Her social media activity and her actions in public can reflect on the Company, even though it is taking place during her personal time.

Who might be affected by Jaya's social media post?

- Sarah: information relating to her health was shared, without being asked if it is Ok to do so.
- The tagged and photographed colleagues: not respecting their privacy but also associating them with unprofessional behaviour.
- The Company: reputational damage and potential security breach.
- Clients/partners: may question the Company's professionalism and security practices.
- Jaya herself: facing disciplinary action and potential career consequences.
- Project Sentinel: security compromised by publicly confirming the Company's involvement.

What is wrong with posting photos and discussing project information on social media?

- Simply confirming the Company is working on the project provides valuable intelligence to those who should not have it.
- Sharing details about classified projects is a breach of security where even small pieces of information can be pieced together with other intelligence to build a bigger picture.
- Individuals with access to valuable information can be targeted by adversaries.
- Sharing details of export-controlled information on publicly accessible social media constitutes as an export to any foreign national who views it. Examples could include engineering drawings, blueprints, specifications, components/parts, raw materials, prototypes.
- Social media is globally accessible, meaning information instantly reaches foreign countries without authorisation.

Guidance for Leading the Scenarios

Set B Scenario 2: Key Messages



Unacceptable Behaviours: Sexual Harassment

- We should treat each other with courtesy, dignity and respect.
- Harassment through any means, including verbal, non-verbal, physical or online will not be tolerated. Abusive, offensive, humiliating or intimidating behaviour is never acceptable.
- 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.

Psychological Safety and Speaking up

- An inclusive culture is one where everyone is respected, valued and able to contribute. Psychological safety is essential to this, ensuring employees feel confident to speak up and raise concerns without fear of embarrassment, negative consequences, or retaliation. It also enables innovation, higher engagement, empowerment and trust, which are essential for business performance and growth
- Speaking up is the act of voicing a concern; the Company encourages all employees to speak up if they see anything that they think isn't right, whether this directly affects you or whether you are a witness.
- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- Everyone should feel able to speak up, knowing they will be treated with respect. Often an issue can be resolved by speaking with the person concerned, or alternatively you can report your concerns to your line manager, HR or reach out to Ethics.
- Delaying action until behaviour escalates places those experiencing inappropriate conduct at greater risk and allows harmful patterns to take root. Raising concerns early, when boundaries first begin to blur, can prevent more serious harm.

Summary

This scenario explores the misuse of power between an apprentice, Jamie and an experienced manager, Tam. It demonstrates how power dynamics, age differences and career vulnerability can create complex situations. Tam's behaviour crosses into inappropriate personal situations and colleagues are concerned but do not report it.

- Psychological safety is created by normalising open and respectful conversations about uncomfortable interactions before they become severe.
- The Company strongly encourages all employees to speak up. Retaliation against anyone who raises a concern in good faith will not be tolerated. All reports of unacceptable behaviour are taken seriously and will be assessed and investigated.
- Contact methods and the Speak Up Guide can be found by going to the global intranet and following: **Employees > Ethics Helpline**. Further information can also be found in the Dignity and Respect Standards.

Responsible Mentoring Relationships

- Mentoring must follow company guidance and be recorded on relevant learning systems.
- Mentors and mentees should behave professionally and in accordance with the Code of Conduct and the Dignity & Respect Standards at all times, maintaining clear professional boundaries.
- The Mentoring at BAE Systems Guide is linked on page 11.

Disciplinary sanctions

- An appropriate disciplinary sanction shall depend on the particular facts of each case, including, but not limited to, severity of misconduct, the individual's intentions and context in which the conduct occurred and an individual's disciplinary record and any mitigating circumstances.

Guidance for Leading the Scenarios

Questions for Discussions: Scenario 2

The following five questions are included in the **content to deliver in the scenario training** section and need to be shared and discussed with your team as part of the session. Below is a summary of the questions and related answers to support you in guiding the discussion around the scenarios.



Do you think Tam's behaviour crossed professional boundaries and, if so, at what point?

- Early warning signs: suggesting one-on-one dinners outside of work, giving thoughtful personal gifts, shifting conversations from career to personal matters and following Jamie's social media and sending late night messages.
- Clear inappropriate behaviour: making comments about Jamie's appearance, uninvited physical contact with intimate implications at the end of year celebration and possible propositioning (suggesting they leave together).

How would you describe Tam's behaviour? Do you think Tam's behaviour is sexual harassment and why?

- Sexual harassment occurs where both:
 - a person engages in unwanted conduct of a sexual nature; and
 - the conduct has the purpose or effect of either violating another person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person.
- Determining whether behaviour is sexual harassment is not always straightforward. On the facts provided so far, the cumulative intense personal interest by Tam in Jamie could be sexual in nature and the physical contact and suggestion of leaving together may also be sexual.
- The facts provided here are limited and we do not know whether this attention is wanted or unwanted by Jamie. We don't know if it has the purpose or effect of violating Jamie's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for Jamie.



Why is it necessary to intervene when you witness inappropriate behaviour, even if you're not directly involved?

- Bystander silence can have the consequence of enabling harmful behaviour to continue and escalate.
- Collective inaction indicates to all that the behaviour is acceptable.
- The vulnerable person may feel powerless to act, bystanders with less at stake have more freedom to intervene.
- We all have a responsibility for maintaining courtesy, dignity and respect. Early intervention can prevent escalation and more serious harm.

What are the qualities of a positive mentoring experience?

- Effective mentoring benefits the mentor, the mentee and the organisation by promoting a development culture, increasing knowledge sharing, driving performance and expanding networks.
- Refer to the Mentoring at BAE Systems guidance for more information.

What responsibilities do individuals have when drinking at work functions?

- Alcohol is never an excuse for inappropriate behaviour. Individuals must maintain professional conduct regardless of consumption. If someone knows they struggle with alcohol intake boundaries, they should limit their intake at work events.
- Being intoxicated does not remove accountability. Alcohol may lower inhibitions, but as individuals we are ultimately responsible for our choices.
- Leaders set the tone at Company events. Alcohol, if served, should be moderate, accompanied by food and non-alcoholic options and never on an unlimited basis.

Business Integrity Training

Scenarios for Team Discussions 2026



Thank you

for completing the Business Integrity Training scenarios for team discussions 2026.

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

bitsupport@baesystems.com

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