

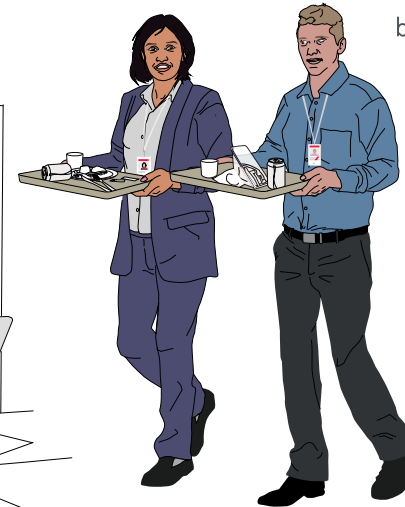
Business Integrity Training Leader's guide Scenarios for team discussions 2024



A guide for Leaders

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Business Integrity Training Leader's guide

Introduction

Introduction from our CEO Charles Woodburn

Thank you for leading these important discussions with your teams and for everything you do to help create a positive working environment with the highest standards of business conduct.

An inclusive workplace, where we enable everyone to feel comfortable at work, is absolutely essential for us to deliver our best for our customers and colleagues. It's important that people are encouraged to speak up and feel confident that any questions, issues and new ideas will be considered with openness and respect.

This year's Business Integrity Training discussions are designed to support you in creating this environment by:

- exploring issues that may come up in day-to-day work;
- promoting rich and open discussions about implications a situation may have for individuals, customers, the company or our reputation; and
- building our awareness and confidence in raising issues and reaching out for support.

Support is something that extends to everyone – at all levels across the company – so please do talk to your line manager or ethics team if you have any questions about the scenarios, your team discussions or any issues you've experienced personally.

You'll see the preparation guide for this year has been shortened and we've reduced the number of themes in the scenarios to make space for more discussion. We hope these changes help make the discussions more effective for everyone.

We also recently refreshed our Code of Conduct, so please take this opportunity to highlight for your teams the changes we've made, which are explained here.

Thank you for the excellent work you continue to do and for helping ensure we're all following our Code of Conduct and making responsible and ethical decisions.



Charles Woodburn
Chief Executive
BAE Systems plc

BAE SYSTEMS

Business Integrity Training Leader's guide

Code of conduct - refresh

Why refresh the code? Key changes Further information

Please communicate the Code of Conduct refresh to your team as part of this training.

Why refresh the code?

- This is a brief on the changes to our refreshed Code (effective 1 January 2024).
- BAE Systems reviews and revises the Code every 3 years: to reflect best practice, the changing environment, legal/regulatory updates, internal organisational and/or policy changes impacting the Code.
- This review cycle has resulted in a refresh, not a significant rewrite. New visual imagery throughout the Code aims to bring a simpler look and feel.
- Our Code lays the standards and behaviours expected of us and guides us in acting responsibly and ethically, so it's important all employees are briefed on the changes.
- There is an emphasis on the personal responsibility everyone has to create an inclusive environment where all are treated with respect and empowered to ask questions when things are not right.

As ever, our code of conduct:

- Underpins the way we do business.
- Sets out our expected standards of personal behaviours and business practices.
- Holds individuals to account where standards are not upheld.
- Provides guidance to employees on how to raise issues.
- Emphasises that retaliation towards those raising issues not be tolerated.

Key changes:

- Amended references to "Digital Intelligence" and contact details for Swedish businesses (p1).
- Additional information on the Speak Up process and insertion of Speak Up diagram (p12/13).
- Updates to relevant terminology across the code e.g. neurodiversity, net zero etc (p19, 47).
- Revised Climate Response and Environment section, to reflect this broader policy change from 1 Jan 2024 (p 46).
- Revised Anti-corruption section; clearer text and examples on bribery and facilitation payments (p 52).
- Revised section on Recording of Time, Costs and Information with clarity that this extends to non-financial information (p24).
- Revised Export Control section, including added Company commitment on 'conducting denied party screening' and expanded examples (p70).
- Amended tag line applicable to all (p19 onwards): 'When any of us see something that we think is not right we cannot ignore it. We have to do something about it. Seek advice, or report it confidentially through the Ethics Helpline.'

Further information

- A detailed summary of the above changes is available via your local Ethics Officer.

Business Integrity Training Leader's guide

Delivering the team discussions

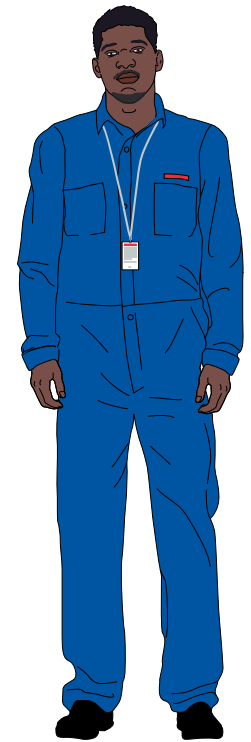
Checklist

What you need to do - checklist

This pack contains detailed step-by-step information on how to prepare for the BIT Scenarios team discussions 2024.

For a quick reference, use the checklist below to help you prepare for the training:

- Choose the set of scenarios that you feel is most relevant to your team. Choose either Set A (IT areas) or Set B (non-IT areas) and complete both scenarios from the chosen set.
- 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 Code of Conduct and encourage them to read them ahead of the meeting.
- If you're on-site and training in small groups, make sure you print out enough copies of the scenario for all attendees. 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

Delivering the team discussions

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 set of scenarios 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 set of scenarios you will be delivering;
 - the scenario key messages and leader's guide material;
 - the Code of Conduct; and
 - the responsible decision-making model - [DM Model poster 2021.pdf \(baesystems.com\)](#)

- Choose the set of scenarios that you feel is most relevant to your team. Choose either Set A (IT areas) or Set B (Non-IT areas) and complete both scenarios from the chosen set.
- In addition to the mandatory scenarios, you may also choose scenarios used in previous years - these are available on the intranet page.

To access the scenarios and all supporting material, go to the global intranet and follow:

How we work > Business Integrity Training



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Business Integrity Training Leader's guide

Delivering the team discussions

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."

Useful tips?

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

Here are some tips:

- Ask open-ended questions and actively listen to everyone's contribution.
- If you find that no one in your team wants to be the first person to speak, you could start with a closed question to get the discussion started. For example, 'hands up' who thinks the character did the right thing?' You could then follow up by asking why they thought that.
- Encourage balanced participation from everyone; avoid one or two confident individuals dominating.
- Encourage participants to share relevant personal experiences; share your own experiences as well, to demonstrate how the issues may relate to your work environment.
- Bear in mind the overall goal is an engaging, in-depth discussion of the issues.
- Remember, you don't need to have all the answers – if a question or challenge comes up that you can't answer in the moment, make a commitment to get expert guidance and come back to the team.
- Your role is to facilitate a discussion guided by those questions, and to demonstrate that you are a leader who welcomes diversity of thought and opinion.
- Generate discussion using questions from the scenario and the insights from the leader's 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.



Business Integrity Training Leader's guide

Delivering the team discussions

Closing the team discussions

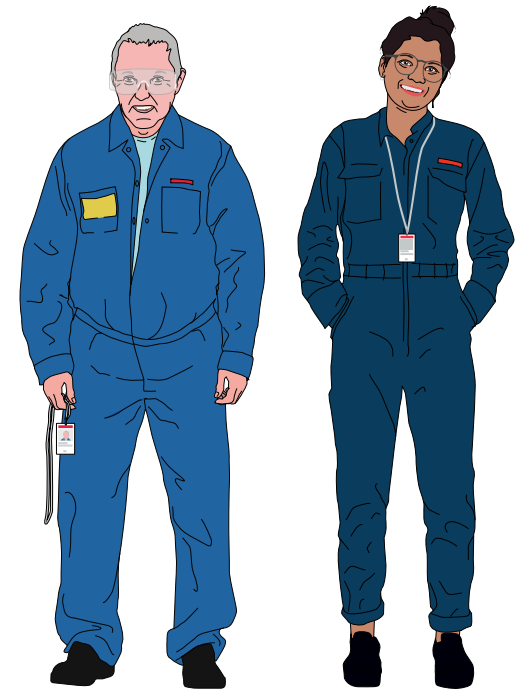
Closing the discussion

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

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

Code of Conduct

Ensure everyone is familiar with the Code of Conduct



Business Integrity Training Leader's guide

Code of conduct - Recording training

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 or Spark.
- Note: there may be alternative locally agreed routes – look for local communications to confirm the recording process for your business area.
- Full instructions for those recording attendance in SuccessFactors can be found on the global intranet page: How we work > Business Integrity Training.

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.



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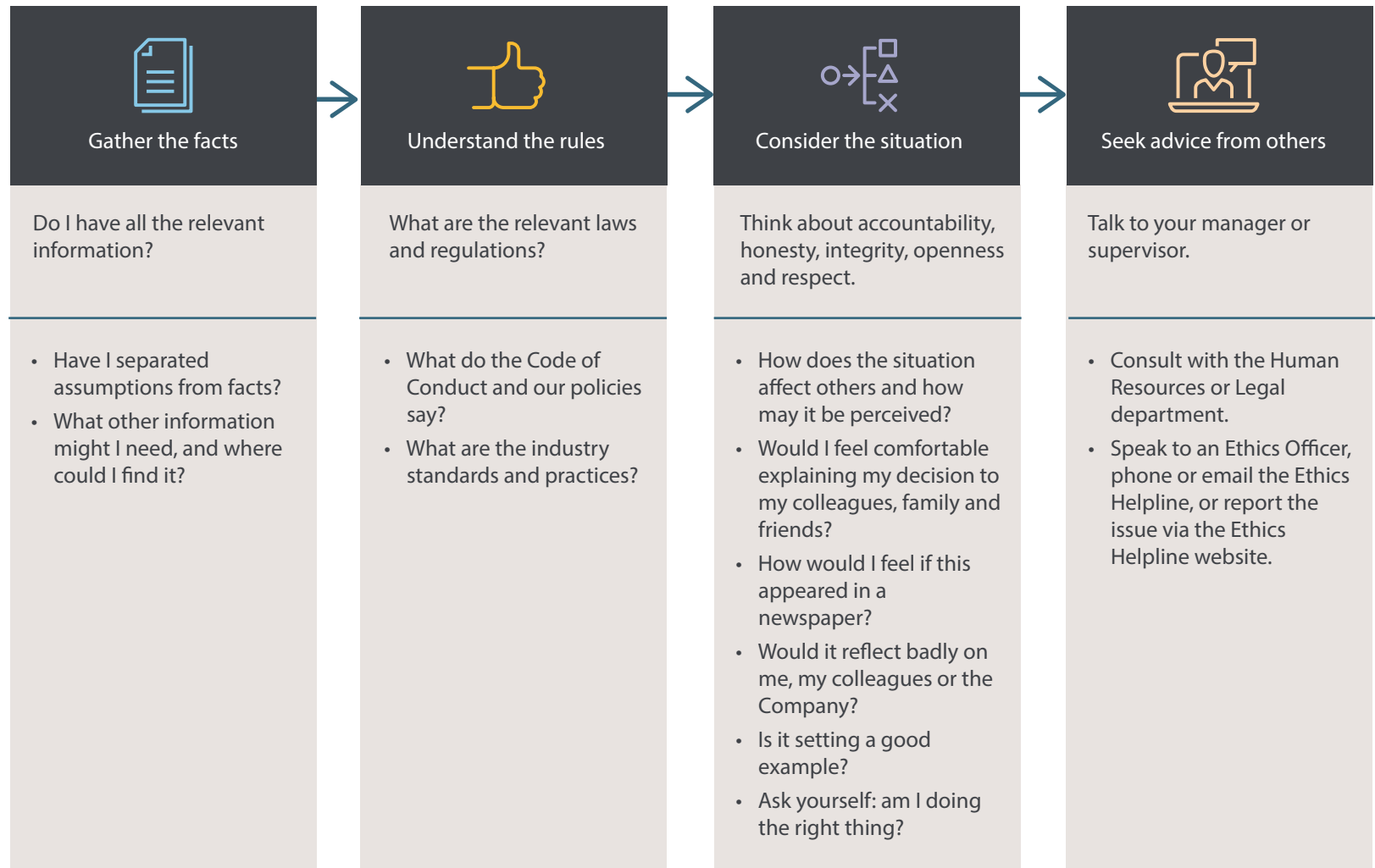
Responsible decision-making model

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



Business Integrity Training Leader's guide

Set A - Scenario 1

Getting the facts right

Summary

Due to pressure from their line manager, Rohan and his team submit false figures for inclusion in the Annual Report.

Characters



Angela
Manager



Rohan
Project Team



Carly
Project Team

Key messages

Code of Conduct

- Speaking up (page 10)
- Respect at work (page 18)
- Recording time, costs and information (page 24)

Respect at work

- We should treat each other with courtesy, dignity and respect.
- Abusive, offensive, humiliating or intimidating behaviour is never acceptable. We each have a personal responsibility not to behave in this way, and where possible, to discourage such behaviour in others.
- We each have a personal responsibility to behave in this way, and where possible, to discourage such behaviour in others.
- It is unacceptable for Angela to talk to Rohan in a dismissive fashion.
- As a manager, Angela should lead by example and demonstrate responsible behaviour.

Recording time, costs and information

- We will ensure financial and non-financial information is accurate and is not misleading.
- Honest, accurate and objective recording and reporting of information, whether financial or non-financial, is essential to the Company's governance, credibility and reputation.
- Information recorded and reported should be made in good faith and not be false, misleading or deceptive.
- Regardless of the pressures the team might be under, figures should never be amended improperly.
- By changing the figures to get an expected or desired outcome, Carly is allowing a misleading figure to be reported. This could have serious consequences for the Company. For example if that figure made it into the Annual Report unchecked, and our external stakeholders relied upon it, the Company could be liable for the criminal offence of failing to prevent fraud (through fraudulent misrepresentation). Carly's actions should be reported even if they turn out to be an honest mistake.

Business Integrity Training Leader's guide

Set A - Scenario 1

Getting the facts right

Use these questions to explore the scenario themes with your team, and the answers below to make sure they have identified and understood the key messages. In this example, ask people to think about how their information contributes to the Annual Report – this will help to put this in context.

Characters



Angela
Manager



Rohan
Project Team



Carly
Project Team

Questions to get the conversation started:

- Is Angela's language acceptable?
- What do Angela's behaviours encourage?
- Why do you think Carly decided to change the figures?
- What do Rohan's behaviours encourage?

Questions

Is Rohan right to approve the figures and send them to Angela, without checking them?

- Rohan should have sufficient knowledge and experience of the process to be able to check the figures before he submits them to Angela. Rohan must act responsibly, and with integrity, to ensure all information he and his team is responsible for is accurate and complete.

Would you like to be part of Angela's team? Why?

- Angela's interactions with Rohan could be improved on. She is quite dismissive of Rohan in the morning, and does not take the opportunity to thank Rohan's team herself, instead leaving it to Rohan. This is unlikely to create an environment where any team member, including Rohan and Carly, feel able to safely challenge Angela.

How could Rohan have handled this situation better?

- Rohan should have asked Carly to show him how she arrived at the new figures. This would probably have enabled him to realise that something wasn't right with them, and that they should not be circulated further or relied upon. If Rohan felt unable to challenge Carly or discuss the matter with Angela, then he could have used the Ethics Helpline to report the matter in confidence.

What could happen as a result of the team's actions?

- In this scenario, figures are being collected for use in the Annual Report. If those figures are incorrect, whether because of a deliberate act by Carly to alter the figures, or because Rohan doesn't have the knowledge or experience to correct an honest mistake, this could have serious consequences for the Company.
- Official Company statements, including the Annual Report, are relied upon by our customers, employees, shareholders and other stakeholders.
- We must ensure that all information, whether financial or non-financial, is honestly, accurately and objectively recorded.
- Failure to do so may damage the Company's credibility and reputation, and potentially expose both the individual and the Company to serious consequences, including criminal prosecution for fraudulent activity.

What if...

Something similar happened in your area?
Think about the data your team handles – what would the consequences be? How could you prevent this?

Business Integrity Training Leader's guide

Set A - Scenario 2

Conflict of interest

Mandated for IT areas

Summary

Two team members are in a personal relationship, creating a conflict of interest and a perception of unfair treatment amongst other team members.

Only Chris and Sonia are speaking roles in this scenario.

Characters



Chris
Team member



Sonia
Team member



Jade
Manager



Steve
Team member



Mohammed
Department Director

Key messages

Code of Conduct

- Speaking up (page 10)
- Respect at work (page 18)
- Managing conflicts of interest (page 56)

Conflict of interest

- Conflicts of interest are situations in which competing interests may impair our ability to make objective and unbiased business decisions in the best interest of the Company.
- Even the perception of a conflict of interest can cast doubt on our integrity and could damage the Company's reputation.
- We will ensure good judgement, while recognising that not all personal interests, relationships, influences or activities create a conflict of interest, and we will seek guidance if in doubt.

Speaking Up

- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour.
- All employees are encouraged to speak up if they see anything that they think isn't right.
- Everyone should feel able to speak up, knowing they will be treated with respect. If you believe that you, or someone else, is being treated in an unprofessional manner, you should report your concerns to your supervisor, line manager, HR, your local Ethics Officer or the Ethics Helpline.
- The Company takes all reports of wrongdoing seriously and will not tolerate retaliation against individuals who speak up in good faith.
- In this scenario, Jade and Steve's relationship has created a conflict of interest as Jade may not make objective and unbiased decisions about Steve. Chris compares Steve's interactions with Jade against Jade's interactions with himself and believes that Jade has treated him unfairly.
- Whilst Chris knows about the relationship, they have not checked with Steve, Jade or anyone else to see if a conflict of interest has been appropriately recorded and managed.

Business Integrity Training Leader's guide

Set A - Scenario 2

Conflict of interest

Mandated for IT areas

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

Characters



Chris
Team member



Sonia
Team member



Jade
Manager



Steve
Team member



Mohammed
Department Director

Questions to get the conversation started:

- Is it right for Chris and Sonia to be discussing Steve and Jade?
- How might Jade and Steve feel, if they were to overhear Chris and Sonia's conversation?

How should Jade and Steve manage their relationship?

- If they haven't already done so, Jade should report the relationship to her line manager. As their relationship could give rise to a conflict of interest, the Company will take steps to mitigate that risk. This will likely include ensuring that Jade and Steve have separate reporting lines, and it could result in either Jade or Steve moving teams.

Does Jade appear to be a good manager?

- It is unlikely that Chris would perceive he is being treated unfairly, were Jade to explain her reasoning in relation to refusing to allow Chris' flexi-time request. As well as acting in accordance with the Conflict of Interest Policy, Steve and Jade should consider being open and transparent with the rest of their team about their relationship.

Does everyone need to know about Jade and Steve's relationship?

- Not everyone needs to know about personal relationships between work colleagues, but where such a relationship has the potential to affect a team, it is fair and reasonable to disclose the relationship to other team members.

Does the Company need to know about Jade and Steve's relationship?

- Yes, the Company needs to know about the relationship so that all appropriate steps can be put in place to minimise the risk of a conflict of interest.

What if...

Steve was the most qualified person to be working on the new project?

Would that change anything?

Business Integrity Training Leader's guide

Set B - Scenario 1

Getting the facts right

Summary

Due to pressure from a line manager, Malcolm's team incorrectly records uncompleted work as complete.

Characters



John
Team Leader



Malcolm
Lead Technician



Yasmine
Technician



Arjun
Apprentice Technician

Key messages

Code of Conduct

- Respect at work (page 18)
- Recording time, costs and information (page 24)
- Product safety and quality (page 26)

Respect at work

- We should treat each other with courtesy, dignity and respect.
- Abusive, offensive, humiliating or intimidating behaviour is never acceptable. We each have a personal responsibility not to behave in this way, and where possible, to discourage such behaviour in others.
- It is unacceptable for John to use offensive and humiliating language about Malcolm and his team. As a manager, John should lead by example and demonstrate responsible behaviour.

Product safety and quality

- Follow the designated process for the task and do not depart from process without appropriate approval.
- By marking their work as completed when it remains incomplete, Arjun and Yasmine are not only creating a product quality and safety issue, but they are also deceiving the customer. Whilst working to tight timelines can create pressure within a team, shortcuts should never be taken.

Recording time, costs and information

- We will ensure non-financial information is accurate and is not misleading. Honest, accurate and objective recording and reporting of information, whether financial or non-financial, is essential to the Company's governance, credibility and reputation. Information recorded and reported should be made in good faith and not be false, misleading or deceptive.
- By changing the system entries, Malcolm is allowing false information to be submitted as a Company Record, and this false information is likely to be relied upon by the Customer, potentially causing a range of contractual issues. This could have serious consequences for the Company, and it could mean that the Company has committed the criminal offence of fraud by false representation against the Customer.
- Regardless of the pressures the team might be under, figures should never be amended improperly.

Business Integrity Training Leader's guide

Set B - Scenario 1

Getting the facts right

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

Characters



John
Team Leader



Malcolm
Lead Technician



Yasmine
Technician



Arjun
Apprentice Technician

Questions to get the conversation started:

- What do John's behaviours encourage?
- Why do you think Malcolm decided to change the figures?

Questions

Is John's email to Malcolm acceptable? What effect did it have?

- John's email to Malcolm is not acceptable. It contains language which is inflammatory and insulting, and it does not engender respect. Suggesting that Malcolm might lose his job if things don't improve is not conducive to a supportive work environment, and as we see in the scenario, John's empty threats ultimately backfire because they drive the wrong behaviours.

Is Malcolm's conversation with his team acceptable?

- Malcolm's conversation with his team is also not acceptable, as it is putting them under unnecessary pressure to get the job done. Although Malcolm may not have realised it, his conversation with Arjun and Yasmine is not supportive and may encourage poor behaviours within the team.

Why did Arjun agree to follow Yasmine's lead?

- It is likely that Arjun mistakenly believed John's comments about his apprenticeship being at risk if the job was not completed on time. Arjun is still completing his apprenticeship and as such, may have been more inclined to follow the example set by Yasmine, who is fully qualified and who he is working alongside.

What would you do if you were Arjun?

- Arjun could have challenged Yasmine further, or reported his concerns privately to Malcolm or John. He could have spoken to his local Ethics lead or used the Ethics Helpline to raise his concern.

What could happen as a result of the team's actions?

- We all have a responsibility to ensure that Company information that we are responsible for is accurate, honest and not misleading. In this scenario, Arjun and Yasmine have certified that work is complete when it has not in fact been carried out, whilst their manager John has falsified completion figures for other work.
- This has a direct impact on the safety and quality of the product in the scenario. The Company would also risk reputational harm to its credibility as well as consequences for both the Company and the individuals concerned, which could include criminal prosecution for fraud.

What if...

Something similar happened in your area?

Think about the products you work on with your team, and the approval processes for them. What would the consequences be? How could you prevent this?

Business Integrity Training Leader's guide

Set B - Scenario 2

Conflict of interest

Mandated for Non-IT areas

Summary

A familial relationship exists between a manager and a team member, creating a conflict of interest and a perception of unfair treatment amongst other team members.

Only Terrence and Danni are speaking roles in this scenario.

Characters



Terrence
Technician



Danni
Technician



Steve
Team Leader



Ollie
Technician

Key messages

Code of Conduct

- The right behaviours (page 9)
- Speaking up (page 10)
- Respect at work (page 18)
- Managing conflicts of interest (page 56)

Conflict of interest

- Conflicts of interest are situations in which competing interests may impair our ability to make objective and unbiased business decisions in the best interest of the Company. Even the perception of a conflict of interest can cast doubt on our integrity and could damage the Company's reputation.
- As employees we will ensure good judgement, while recognising that not all personal interests, relationships, influences or activities create a conflict of interest, and we will seek guidance if in doubt.
- Everyone should feel able to speak up, knowing they will be treated with respect. If you believe that you, or someone else, is being treated in an unprofessional manner, you should report your concerns to your supervisor, line manager, HR, your local Ethics Officer or the Ethics Helpline.

Speaking Up

- Speaking up is a vital aspect of maintaining a culture of integrity and ethical behaviour. All employees are encouraged to speak up if they see anything that they think isn't right. The Company takes all reports of wrongdoing seriously and will not tolerate retaliation against employees who speak up in good faith.
- In this scenario, Ollie and Steve's connection has created a conflict of interest as Steve may not make objective and unbiased decisions about Ollie. Terrence compares Steve's interactions with Ollie against Steve's interactions with themselves and believes that Steve has treated them unfairly.
- Whilst Terrence knows about the family relationship, they have not checked or raised it with anyone else to see if a conflict of interest has been appropriately recorded and managed.
- If Terrence is reluctant to raise the issue directly with Steve, then the issue can always be raised by talking to an ethics officer or using the ethics helpline.

Business Integrity Training Leader's guide

Set B - Scenario 2

Conflict of interest

Mandated for Non-IT areas

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

Characters



Terrence
Technician



Danni
Technician



Steve
Team Leader



Ollie
Technician

Questions to get the conversation started:

- Is it right for Danni and Terrence to be discussing their manager and colleague?
- How might Steve and Ollie feel, if they were to listen into Terrence and Danni's conversation?

Questions

How should Ollie and Steve manage their relationship?

- If they haven't already done so, Steve should report the relationship to his line manager. As their relationship could give rise to a conflict of interest, the Company will take steps to mitigate that risk. This will likely include ensuring that Ollie and Steve have separate reporting lines, and it could result in either Ollie or Steve moving teams.

Does Steve appear to be a good manager?

- Terrence feels as though Steve is showing favouritism to Ollie because of their family connection. This may not be true and Terrence doesn't necessarily have access to all of the facts in order to make an informed judgment. As well as acting in accordance with the Conflict of Interest Policy, Steve and Ollie should consider being open and transparent with the rest of their team about their family relationship.

Does everyone need to know about Steve and Ollie's family connection?

- Not everyone needs to know about personal relationships and connections between work colleagues, but where such a relationship has the potential to affect a team, it is fair and reasonable to disclose the relationship to other team members.

Does the Company need to know about Steve and Ollie's family connection?

- Yes, the Company needs to know about the relationship so that all appropriate steps can be put in place to minimise the risk of a conflict of interest.

What if...

The changes to Ollie's shift patterns had been approved by Steve because of a personal health issue. Would that change anything?

Business Integrity Training Leader's guide Scenarios for team discussions 2024



Thank you

for leading the Business Integrity Training team discussions 2024.

We welcome your feedback about this training.

Please email any thoughts or suggestions to:

bitsupport@baesystems.com



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