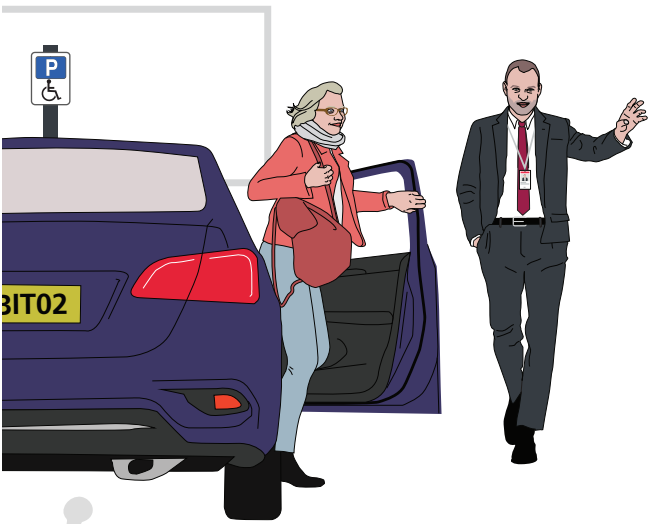


Business Integrity Training Scenarios for team discussions 2022



Leader's guide



Business Integrity Training Leader's guide

Introduction from our CEO

Maintaining the highest standards of business conduct and continuously improving our ways of working depends on everyone in the Company feeling they can raise ideas, questions and issues knowing that they will be considered with openness and respect. As a manager, you play a vital role in creating that positive, inclusive and respectful working environment.

Our Business Integrity Training team discussions are a tool to help you and your teams explore issues that may come up in your day to day work. They give us the opportunity to think about how we would respond, considering our individual and collective responsibilities to do the right thing – for our colleagues, our customers and our Company. In the scenarios – as in real life – the issues can be complex. A rich and open discussion with your teams will help build the awareness and confidence we all need to raise issues and manage real-life situations.

Thank you for leading the Business Integrity Training discussions this year and continuing to support your teams in making responsible and ethical decisions in the course of their daily work.

Charles Woodburn

Chief Executive
BAE Systems plc



Business Integrity Training

Leader's guide

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What you need to do - checklist

You'll find more detailed step-by-step information on how to prepare for the Business Integrity team discussions 2022 on the following pages, but here's a quick-reference overview:

Please use this checklist as an easy way to prepare for the training.

- Select one of the mandated scenarios (1 or 2), plus any prescribed by your business.
- Familiarise yourself with this guide and the scenario(s) selected, including the leader's notes.
- Make sure you're familiar with the Code of Conduct.
- Allocate at least half an hour in a standalone or existing team meeting.
- For team members who are online, send them links to the scenarios you'll be discussing and to the refreshed Code of Conduct and encourage them to read them ahead of the meeting.
- If you are on site and training in small groups with appropriate social distancing, make sure you print out enough copies of the scenario for all attendees (or, if provided, use the printed materials offered by your business). Ensure there are hard copies of the Code of Conduct (available locally in each business) present for in-person meetings.
- On the day, make sure everyone is involved in the team conversation and that you cover the key messages from each scenario.
- Record each individual's participation and acknowledgement that they are aware of their responsibilities under the Code of Conduct.

Business Integrity Training

Leader's guide

Before

Delivering the team discussions

This section of the guide contains the information you need to deliver the training and record your team's participation.

Preparation

- Think about how to make this 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?
- 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.
- For online teams, remind them how to access the scenarios and Code of Conduct and ask them to read these in advance.
- For on-site teams, print out the relevant number of copies of the chosen scenario(s), or use the printed materials if provided by your business, and obtain copies of the Code of Conduct from your local workplace.
- 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.
- Familiarise yourself with:
 - this leader's guide;
 - the scenario(s) you will be delivering;
 - the scenario key messages and leader's guide material;
 - the Code of Conduct; and
 - the responsible decision-making model.
- This year, every team must complete either scenario 1 or scenario 2, whichever is most relevant to your team.
- In addition to a mandatory scenario, you may choose another, or your business may select one for you – or you may feel that a full discussion on the single scenario is sufficient.
- The core training is contained in the mandatory scenarios (1 or 2). Scenarios 3a and 3b, 4, 5 and 6 are shorter and more focused on specific issues - review them and consider whether they would be relevant and useful for your team.

To access the scenarios and all supporting material, go to the global intranet and follow:
[How we work > Business Integrity Training](#)

Business Integrity Training

Leader's guide

During Delivering the team discussions

Introducing the session

You can use this narrative to introduce the team discussions.

"Welcome to this year's Business Integrity Training team discussion."

"The aim of this training 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."

Code of Conduct

Ensure everyone is familiar with the Code of Conduct

Preparation

A successful Business Integrity Training team discussion will involve active participation from all attendees and a relevant, meaningful conversation focused on ethical business behaviours. Here are some tips:

- Ask open-ended questions and actively listen to everyone's contribution.
- Encourage balanced participation from everyone; avoid one or two confident individuals dominating.
- 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.

Preparation

- Generate discussion using questions from the scenario and the insights from the leader's guide 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.
- Bear in mind the overall goal is an engaging, in-depth discussion of the issues.

Preparation

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 and Processes.**
- Ensure you have noted attendees for recording purposes. Draw the training to a close and thank participants for sharing their views.

Business Integrity Training

Leader's guide

After Delivering the team discussions

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, My Learning Space or Skillport, or via 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**

Following up

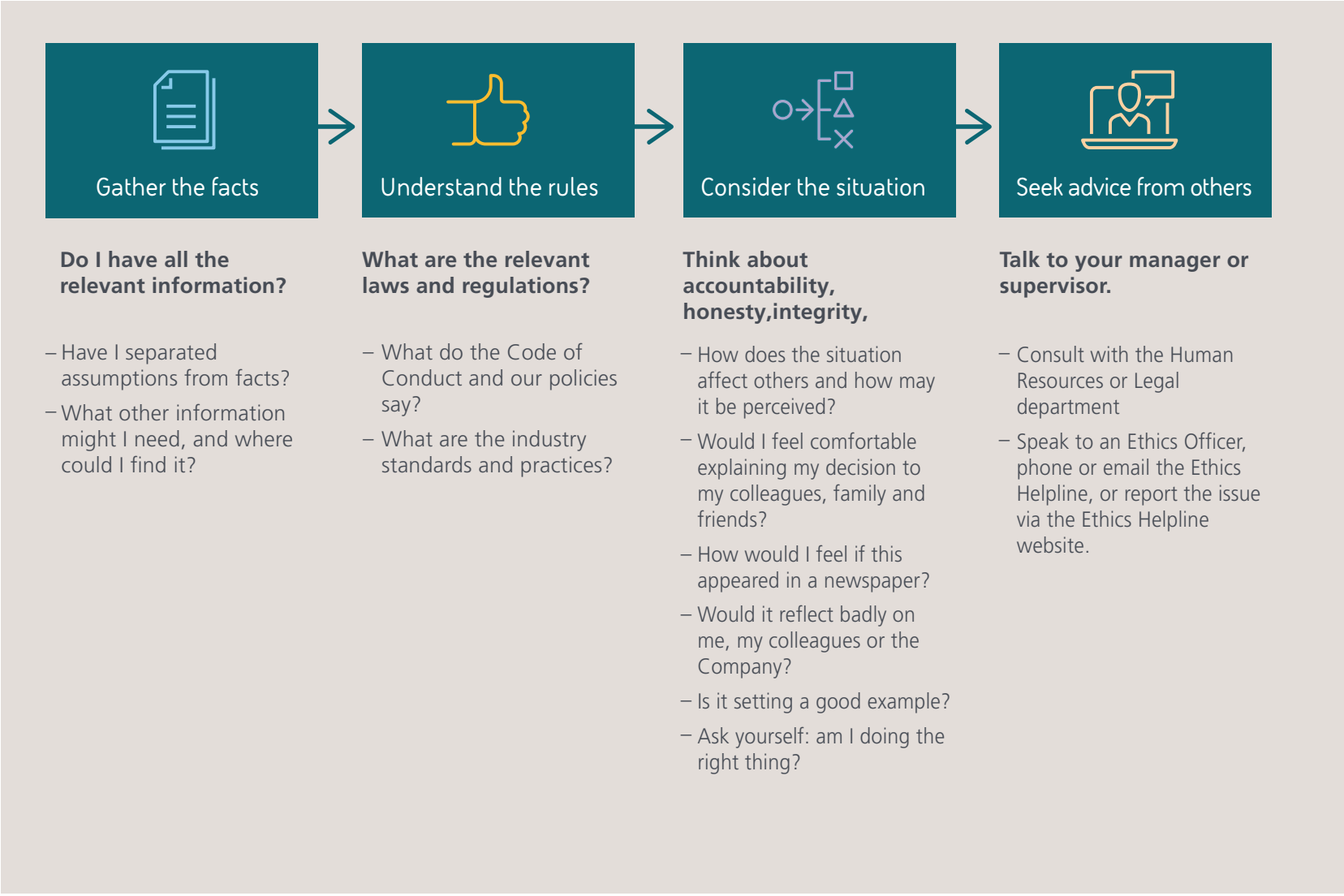
- Follow up on any outstanding questions from your team.
- Remember to continue using the lessons learned in this session throughout the year, encouraging your team to speak up with any concerns or ideas they may have.

Business Integrity Training Leader's guide

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 or
 - think an issue or concern that has been reported is not being dealt with properly.



Business Integrity Training Leader's guide

Overview of the scenarios

<p>Scenario 1: Protecting our assets</p> <p>Mandated for IT users</p>	<p>Scenario 2: Protecting our assets</p> <p>Mandated non-for IT users</p>	<p>Scenario 3a: Creating an inclusive workplace Sexual harassment</p>	<p>Scenario 3b: Creating an inclusive workplace Hidden disability</p>
<p>Themes</p> <ul style="list-style-type: none"> - Working away from the office - IT Security - Export Control - Clear desk policy - Hybrid working - Mental health 	<p>Themes</p> <ul style="list-style-type: none"> - Export Control - Site security - Insider threat - Dignity and respect - Mental health 	<p>Themes</p> <ul style="list-style-type: none"> - Sexual harassment - Diversity and Inclusion - Dignity and respect - Inclusive workplace 	<p>Themes</p> <ul style="list-style-type: none"> - Hidden disability - Diversity and Inclusion - Dignity and respect - Inclusive workplace
<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Use of Company Property (page 23) - Using Company IT Systems (page 26) - Managing, handling and sharing information (page 28) - Trade restrictions, export controls and sanctions (page 54) 	<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Speaking up (page 8) - Behaviours and standards (page 14) - Managing, handling and sharing information (page 28) 	<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Management responsibilities (page 7) - Speaking up (page 8) - Behaviours and standards (page 14) - Safety, health and wellbeing (page 18) 	<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Use of Company Property (page 23) - Using Company IT Systems (page 26) - Managing, handling and sharing information (page 28) - Trade restrictions, export controls and sanctions (page 54)
<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> Will Manager</div> <div style="text-align: center;"> Carly Engineer</div> <div style="text-align: center;"> Ollie Component Supplier</div> </div>	<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> Ash Technician</div> <div style="text-align: center;"> Malcolm Lead Technician</div> <div style="text-align: center;"> Sandeep SHE Manager</div> </div>	<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> Arabella A colleague</div> <div style="text-align: center;"> Jade A colleague</div> <div style="text-align: center;"> Mark Manager</div> </div>	<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> Julian A colleague</div> <div style="text-align: center;"> Libby A colleague</div> <div style="text-align: center;"> Harry A colleague</div> </div>

Business Integrity Training Leader's guide

Overview of the scenarios

Scenario 4: Speaking up	Scenario 5: Conflicts of Interest	Scenario 6: Personal Information
<p>Themes</p> <ul style="list-style-type: none"> - Safety - Speaking up - Mental health 	<p>Themes</p> <ul style="list-style-type: none"> - Conflicts of interest - Following Process 	<p>Themes</p> <ul style="list-style-type: none"> - Handling Sensitive Personal Information - Personal Data Protection Breach - Hybrid working - Work/Life balance - Time Pressure
<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Safety, health and wellbeing (page 18) - Product safety and quality (page 22) - Speaking up (page 8) 	<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Managing conflicts of interest (page 46) 	<p>Code of Conduct chapter and policies</p> <ul style="list-style-type: none"> - Personal information (page 30) - Using Company IT systems (page 26) - Managing, handling and sharing information (page 28) - Working with others (page 36)
<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Danni Technician </div> <div style="text-align: center;">  Zahir Technician </div> <div style="text-align: center;">  Dave Team Leader </div> </div>	<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Gabby Office Manager </div> <div style="text-align: center;">  John Team Leader </div> </div>	<p>Characters</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Lydia Manager </div> <div style="text-align: center;">  Angela Manager </div> </div>

Business Integrity Training

Leader's guide

Scenario 1

Protecting our assets



Will
Manager



Carly
Engineer



Ollie
Component
Supplier

In this scenario, Carly had an important meeting and an important medical appointment, but by trying to do both, she could have potentially breached both UK and US Export Control and Security regulations.

Understand the key themes

Working away from the office and Information Security

- Follow the Company guidance on managing information responsibly, even when working away from the office.
- Only use BAE Systems supplied or approved devices for company business. WhatsApp and personal email accounts must not be used to receive or send Company information.

'Need to know'

- Consider the security and export control requirements that may limit who and on what basis you can share information.

Speaking up

- Always speak up and report security concerns or export control issues.
- When facing difficult or pressured situations, try to take a step back and discuss the situation.

Personal Wellbeing

- Separate your work and personal life to help support your wellbeing and reduce unnecessary additional stress in your personal life.
- Never cut corners and always discuss concerns regarding work pressures with your manager.

Export Control and Security

- Sending, receiving or even discussing export controlled and/or classified information with a third party must be authorised and an export licence and/or security authorisation may be required.
- Follow the Company guidance on managing information responsibly, even when working from home.
- Use the Company remote access secure sign-on facility when using public Wi-Fi, with no exceptions.
- Be aware of any strange warnings or experiences when accessing public Wi-Fi.
- Think about who can see your screen and who can hear your conversation.
- Consider the security and export control requirements that may limit who and on what basis you can share information.
- Never use WhatsApp or personal email accounts to share Company information.

This scenario's themes were around Security, Export Control, Document Marking and Ethics.

Questions to support your team discussion

Scenario 1

Protecting our assets



Will
Manager



Carly
Engineer



Ollie
Component
Supplier

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

What are the concerns with Carly's security behaviours?

There are a number of concerns here, including:

- Carly's use of a potentially insecure third-party Wi-Fi network - she needs to ensure she is using Company secure log in protocols, which can vary by employee location and Business Unit. Disconnect if the network behaves in an unexpected manner, for example asking you to re-enter your company security credentials.
- Carly displaying her screen and taking part in a technical discussion in a public place.
- Carly sharing potentially export-controlled designs on an international video call.

Does it make a difference that Ollie is in the US and Carly is in the UK?

It's essential to know where a person is located and what export control and/or security regulations apply. Carly must have obtained all necessary authorisations before sharing export controlled and/or classified information with Ollie. In this scenario, both UK and US controls may apply.

Did she feel she had to be visible because she's working at home?

People working remotely, and not visible on site, can sometimes feel pressure to prove they are contributing by being 'always on' – not stepping away from the screen for a break in case they miss a call or message, and working long hours due to the difficulty in differentiating between work and home life. Just as they would on site, people need to be able to step away from their screen periodically to mentally refresh themselves.

Should Carly take her laptop to the hospital with her to join the meeting? Why / why not?

Probably not. Using a laptop in a public place (including trains, cafés, airports) brings many potential security issues. Many of our employees handle information that may be export controlled, confidential, commercially sensitive etc. Displaying screens or even taking calls in public can lead to data leaks. A technical teleconference with third parties would likely to involve discussion and transfer of export controlled materials and therefore licenses/authorisation would be required in advance. In addition, before travelling between the hospital and her home, Carly should have shut her device down, or as a minimum she should have locked the device.

Why did Carly attend the meeting when she had a hospital appointment?

We often feel pressure to do a good job. In this situation, Carly is facing pressure in her personal life (to attend her hospital appointment) and pressure to attend a meeting. In this situation, pressure may have led to Carly trying to attend both the appointment and the meeting, and potentially causing a security issue. Pressure can sometimes lead to us not thinking clearly – in this situation, both Carly, and Will should have paused and considered what the best course of action was. Carly should separate her work and personal life to help support her wellbeing and reduce stress in her personal life and Will should support her in doing so.

Questions to support your team discussion

Scenario 1

Protecting our assets



Will
Manager



Carly
Engineer



Ollie
Component
Supplier

More questions to help you explore the scenario themes with your team.

Questions

Is it OK for Carly to share images of the plans over WhatsApp with Ollie to prevent delays to the schedule?

Why / why not?

Absolutely not. Sharing any material on WhatsApp immediately takes it outside of all of the Company's security controls. In this case, the material is additionally being shared across international borders (as Ollie is based in the US), leading to a potential UK and US Export Control breach. In addition, the image may also be retained on the phone's memory and potentially the individual's cloud repository, such as iCloud.

Whilst the security of most modern phones is good, it is not an appropriate location to host Company or client information. Equally, dependent on where the individual's cloud repository is hosted, this could also lead to sovereign information being accessible by hostile states. Contractually, the Company is required to report this type of incident to the relevant contracting authority, which could lead to a review of the individual's vetting status.

Is Will putting pressure on Carly by saying, 'I definitely need you there'?

Will may or may not be intending to pressurise Carly to attend (he may, for example, be trying to build her confidence by telling her he needs her). Additionally, he may not be pressuring her consciously – if he stopped to consider the situation, he may realise that Carly is feeling pressure to do two things at once, which could lead to a security and export control breach.

In this situation, both Will and Carly should have taken a step back and considered the situation. Would it have been possible to reschedule the meeting? Was Carly's attendance really vital? Pausing and thinking things through would have prevented the situation from occurring.

Business Integrity Training

Leader's guide

Scenario 2

Protecting our assets



Ash
Technician



Malcolm
Lead
Technician



Sandeep
SHE Manager

In this scenario, Malcolm and Ash are having a conversation in a public place about things they are working on, which could potentially lead to a breach in both Export Control and Security regulations.

Understand the key themes

'Need to know'

- Consider the security and export control requirements that may limit who and on what basis you can share information.

Speaking up

- Sandeep was right to challenge Malcolm for discussing work in public. Always speak up and report security concerns or export control issues. It is part of a manager's role to protect members of their team from retaliation if they speak up when they see something that isn't right. Retaliation against someone for speaking up is a serious breach of our Code of Conduct.
- Malcolm and Ash should not have reacted the way they did towards Sandeep. Treat the people you work with professionally and with respect. Never retaliate against colleagues who speak up with a concern. A polite challenge from a colleague should be taken as an opportunity to consider our actions, what our colleague might have seen, and how we can do better.

Export Control and Security

- Before having work-related discussions in public, think, 'who can hear my conversation?' Think about how you would behave if it was your personal information you were disclosing. For example, would you discuss private financial or health issues in a public place?
- Even though it was just a sketch on a napkin, the information about a product, however vague, is a Company asset, potentially containing export controlled and/or security classified information.
- Malcolm should not have thrown the napkin in the café rubbish bin. This is a potential breach of both security and export control procedures.

Insider threat

It's even more important not to talk about work if you are offsite and wearing branded clothing. Because you are identifiable as working for BAE Systems, you may be targeted by malicious third parties, who may try and listen in on your conversations.

This scenario's themes were around Security, Export Control and Ethics.

Questions to support your team discussion

Scenario 2

Protecting our assets



Ash
Technician



Malcolm
Lead
Technician



Sandeep
SHE Manager

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

What concerns are there with Ash and Malcolm chatting openly in the café about things that they are working on?

Ash and Malcolm could have been overheard by anyone else in the café. The work they discussed might have been covered by Export Control, by UK Security clearances, by commercial sensitivities or other factors. We should never discuss our work openly in a public place. Even if this scenario took place at an on-site canteen, it would still not be appropriate to discuss the work, as this could be overheard by people who do not have a 'need to know', for example, contractors and those on different projects. Also some canteens are shared with other companies.

As this is a lunchbreak, the Working Time Regulations apply. The regulations encourage the importance of taking uninterrupted breaks away from work matters. Malcolm and Ash should not use their lunchbreak to discuss the issue with the product.

Ash and Malcolm are discussing work matters over lunch. While they're free to do this (in a secure environment), it can be important from both a work-life balance perspective and per the Working Time Regulations to take an uninterrupted break.

Is it OK that Malcolm sketched a diagram on a napkin, demonstrating how he helped fix the issue with the product and then threw the napkin in a public bin?

Malcolm has now effectively created a document that might be covered by Export Control, National Security, commercial or other requirements. Anyone who overheard the conversation could pick that napkin out of the bin. Depending on what Malcolm had sketched, how bad could this be?

Is Sandeep right to challenge Ash and Malcolm?

Sandeep is absolutely correct to challenge Ash and Malcolm. We all need to help each other ensure we keep to the rules. However, Sandeep could have approached them more politely. No-one likes being told they are in the wrong. Perhaps a more effective approach would have been to say, "Hi, I couldn't help overhearing your conversation. I've been told we're not supposed to discuss work in a public place. I'm concerned about what might happen if you were overheard – were the things you discussed covered by any restrictions?"

What do you think about Ash and Malcolm's reaction to Sandeep?

It can be very difficult to speak up to someone about something you think they are doing wrong, and very difficult to gauge your response when someone speaks up to you. No one likes being criticised. In the best workplace cultures, people intervene courteously. For example, "Ash – I'm not sure that's safe, and I'm worried you or someone else will be hurt". Always respond courteously too. For example, "Thanks, Sandeep – you may be right, it might be unsafe. Thanks for looking out for me, I'll take another look." Treating each other with mutual respect creates an atmosphere where raising issues becomes easier for both parties, because we all understand that we're helping each other out with positive intent.

Business Integrity Training

Leader's guide

Scenario 3a

Sexual harassment



Arabella
A colleague



Jade
A colleague



Mark
Manager

Introduction

In this scenario, Jade is giving Arabella advice on what to wear at a conference in an open plan office.

In the second part of the scenario, similar words are used by Mark, Arabella's line manager, in his office.

Understand the key themes

Our behaviour

Ethical business conduct starts with how we treat each other. Our culture depends on all of us treating each other with dignity and respect.

Tone and context are important, so think through what you say and how you talk to your team / colleagues. Consider how it may be interpreted, particularly if discussing sensitive topics.

Speaking up

If you or members of your team hear or see something that doesn't feel right, an open conversation should be encouraged with the person involved to help them understand the impact on what could have been said/done instead. See the dignity and respect standards for some tips to help with this.

Everyone should feel able to speak up, knowing they will be treated with respect. If someone believes they are, or someone else is, being treated in an unprofessional manner, they should report their concerns to their line manager, HR or the Ethics Helpline.

Questions to support your team discussion

Scenario 3a Sexual harassment



Arabella
A colleague



Jade
A colleague



Mark
Manager

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

What are the possible issues in the first part of this scenario?

Jade is advising Arabella on what to wear. Despite Jade having experience in dressing for these occasions, this is unusual, and Arabella might well question why she is being asked to dress a certain way. There is a difference between dressing for a professional environment and being asked to 'Dress to impress'.

What are the possible issues in the second part of this scenario?

Obviously, the words used are very similar. However, these words coming from a male changes the dynamic. An older male colleague telling a younger female employee what to wear carries clear overtones of sexual harassment.

Does anything change when a different gender or grade of seniority gives advice?

Harassment is not only measured by the words that are said. Context is just as important. Consider:

- relative seniority of both parties;
- location (open plan office is different to a private room);
- tone of voice; and
- timing

Business Integrity Training

Leader's guide

Scenario 3b

Hidden disability



Julian
A colleague



Libby
A colleague



Harry
A colleague

In this scenario, Julian challenged Jade because she parked in a disabled space and he didn't think that she should. Harry noticed Jade was upset and they discussed the incident.

Understand the key themes

Our behaviour

Ethical business conduct starts with how we treat each other. Our culture depends on all of us treating each other with dignity and respect.

Think about what you say to people and the potential impact this may have.

What are you hoping to achieve by having the conversation? For example, what did Julian hope to achieve by speaking to Libby? Could he have approached this in a more open, curious way? What assumptions did he start the conversation with?

Speaking up

If you or members of your team hear or see something that doesn't feel right, an open conversation should be encouraged with the person involved to help them understand the impact on what could have been said/done instead. See the Dignity and Respect Standards for some tips to help with this.

Everyone should feel able to speak up, knowing they will be treated with respect. If someone believes they are, or someone else is, being treated in an unprofessional manner, they should report their concerns to their line manager, HR, the Ethics Helpline, or speak to their local Ethics Officer.

This scenario's themes were around Ethics and D&I.

Questions to support your team discussion

Scenario 3b Hidden disability



Julian
A colleague



Libby
A colleague



Harry
A colleague

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

What would you do in this situation?

As a team, think about what you would do in this situation. How would you avoid the conflict described in the scenario? The questions below help you think through this process. As the team leader, use these questions to help guide the discussion.

Why did Julian challenge Libby about parking in the disabled space?

Julian clearly thought that Libby should not have been parking in the disabled space. He may have based this on assumptions from her appearance – no crutches or wheelchair. He seems to have jumped from these assumptions to the conclusion that she had no right to park there.

Why did Julian assume that because he couldn't see a wheelchair or crutches, Libby wasn't entitled to use the space?

There are a number of reasons Julian could have made this assumption.

- Ignorance – Julian may not have been aware that there are some non-visible disabilities that limit someone's ability to walk very far, but don't require physical assistance.
- Stereotyping – our brains like to jump to easy conclusions. Julian may have been in a rush or stressed, causing his brain to jump to the easy conclusion that "she's not disabled". If he had paused and considered the situation, he might not have made this assumption.

How could he have done better?

Julian should have paused and considered the situation. He might then have considered that perhaps Libby had a disability that required a close parking space, but didn't need a wheelchair. A better intervention from Julian, had he felt that he needed to, might have been, "Excuse me – just to let you know, these spaces are checked regularly. You'd better make sure your permit is clearly displayed".

What is the impact of Julian's behaviour on Libby?

Julian's words could imply that Libby doesn't have a disability, and is simply parking here because she's too lazy to walk from the main car park. It can feel insulting to be told you are lazy when you have a disability – and it can be stressful to feel you have to explain details of your disability every time you park in a disabled space.

What advice can Harry give to help Libby?

Harry can support by offering to speak to Julian directly – after, making sure that Libby is happy with this. If he does speak to Julian, he should be careful to address the comment directly. 'You don't look disabled' does not mean that individuals are not disabled. Some disabilities are 'hidden', such as Lupus, Autism and Diabetes, and not visible or easily apparent. He can also explain how the comment was offensive and the impact it can have on people.

If Harry didn't feel he could bring this up with Julian, he could ask their Head of Department or building owner or someone in a similar position to put out a reminder that if someone has a permit to park in a disabled parking space, they are entitled to do so without further question.

Harry could also consult a representative from the relevant ERG (ENabled for UK).

Business Integrity Training

Leader's guide

Scenario 4

Speaking up



Danni
Technician



Zahir
Technician



Dave
Team Leader

In this scenario, Danni and Zahir are discussing their concerns with their Team Leader, Dave. They are worried that his recent behaviour may compromise safety. However, Danni is reluctant to speak up.

Understand the key themes

Safety and quality

Don't compromise safety by cutting corners to save time or money. Even when under pressure, we do not cut corners. It's important that we maintain integrity in our processes - shortcuts can lead to injury or quality issues and reputational damage with the customer.

Speaking Up

Everyone should feel able to speak up, knowing they will be treated with respect. If you have a concern about safety or quality, raise it with your manager or supervisor, a more senior manager, your local SHE team, the Engineering Authority or with the Ethics Helpline.

Process

- Recently we have had to adapt to changing environments. However, we always do so within our rules and guidelines, never by putting ourselves at risk or by compromising the quality of our work.
- Always follow the agreed processes. Any concerns regarding the safety of a product, or the application of policies and processes, should be raised immediately with your manager or Engineering Authority.

Personal Wellbeing

Separate your work and personal life to help support your wellbeing and reduce stress in your personal life. Never cut corners and always discuss concerns regarding work pressures with your manager.

Likewise, if you have concerns about a colleague's wellbeing, speak to your manager or supervisor, a more senior manager, your local SHE team, or with the Ethics Helpline.

This scenario's themes were around Safety and Ethics.

Questions to support your team discussion

Scenario 4 Speaking up



Danni
Technician



Zahir
Technician



Dave
Team Leader

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

Safety should be our top consideration at all times, so why is this a difficult situation for Danni?

Going home safely at the end of the day is the most important thing for all of us. We shouldn't hesitate to let someone know if they are doing something unsafe – we would want them to look out for us too. But there are some subconscious psychological factors (known as “cognitive biases”) that make us hesitate, such as:

- Authority bias – our tendency to defer to those we see as our ‘superiors’.
- Conformity bias – our desire to not stand out as different.
- Status quo bias – our fear of change and desire to keep things as they are.
- Passive bystander effect – our belief that someone else will do something.
- Courtesy bias – our desire not to upset anyone.
- Wilful blindness – our tendency to ignore awkward facts.

Taken together, these factors can create a real barrier to speaking up and helping each other. They can also lead to a fear of retaliation - the Company has no tolerance of retaliation against people who speak up.

Why would someone not react well to being told about a safety issue? Does this make sense?

People can sometimes see an attempt to help as criticism and react badly – particularly if they are stressed. As individuals and teams, we really need to get over this, as this fear can prevent people from helping us stay safe. We need to agree that we will all thank anyone who tells us that they think we're doing something unsafe – even if they're not right. Thanking someone encourages them to do it again, leading to a safer workplace.

How would you feel if someone got hurt and you didn't speak up?

Safety really is everyone's responsibility. If you see something unsafe, and you don't speak up, you bear some responsibility for anything that goes wrong.

Who should Danni speak to?

Danni should try to speak to Dave initially. If this doesn't work, she could raise her concerns to Dave's Manager, or to SHE, her local Ethics officer, or by calling the Ethics Helpline.

What does it mean when Danni says that Dave is “just not himself lately”? What can Danni and Zahir do to support him?

Dave may be suffering from stress, which could be because of his work, his personal life, or a combination of the two. If they believe Dave wouldn't appreciate a direct approach from them, they could potentially raise it with one of Dave's friends or peers. There are many sources of support available to help Dave including the Employee Assistance Programme, speaking to a Mental Health First Aider or his own line manager to discuss and address the cause of the stress and get support.

Business Integrity Training

Leader's guide

Scenario 5

Conflicts of Interest



Gabby
Office
Manager



John
Team
Leader

In this scenario, Gabby felt it was OK to use her brother's company to supply safety glasses for the Company, without declaring this as a potential conflict of interest and even though his company is not an approved supplier.

Understand the key themes

Conflicts of interest

If a supplier is connected to you through friends or family, this is an example of a conflict of interest.

We need to avoid, disclose and/or manage conflicts of interests, whether actual or perceived so that the best decisions are made for the Company and its reputation.

Often a conflict of interest is only an issue where it is kept secret. Therefore all conflicts of interest must be reported and discussed openly with your line manager so they can appropriately manage the situation to mitigate potential conflicts of interest. Ensure that the conflict is recorded with your local Legal team.

Procurement

All suppliers should be subject to relevant checks before any business is conducted with them. Always make sure that the supplier is an approved supplier. If they're not, discuss with your line manager and Procurement on how the supplier can undergo due diligence with Procurement.

Speaking up

Always speak up and raise any concerns regarding the application of policies and processes immediately with your manager or supervisor, a more senior manager, HR, your local legal team, your local safety team, the Engineering Authority or with or with the Ethics Helpline.

This scenario's themes were around Anti-bribery and Corruption, Conflicts of Interest and Ethics.

Business Integrity Training

Leader's guide

Scenario 5

Conflicts of Interest



Gabby
Office
Manager



John
Team
Leader

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

What do you think about this scenario? Are there any alarm bells that signal something is wrong?

As soon as you hear about a family member or a close friend in relation to our business, this should be a red flag that someone may have a conflict of Interest. A conflict of Interest is where the company's interests conflict with an employee's interests, even when it seems like a win-win situation.

Is Gabby doing anything wrong?

The rules are very clear – Gabby can't make decisions on using a company that's run by a family member. Even the perception that she's involved in the decision may lead to accusations of corruption. She shouldn't use the Company credit card to bypass controls.

How might Gabby justify her actions?

Gabby seems to be motivated by keeping production going and saving the Company £10,000 per day, but this desire to help may well be subconsciously preventing her from recognising the conflict. She has a way of solving the immediate problem, and she is keen to implement it.

Is it ever OK to override process in order to keep production going?

Never depart from process without formally reviewing the risks involved and obtaining the relevant permissions. For example, in this scenario, Gabby could raise her suggested solution with her boss, who could then make an objective, independent decision.

Business Integrity Training

Leader's guide

Scenario 6

Personal Information



Lydia
Manager



Angela
Manager

In this scenario, Lydia felt pressured to share sensitive personal information with Angela, who doesn't have a 'need to know'.

Understand the key themes

'Need to know'

- As part of Lydia's role, she has access to employee Personal Information, including special category data relating to their health. If Angela needs to access this information as part of her role - instead of trying to pressure Lydia into sharing it, there is a process she should follow to gain role-based permission.
- Whilst we are sometimes under pressure to meet deadlines and deliver our commitments to our teams, we do not cut corners to achieve this. It's important that we maintain integrity in our processes.

Personal Data Protection

We are all required to ensure that personal data entrusted to us is handled appropriately. This means following the relevant Company policies, processes, procedures and applicable data protection laws and regulations. Check that the person you are sharing the information with has a 'need to know' the information and don't use any personal information that you have access to for the purposes of your role, for an unrelated purpose.

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.

Behaviours

Ethical business conduct starts with how we treat each other. Our culture depends on all of us treating each other with dignity and respect, regardless of the pressures to meet deadlines.

Personal Wellbeing

Separate your work and personal life to help support your wellbeing and reduce stress in your personal life. Never cut corners and always discuss concerns regarding work pressures with our managers.

Speaking up

Everyone should feel able to speak up, knowing they will be treated with respect. If someone believes they are, or someone else is, being treated in an unprofessional manner, they should report their concerns to their Line Manager, local Data Protection Lead, HR, the Ethics Helpline or a local Ethics Officer.

This scenario's themes were around Ethics and Personal Data Protection.

Questions to support your team discussion

Scenario 6 Personal Information



Lydia
Manager



Angela
Manager

Use these questions to explore the scenario themes with your team, and the answers to make sure they have identified and understood the key messages.

Questions

Was it right for Lydia to initially refuse to share the report?

Lydia states that she can't share it because it contains "sensitive personal information". She is aware that she shouldn't share it, as information in this category should only be shared with people who have the right permissions to see or otherwise have access to it.

Why do you think she changed her mind?

Angela put pressure on Lydia to provide the information. We don't know why this is urgent – it may be that Angela could have given Lydia more notice. Or it may be that Sam is putting Angela under pressure and Angela is fearful of challenging Sam back and telling him the data can't be delivered today. It feels like a combination of pressure from Angela, general time pressure and a lack of home/work balance caused Lydia to share the report.

Is Angela aware that she needs specific role-based permission to view the report? Does she know there is a requirement and is ignoring it?

Angela should be aware that she needs specific role-based permission to view the report containing identifiable individuals, particularly as a manager. It feels like she is aware of the requirement, but feels like the integrity of the process is less important than getting the end product. Pressure from the department head, Sam, may also be a factor in Angela ignoring the requirement.

Does the urgency for accessing the information make it OK to bypass the process?

No. Angela should ask herself if the urgency is real. Regardless, she should not seek to have access to a report that identifies the reasons why employees have taken sickness absence.

What do you think Lydia should do?

A time-pressured situation has been created. Pressure has led to a bad decision being made. Both Angela and Lydia should pause and consider the situation. On reflection, they should realise that the process is in place for a reason. Angela should feel confident in telling Sam that the data cannot be provided within the timescale.

Is it OK for Lydia to challenge and say 'no'?

Poor planning on behalf of Sam or Angela not asking for the data sooner, does not automatically result in an emergency on behalf of Lydia.

If Personal Information is provided to someone without a right/need to know it will need to be raised as an Incident.

Business Integrity Training Scenarios for team discussions 2022

Thank you

for leading the Business Integrity Training team discussions 2022.

We welcome your feedback about this training – please email any thoughts or suggestions to:

bitsupport@baesystems.com