

Scenario Cards: Set B (non-IT users)



Lena:
Team member



Tom:
Team member



Sue-Lyn:
Manager

Scenario 1: Balancing Pressures

The team are working on the production floor. Tom begins his work without carrying out the required safety checks.

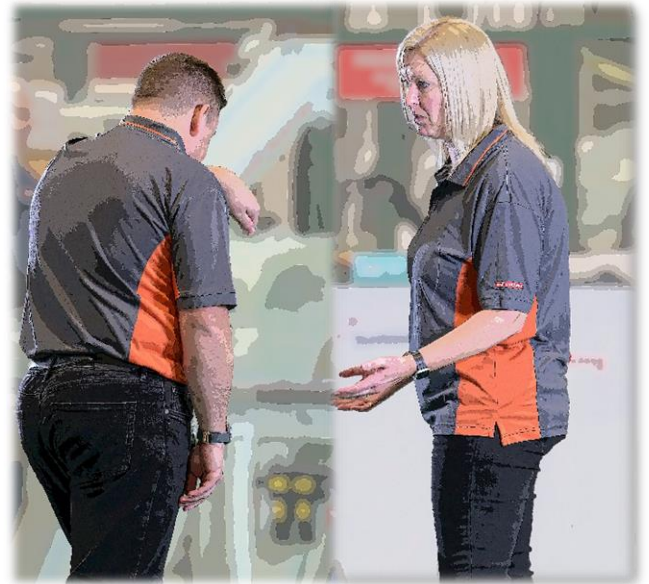
Lena: Mate, you can't just skip all the safety checks.

Tom (yawning): It'll be fine.

Lena: Are you OK?

Tom: I'm exhausted mate, was working late on the taxi last night.

Lena: Oh I didn't know you had another job. Have you told anyone, pretty sure we're not supposed to have other jobs without getting it approved.



Tom: It's just driving a taxi, its not a big deal. I picked up this interesting guy last night though, he does some defence work too. We had a good chat about the job and all that. He kept my number, said he'll give me a ring when he needs a lift again.

Lena: What did you chat about?

Tom: Just the work we have on, there's some overlap with what we're doing here.

Sue-Lyn enters.

Sue-Lyn: Has anyone seen my interview notes from yesterday? I left them on the end workbench, but they're not there now.

Lena: The ones with all the personal details on? I put them in an envelope and locked them in the drawer. They were just sitting out when the cleaners came in last night.

Sue-Lyn: Oh thanks for that! You're right, there were salary details and home addresses on those sheets.



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Scenario 1: Balancing Pressures

Questions for discussion:

- What risks does Tom create to himself, his the team and the Company?
- How should Lena respond to Tom's concerning behaviour? What issues could arise if Lena ignores the risks?
- Should Tom inform the Company about his additional employment? Why?
- What potential risks were avoided by Lena securing the interview notes? Why should they have been handled correctly from the beginning?

Key messages

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 which he has not disclosed to the Company, 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.

Business Integrity Training Scenarios for Team Discussion 2025

Scenario Cards: Set B (non-IT users)



Ethical red flags

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

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

We call these justifications ‘ethical red flags’.

In these scenarios discuss the following:

- What might Tom be thinking to justify his relaxed attitude towards compliance and standards?; and;
- What justifications might Sue-Lyn make about not secure the personal information that she is responsible for?

Common ethical red flags for poor choices include:

- “Its just a small rule. Breaking it once in a while won’t hurt anyone”;
- “As long as nothing bad happens, it doesn’t matter how we get the job done”;
- “It’s a grey area. In the grand scheme of things, it doesn’t really matter”;
- “Sometimes you have to bend the rules to be efficient, otherwise we’ll never get it done”.

Further reading

Code of conduct

- Speaking up (page 10)
- Speak up diagram (page 12)
- Safety, health and wellbeing (pages 22)
- Personal information (pages 36)
- Managing conflicts of interest (page 56)

Policies and guidelines

- Dignity and Respect Standards
- Operational Framework: Our Values
- Health and Safety Policy
- Export Control Policy
- Security Policy
- Personal Data Protection/Privacy Policy
- People Policy
- Conflict of Interest Policy

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

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Scenario Cards: Set B (non-IT users)



Mike:
Manager



Yasmin:
Apprentice



Eva: Team
member

Scenario 2 Part 1: Respect at work

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

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

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

Yasmin: I just want to get it right.

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

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

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



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

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

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

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



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

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

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

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

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



Scenario Cards: Set B (non-IT users)



Erik:
Manager



Yasmin:
Apprentice



Mike:
Manager

Scenario 2 Part 2: Respect at work

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

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

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

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

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

Yasmin: That would be great, thanks.

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



Later that day, Mike approaches Yasmin.

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

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

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



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

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

Mike leaves the room looking annoyed.

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



Scenario Cards: Set B (non-IT users)



Scenario 2: Respect at work

Questions for discussion

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

Key messages

Respect at work

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

Speaking up

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

Business Integrity Training Scenarios for Team Discussion 2025

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Ethical red flags

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

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

We call these justifications ‘ethical red flags’.

In these scenarios discuss the following:

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

Common ethical red flags for poor behaviour include:

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



Further reading

Code of conduct

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

Policies and guidelines

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

Additional sources of support

- Employee Assistance Programme
- Mental Health and Wellbeing intranet page

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