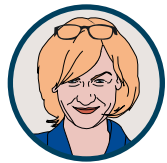


Business Integrity Training Scenarios for team discussions 2023

SET B Scenario 1: Cheap, but not cheerful



Sam
Team Leader



Terrence
Technician



Yasmine
Technician

Did Sam say when the sealant would be arriving?

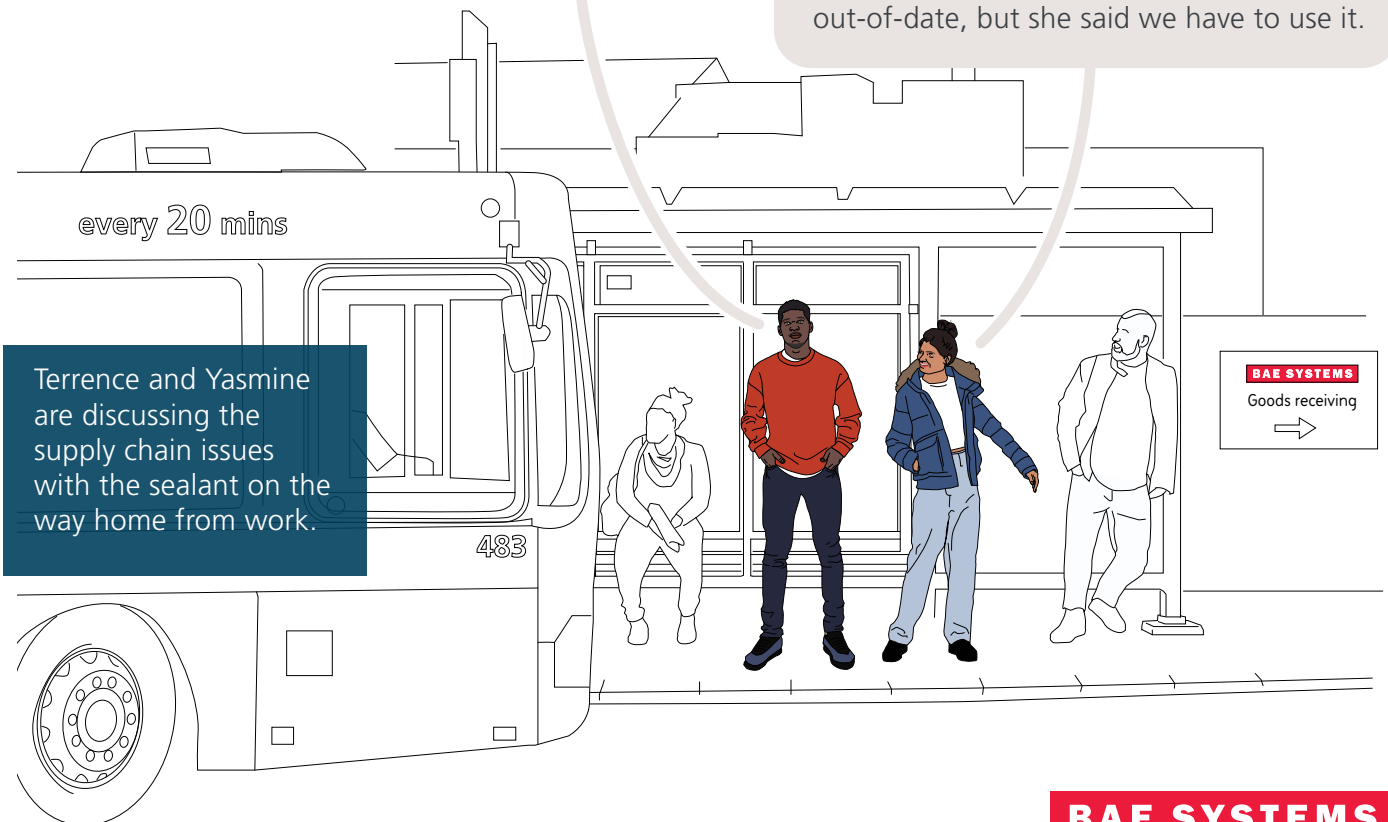
She said it could be another few weeks. I told her that the last one in the store was out-of-date, but she said we have to use it.

Introduction: Part 1

Sam is under pressure to prevent any further delays to an ongoing project. The project requires a change to an existing platform. However, there's a supply chain issue with the sealant they use.

To prevent further delays, she instructs her team to use an out-of-date sealant that they have in stock.

Terrence and Yasmine are discussing the supply chain issues with the sealant on the way home from work.



BAE SYSTEMS

Cheap, but not cheerful: Part 2

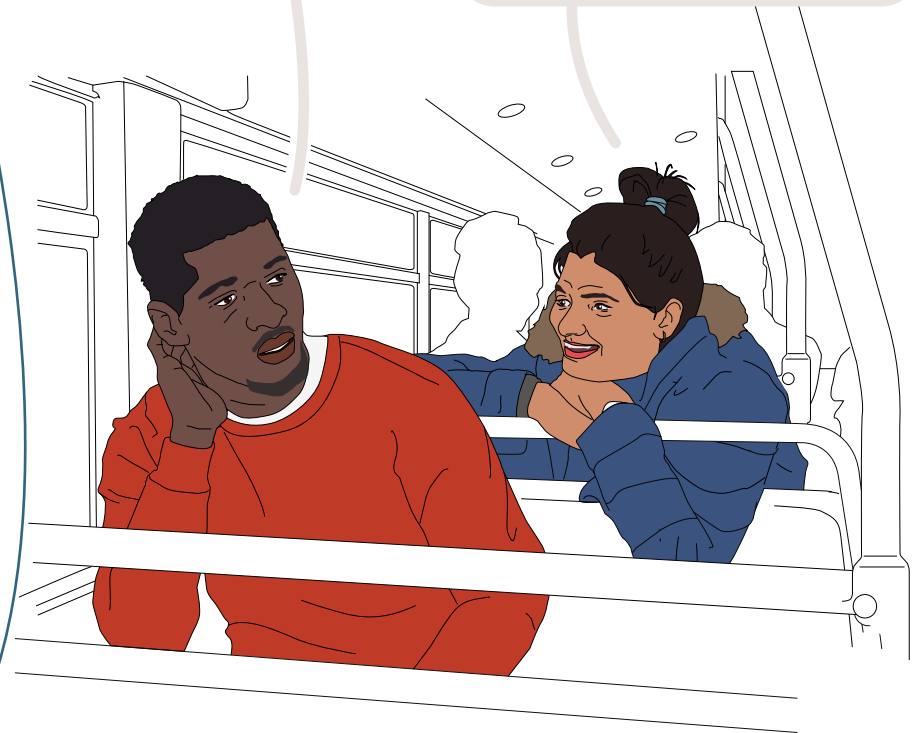
Really? We can't use out-of-date sealant. We should raise this tomorrow with Sam.

I don't know. Sam's so stressed with the schedule. I don't want this to result in production on the project stopping.



I think it might have to be Yes, if Sam insists we use out-of-date sealant.

Sam's really not going to like that. I think we should just get the job done, so the business doesn't miss the deadline.



Scenarios questions and summary

Questions

- What are the concerns with Sam's behaviour?
- What can Yasmine do if she's concerned that Sam is stressed?
- Should Yasmine and Terrence be discussing details about work in a public place?
- What should Yasmine and Terrence do?
- Do you think they should raise the issue even if it means production will stop? Why do you think Yasmine is reluctant?
- Do you think that Sam is creating a safe environment for people to speak up? What else might be missed if people are reluctant to speak up?

Key messages

- Changes to designs and materials happen for many different reasons, so it's important to follow the approved information. If you feel that the information is not correct for any reason, highlight the issues through the correct channels so it can be addressed.
- Shortcuts can lead to injury or quality issues, compromising the safety of our colleagues and our reputation with our customers. Any process changes need to be agreed and correctly documented.
- If you have a concern about safety or quality, raise it with your manager or supervisor, a more senior manager, your local safety team, the Engineering Authority or with your local Ethics Officer or the Ethics Helpline.
- Before having work-related discussions in public, think, 'who can hear my conversation?' It doesn't matter how vague, don't discuss Company information, potentially containing export controlled, security classified or company confidential information in public.
- It's important to speak up if you are concerned about an employee's wellbeing. There are many sources of mental health support available, including the Employee Assistance Programme, Occupational Health and support from a Mental Health First Aider.
- Remember to stay up to date with all your Business Integrity Training modules that have been assigned to you. The training we provide is one of the important tools to help you work in an ethical and regulatory-compliant way.

Ethical red flags

When people make poor choices, they usually create reasons to tell themselves, “It’s OK, I can go ahead”. We call these justifications ‘ethical red flags’. In this scenario, what might Sam have told herself?

Common ethical red flags include:

- “It’s not that bad.”
- “I’m just showing initiative and being efficient.”
- “It’s legal, so what’s the problem?”
- “We hadn’t been specifically told not to.”

Further reading

Code of conduct:

- Speaking up (page 8)
- Behaviours and standards (page 14)
- Trade restrictions, export controls and sanctions (page 54)

Policies and Guidelines:

- Our Behaviours
- Export Control Policy and Procedures
- Product Safety Policy



business integrity training

Business Integrity Training Scenarios for team discussions 2023

Set B-Scenario 2: The age of difference



Trevor
Team Leader



Toni
Apprentice



Chris
Apprentice

Introduction: Part 1

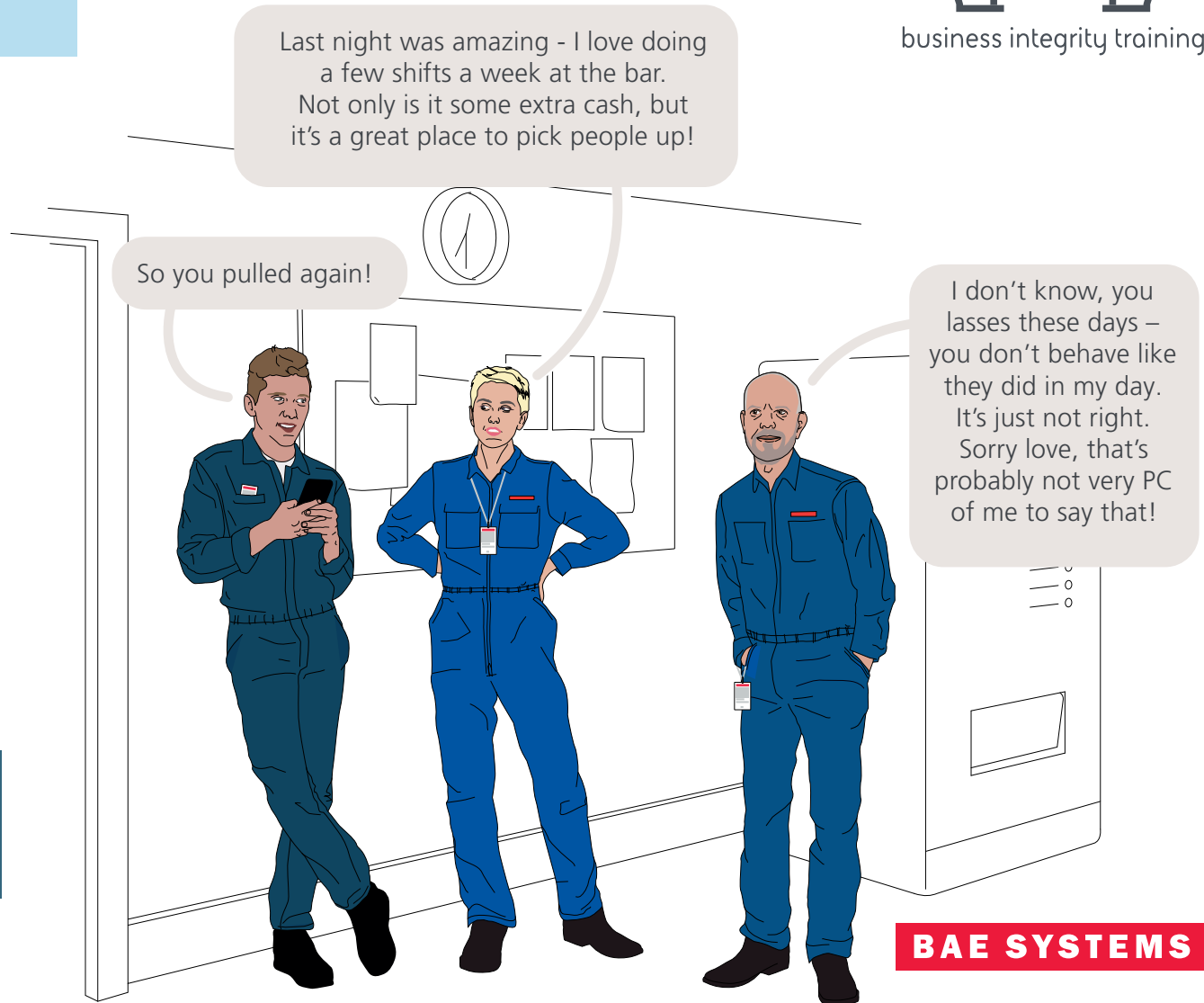
Toni is an apprentice. They are non-binary and don't see themselves as male or female. They use they/them pronouns. They are quite open about their personal life and what they do outside work, which makes Trevor, their team leader who's been in the business for 40 years, feel uncomfortable.

Chris is also in Trevor's team. He is autistic and is concerned after Trevor announces that there will be changes to their usual process.

Before the morning briefing, Toni is talking to Chris about their evening. Trevor and the rest of the team can overhear their conversation.



business integrity training



BAE SYSTEMS

Getting the job done: Part 2

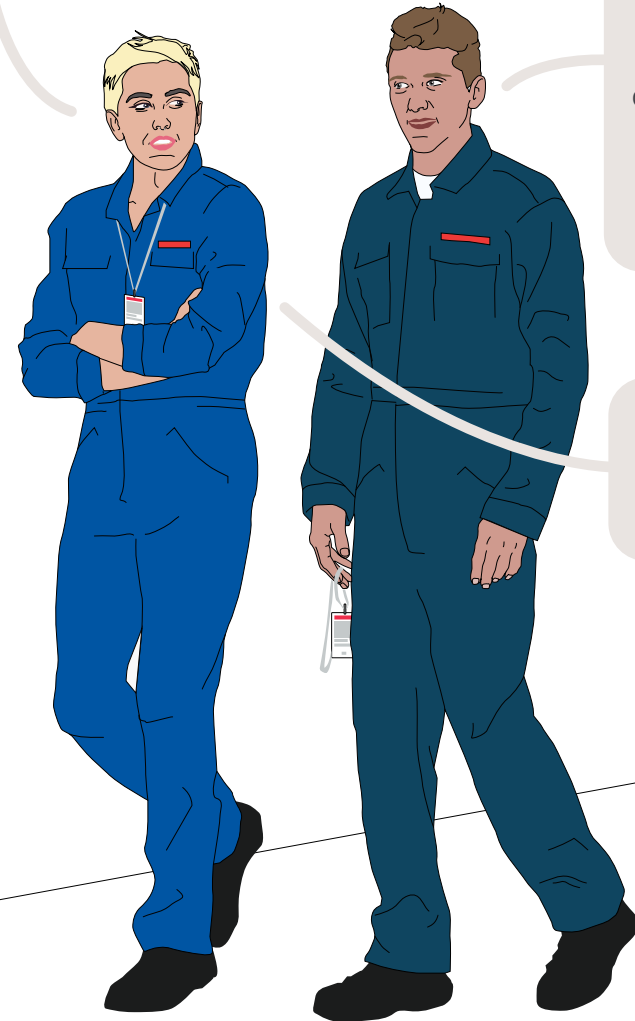
The morning briefing begins and Trevor announces that there will be some changes to the process moving forward which worries Chris. After the briefing Toni and Chris talk about the announcement.

Oh no, not more change.

You OK? I know you don't like change - and this is a big one.

I'm really worried, but I can't talk to Trevor because of the way he treats people. He just doesn't understand. Look at how he spoke to you this morning!

Oh, come on, he's not a bad guy. He's just a little behind the times.



Getting the job done: Part 3

He'll never understand me. I don't think this place is right for me.

I'm sure he will. Let's go and speak to him together.

No, it's OK. You know how uncomfortable you make him feel. I'll talk to him.



Trevor listens to Chris to see what he can do to help him complete his work in a way that doesn't make him stressed.

After they meet, Trevor puts in place the measures they discussed and decides it would be a good idea to tell the rest of the team that Chris is Autistic so they can all help support him better.

Scenarios questions and summary

Questions

- What do you think about Trevor's behaviour?
- Was it right for Trevor to tell the team that Chris is autistic? How do you think Chris felt about it?
- What about Toni and Chris's behaviour? What do you think Chris means when he says, "You know how uncomfortable you make Trevor feel."?
- Should Toni be working an evening job?

Key messages

- Ethical business conduct starts with how we treat each other. Everyone is responsible for maintaining an inclusive work environment where we treat one another professionally, with mutual respect and dignity, and where the value of diversity is recognised.
- To make sure everyone feels respected at work, it's important that we are all thoughtful about how we communicate with and treat one another.
- We might not always get it right. What's considered acceptable language changes with time, and issues emerge and evolve rapidly in society. If language is used that makes people feel uncomfortable, this needs to be addressed before it becomes a bigger problem.
- 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. Make sure you are aware of your contractual obligations regarding working with others whilst you are employed by the Company.
- Neurodiversity is the diversity or variation of cognitive functioning in people. Everyone has a unique brain and, therefore, different skills, abilities, and needs. Autistic, dyslexic, and dyspraxic people. For example may require the Company to make reasonable adjustments to make sure they are not disadvantaged when doing their job.
- Reasonable adjustments are changes an employer makes to ensure a more equitable approach, i.e. ensuring individuals are not disadvantaged when carrying out their job.
- We are all required to ensure that Personal Information entrusted to us is handled appropriately. This means following the relevant Company policies, processes, procedures and applicable data protection laws and regulations. Always check that the person(s) you are sharing the information with has a "need to know" the information. Some Personal Information is considered more sensitive because it could have a greater impact on an individual if it were to be lost, mishandled or shared inappropriately. Examples include details about an individual's disability or health.
- 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, their local Ethics Officer or the Ethics Helpline.

Ethical red flags

When people make poor choices, they usually create reasons to tell themselves, “It’s OK, I can go ahead”. We call these justifications ‘ethical red flags’. In this scenario, what might Trevor have told himself?

Common ethical red flags include:

- “This is how I’ve always done things.”
- “Everyone seems too sensitive these days.”
- “I’m not responsible for your feelings.”

Further reading

Code of conduct:

- Speaking up (page 8)
- Safety, health and wellbeing (page 18)
- Product safety and quality (page 22)
- Managing conflicts of interest (Page 46)

Policies and Guidelines:

- Our Company Behaviours
- Personal Data Protection Policy
- Dignity and Respect Standards

