

Business Integrity Training Scenarios for team discussions 2023



Leader's guide



Business Integrity Training Leader's guide

Introduction from our CEO

As a manager, you play a vital role in creating a positive, inclusive working environment, characterised by the highest standards of business conduct.

An environment in which everyone can bring their whole selves to work and give their best for our customers and colleagues. Where questions, issues and new ideas can be raised, discussed and considered with openness and respect.

Our Business Integrity Training team discussions are a tool to help you and your colleagues explore issues that may come up in day-to-day work.

In the scenarios, as in real life, these issues can be complex. The right answers might not always be obvious.

A rich and open discussion with your teams about what the implications might be for individuals, our customers and our Company will keep our shared responsibilities fresh in our minds.

It will also 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 for continuing to support our colleagues in making responsible and ethical decisions.

Charles Woodburn
Chief Executive
BAE Systems plc



Business Integrity Training

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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 BIT - Scenarios for team discussions 2023 on the following pages, but here's a quick-reference overview:

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

- Choose the set of scenarios that you feel is most relevant to your team. Choose either Set A or Set B 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 are 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.

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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
- This year, choose the set of scenarios that you feel is most relevant to your team. Choose either Set A or Set B 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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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

Useful tips

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

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.
- 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.

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.

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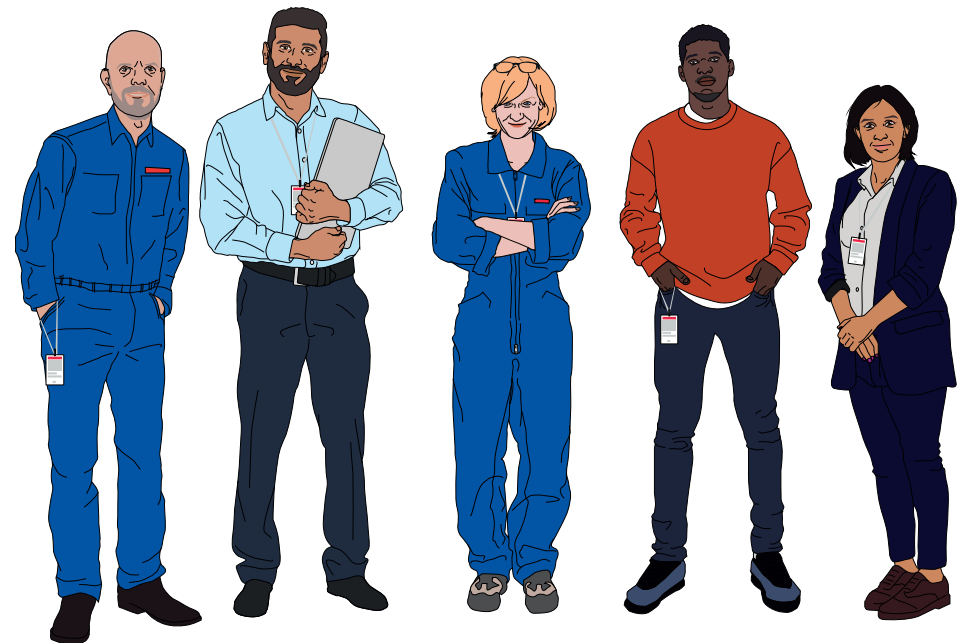
After Delivering the team discussions

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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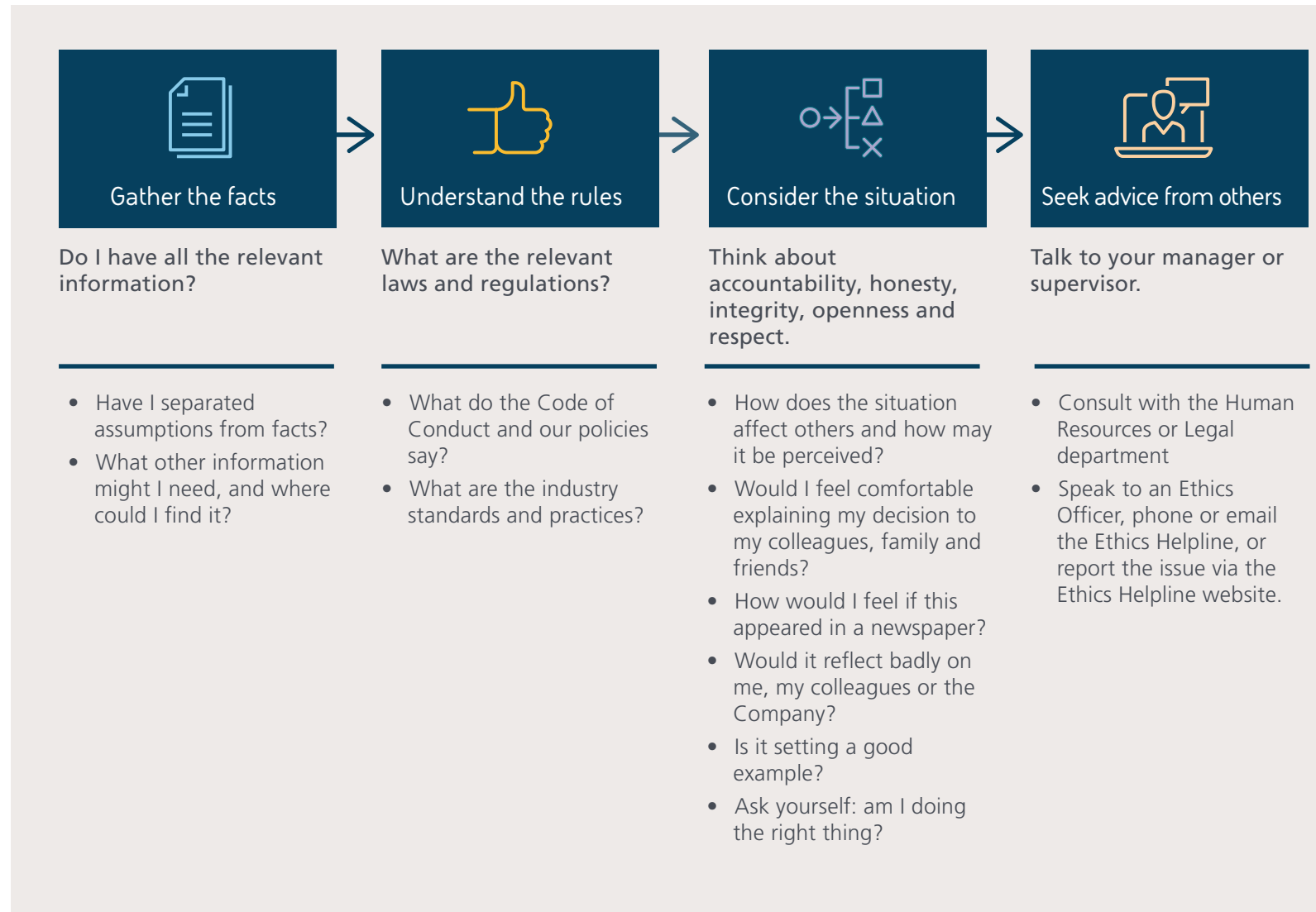
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Our responsible decision-making model

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



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Overview of the Scenarios Mandated Set A

Set A – Scenario 1: Getting the job done

Themes

- Compliance (Export Control, Security, Personal Data Protection)
- Bypassing process

Code of Conduct

- Speaking up (page 8)
- Using Company IT Systems (page 26)
- Managing, handling and sharing information (page 28)
- Personal Information (page 30)
- Trade restrictions, export controls and sanctions (page 54)

Characters



Ajay

Project Manager



Chloe

Project Team

Set A – Scenario 2: The age of difference

Themes

- Behaviours (safety, dignity and respect, D&I)
- Conflicts of interest
- Neurodiversity
- Early Careers – age gap/generational issues.

Code of Conduct

- Personal Information (page 30)
- Using Company IT systems (page 26)
- Managing, handling and sharing information (page 28)
- Working with others (page 36)

Characters



Amber

Manager



Bhupinder

Team member



Josh

Team member

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Overview of the Scenarios Mandated Set B

Set B – Scenario 1: Getting the job done

Themes

- Compliance (Export Control, Security)
- Bypassing process
- Product safety/integrity

Code of Conduct

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

Characters



Amber
Manager



Terrence
Technician



Yasmine
Technician

Set B – Scenario 2: The age of difference

Themes

- Personal Data Protection
- Behaviours (safety, dignity and respect, D&I)
- Conflicts of interest
- Neurodiversity
- Early Careers – age gap/generational issues
- Dignity and respect

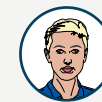
Code of Conduct

- Safety, health and wellbeing (page 18)
- Product safety and quality (page 22)
- Speaking up (page 8)

Characters



Trevor
Team Leader



Toni
Apprentice



Chris
Apprentice

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Leader's guide

SET A Scenario 1

Getting the job done



Ajay
Project
Manager



Chloe
Project Team

Introduction

In this scenario Ajay bypasses a formal process in order to on-board a team member more quickly. By doing so he could have potentially breached both Export Control regulations and Security requirements. He also asks for sensitive Personal Information that he doesn't need to know in order to check her paperwork status.

Understand the key themes

Export Control and Security - Bypassing process

- Failing to follow Company processes could compromise Export Control and Security legal requirements.
- While there may be consequences for missing a deadline, the consequences of failing to follow Export Control regulations, Security protocols or Data Protection processes are much greater – breaches in these areas could result in huge reputational damage for the business. Individuals could also be impacted, for example, loss of employment.

Insider Threat

- Don't compromise safety by cutting corners to save time or money - shortcuts can lead to security incidents which will be investigated or quality issues that cause reputational damage with the customer.



Personal Data Protection

- 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. For example, we need to ensure that we only collect Personal Information that is relevant and necessary to accomplish a specified purpose. In other words, do not collect (or use) more Personal Information than necessary to do the job in hand.
- It is important to understand that different types of Personal Information have different levels of sensitivity. For example, an individual's name and Company email address are less sensitive than information regarding someone's salary or disciplinary history, which will be more sensitive. In addition some particularly sensitive Personal Information, such as information relating to someone's religious beliefs, health or ethnicity, is classed as "special category data" under Data Protection Laws. Any sensitive or special category Personal Information must be handled with greater care and only collected or used by individuals whose role expressly requires it.

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

Questions to support your team discussion

SET A Scenario 1 Getting the job done



Ajay
Project
Manager



Chloe
Project Team

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.

Questions

Should Chloe agree to start on the project before her paperwork has been approved?

No – Chloe should not start work on the project before her paperwork has been approved - Chloe should advise Ajay that although she appreciates he is working towards a deadline, she is not willing to break Company policy. If Chloe doesn't feel comfortable raising her concerns with Ajay directly, then she should speak with her Line Manager.

What are the potential issues with Chloe starting on the project before her paperwork has been approved?

Chloe must have the appropriate clearance in place before having access to the project information or assets. It's possible that Export Control and Security requirements could be breached – the correct security checks must be made, especially with the change in Chloe's surname. Getting married is a huge life event and it's possible that Chloe has not yet updated HR with her change of marital status and new surname. It would be good practice for Ajay to confirm with Chloe or HR that her correct details are on file. This would also minimise a potential insider threat issue, as although Ajay has worked with Chloe before, he obviously doesn't know much about her personal circumstances. Ensuring we comply with Export Control and Security policies are paramount to maintain trust with our customers and partners and to ensure future business.

What are the concerns with Ajay's behaviour?

Ajay is more than likely under pressure and only wants to meet his deadline, but while his intentions are for the benefit of the project, his eagerness to bypass policy and procedure by starting Chloe before her paperwork is approved actually puts the Company and Ajay at a greater risk. Internal policies and procedures should never be sacrificed to achieve a deadline. Ajay also asks for Chloe's Sensitive Personal Information that he doesn't 'need to know'.

Is it OK for Ajay to ask for Chloe's Personal Information in order to check the status of her paperwork?

In this scenario, it is not necessary to ask Chloe for information about her nationality, ethnicity, religion and disabilities or health conditions to just check with Security on the status of her clearance. If the Security, Occupational Health or HR teams require any additional information, they would reach out to the individual directly so that the information isn't collected by or shared with any people who don't need to know it.

While Ajay's intentions are good (to speed up the process) Ajay should be conscious that there are special rules that apply to information such as nationality, ethnicity, religion, disabilities and health conditions (these are categorised as Sensitive Personal Information). This type of information should only be asked for if it's 'need to know' - there are also specific rules on how this type of information is handled and stored. In if doubt, Ajay should refer to the Personal Data Protection Policy or the Code of Conduct before asking Chloe to provide any of her information.

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SET A Scenario 2

The age of difference



Amber
Manager



Bhupinder
Team member



Josh
Team member

Introduction

In this scenario, Amber seems dismissive of Josh's needs relating to his Dyslexia, putting it down to a generational issue. Josh refers to helping with his family business, suggesting a potential conflict of interest.

Understand the key themes

Behaviours (safety, dignity and respect, D&I)

- When a new member of staff starts with the Company (either as a 'new starter' or an internal transfer) – Line Managers should ensure to block out enough time in their calendar to properly welcome them to their team as soon as they arrive. This helps the staff member to feel appreciated and welcomed.
- Line Managers should always check if their 'new starter' has any requirements that they may need support with (e.g. in this case, dyslexia) before the first meeting to ensure the 'new starter' isn't made to feel like a burden, undervalued or demotivated.

Neurodiversity

- 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.
- If a member of staff does have a requirement that needs support – any necessary reasonable adjustments (including the provision of any relevant assistive device / software) should be made at the earliest opportunity, as everyone should be able to do their job without disadvantage.

- It is important that members of staff are not made to feel they are a burden or a problem because they have a requirement that needs support - this can make the individual feel inadequate or embarrassed when they do not have the necessary tools they need to do their job.
- The Company (and Line Managers) should aim to ensure that reasonable adjustments are made for any member of staff who needs them.
- Reasonable adjustments offered should not be seen as a 'nice to have' nor does it mean that an individual has been shown any favouritism.
- Any new software or devices required must be evaluated and approved by the relevant security teams to ensure they do not present a risk to the Company's networks. This process is initiated during the occupational health assessment.



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SET A Scenario 2

The age of difference



Amber
Manager



Bhupinder
Team member



Josh
Team member

Understand the key themes - continued

Conflicts 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. Make sure you are aware of your contractual obligations regarding working with others whilst you are employed by the Company.
- As a rule, employees are not permitted to work for others whilst working for BAE Systems. This could be because of potential conflicts of interest, for example, working for a competitor or a customer, or because the additional work may interfere with the performance of your duties. For instance working evenings and weekends on top of your working week may cause fatigue and could in turn lead to an increase in human risk factors.

Early Careers – age gap/generational issues

- The term 'boomer' is a slang/derogatory term typically used to describe older people (normally born between 1946 – 1964, during the 'baby boom' years) who are deemed to be 'out of touch' with the younger generation (millennials).
- Using the terms 'youngsters' and 'boomers' creates a divide amongst the workforce, which does not promote our culture of 'inclusion'.
- Any language or terms used to create and / or promote a divide in the work place will not be tolerated.



This scenario's themes were around Anti-Bribery and Corruption and Ethics

Questions to support your team discussion

SET A Scenario 2 The age of difference



Amber
Manager



Bhupinder
Team member



Josh
Team member

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.

Questions

What are the concerns with Amber's behaviour? Does she take Josh's requirements seriously?

Amber sounds polite and respectful when talking to Bhu. However when Josh requests speech recognition software, Amber refers to him as a 'youngster' and needing to be 'spoon-fed'. While Amber could mean this in jest, it may come across as dismissive of Josh's dyslexia. The Company should consider making reasonable adjustments to remove or reduce a disadvantage related to someone's disability. In this scenario, this could be providing Josh with speech recognition software. Josh may feel his request hasn't been taken seriously or he could have been made to feel embarrassed in front of Bhu. Amber may not mean any offence and see her comments as 'banter' but some language could make staff feel excluded. In addition, her comments could also introduce a generational divide. It would be considered best practice for Amber to double-check any needs a new team member may have privately and before their first day.

What about Josh's behaviour?

While Josh is possibly embarrassed by Amber's remarks, he shouldn't have responded by calling Amber a 'boomer' (a derogatory and ageist term). While it is understandable for Josh to be upset, we all need to work towards a 'togetherness' and treat each other with respect. If he is upset with Amber's remarks, he should let Amber know directly or seek further guidance from HR, his local Ethics Officer or the Ethics Helpline.

Why do you think he needs speech recognition software?

Josh is dyslexic, which is a learning difficulty that primarily affects the skills involved in accurate and fluent word reading and spelling – speech recognition software will help to reduce/remove any disadvantage Josh experiences as a result of his Dyslexia.

Should Josh be helping out with a family business?

Unless the Company has agreed to Josh having an additional job, then Josh should not be working for the family business, as the Company needs to confirm there are no conflicts of interest. In addition, Josh's secondary employment may interfere with the performance of his duties and increase human risk factors. This should also inform whether consent for secondary employment is given.

What do you think Bhupinder meant when she said "I'm used to it"?

It sounds like Bhu has had experience of people mispronouncing her name and 'therefore' recognises that people can often get embarrassed when they have used the wrong pronunciation - people may fear that they have caused offence. Bhu has kindly pointed out the correct pronunciation to avoid a potentially awkward situation. The likelihood is that Bhu does not know Josh has dyslexia and would have offered the prompt to anyone she's meeting for the first time. If you struggle to pronounce someone's name, it's fine to ask them respectfully for help in pronouncing it.

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SET B Scenario 1

Cheap, but not cheerful



Sam
Team Leader



Terrence
Technician



Yasmine
Technician

Introduction

In this scenario, when there is a sealant supply chain issue, Sam is determined to prevent further delays and asks her apprentices to use the last tube of sealant they have in stock, which happens to be out of date. Concerned about using the older sealant, Yasmine and Terrence discuss the issue in detail on the bus on their way to work.

Understand the key themes

Bypassing process – quality, safety, product safety/integrity

- Everyone is responsible for ensuring that the products we deliver meet their design specification and also achieve the level of safety and quality agreed with the customer.
- We do this by complying with our product safety and quality policies and processes.
- Failing to follow these processes risks the safety of yourself and the safety of your colleagues.
- To keep everyone safe, you must always follow the designated process for the task and not depart from process without appropriate approval.
- Lack of supplies will cause consequences (missed production dates, altered schedule or missed deadline etc.); however, these consequences are far more manageable than the potential consequences caused from using out-of-date supplies (safety of staff, loss of business, loss of trust from customers etc.)
- If you are asked or witness unauthorised materials being used, you must speak up.

Product Integrity (Product Safety)

- Working away from approved data, even for things that appear to be small, could have serious implications for the Product down the line.
- In this case, an out-of-date sealant may not bond correctly to the surface or cause the bond to fail earlier than expected. The risk from this may not be realised for months or years after application.
- Short-term business gain by hitting milestones is never worth unknown potential business risk later.

Export Control and Security (Insider threat)

- You should always check your surroundings (on and off-site) when discussing any BAE Systems-related matters – you should always be aware of who can overhear your conversation.
- If you are identified as working for BAE Systems, you could be targeted by malicious third parties who may try to target you to unlawfully access Company information.
- Conversations can be overheard and/or recorded with damaging consequences, e.g. sold to the media or a competitor leading to reputational damage and/or loss of business.
- Even on-site, other BAE Systems employees may not have a need to know the information discussed.

Mental health

- If you are concerned about someone's mental health (e.g. stress levels), you should speak up.
- You should speak to your Line Manager, HR, your local Ethics Officer or the Ethics Helpline.
- The Ethics Helpline is a confidential service whereby a trained operator from an external, independent company will handle the call. Calls are not recorded and can be made anonymously (although callers providing details is preferable if appropriate).
- You should not assume someone else will raise the issue.
- No one should feel worried to speak up – retaliation against someone speaking up will not be tolerated.

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

Questions to support your team discussion

SET B Scenario 1

Cheap, but not cheerful



Sam
Team Leader



Terrence
Technician



Yasmine
Technician

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.

Questions

What are the concerns with Sam's behaviour?

It sounds like Sam is under pressure and stress to meet a deadline. Sam is trying to think of alternative ways to keep the project on schedule (by using an out-of-date sealant that's the only one in stock). However this would bypass safety procedures. While Sam's intentions are to protect the deadline, processes should never be bypassed as they protect the safety of our products, staff and our customers. Yasmine and Terrence are aware of this but due to Sam's behaviour and/or management style, neither feel comfortable enough to approach Sam.

Should Yasmine and Terrence be discussing details about work in a public place?

No, Yasmine and Terrence should not be discussing specific BAE Systems matters in public. Even in the workplace, they should be aware of who is around them as there may be colleagues who may not be allowed to know certain information.

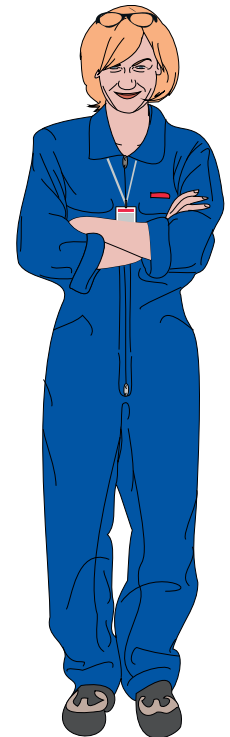
What should Yasmine and Terrence do?

Yasmine and Terrence should confirm with Sam that the out of date sealant cannot be used. If they do not feel comfortable dealing with Sam directly, they should speak to Sam's line manager, HR, their local Ethics Officer or the Ethics Helpline.

Do you think they should raise the issue even if it means production will stop? Why do you think Yasmine is reluctant?

Sam and Yasmine have to act. If the only way to ensure everyone's safety is for production to stop, then they should do so.

Yasmine is reluctant as she may feel responsible for Sam's feelings and may feel she would be 'to blame' for causing Sam even more stress if production is stopped.



Questions to support your team discussion

SET B Scenario 1

Cheap, but not cheerful



Sam
Team Leader



Terrence
Technician



Yasmine
Technician

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

Questions - continued

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?

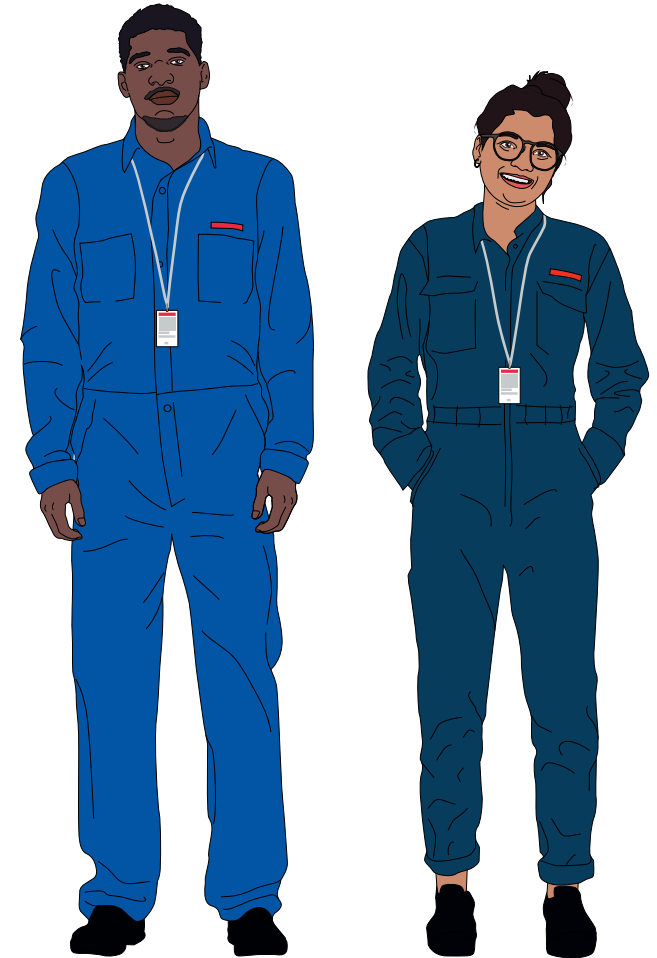
Sam's team don't appear to be comfortable about speaking up to her. Therefore it seems there is not a safe environment to raise any concerns. Sam may not realise but her stress levels could be effecting how she is communicating with her team, which could be compromising her management style. This could make her team feel like they can't approach Sam, either through fear of repercussion or fear of genuinely making Sam feel more stressed. Not only will Sam be missing issues her team might have brought her, but she'll also be missing out on good ideas they don't feel confident enough to share.

Is the fact that Sam is acting stressed putting Yasmine and Terrence in a difficult position?

Yes. Yasmine and Terrence should make Sam aware of this by either speaking to her directly or by contacting Sam's Line Manager, HR or the Ethics Helpline – they should not assume someone else will raise the issue.

What can Yasmine do if she's concerned that Sam is stressed?

If Yasmine feels comfortable, she should speak to Sam directly. However, if not she does not feel able to approach Sam directly, then she should speak to Sam's Line Manager, HR, their local Ethics Officer or the Ethics Helpline. She should definitely speak up to someone – this is important.



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Leader's guide

SET B Scenario 2

The age of difference



Trevor
Team Leader



Toni
Apprentice



Chris
Apprentice

Introduction

In this scenario, Trevor is struggling to adapt his behaviours with emerging changes and seems uncomfortable around Toni, a non-binary apprentice in his team. He tries to help Chris, who is stressed due to changes in the process. However by doing so, he discloses Chris's Personal Information to the team. Toni refers to taking additional evening work, suggesting a potential conflict of interest.

Understand the key themes

Neurodiversity

- 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.
- It is important that autistic, dyslexic, and dyspraxic people, for example are not made to feel they are a burden or a problem - this can lead to people feeling excluded.
- The Company (and Line Managers) should take reasonable steps to enable members of staff to complete their job without being at a disadvantage – this may require the Company to provide assistive devices or software to facilitate this.
- Assistive devices or software are not a 'nice to have', nor does it mean that an individual has been shown any favouritism.
- Failure to support such individuals may have consequences for the Company and also potentially Line Managers too.

Personal Data Protection

- It is important to understand that different types of Personal Information have different levels of sensitivity. For example, an individual's name and Company email address are less sensitive than information regarding someone's salary or disciplinary history, which will be more sensitive. In addition, some particularly sensitive Personal Information, such as information relating to someone's religious beliefs, health or ethnicity, is classed as "special category data" under Data Protection Laws. Any sensitive or special category Personal Information must be handled with greater care and only collected or used by individuals whose role expressly requires it.
- Neurodiversity conditions (such as dyslexia and autism) would fall within the definition of special category data.
- This information can be regarded as sensitive health-related data, and therefore, it is important to ensure that it is treated carefully and only shared on a "need to know" basis. In basic terms, this means that it would be essential for someone to know the information in order to fulfil their role. In this scenario, although shared with the best intentions, information about Chris' condition is not essential for the Team, and Trevor should have checked with Chris first if he is comfortable with everyone in the team knowing.

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SET B Scenario 2

The age of difference



Trevor
Team Leader



Toni
Apprentice

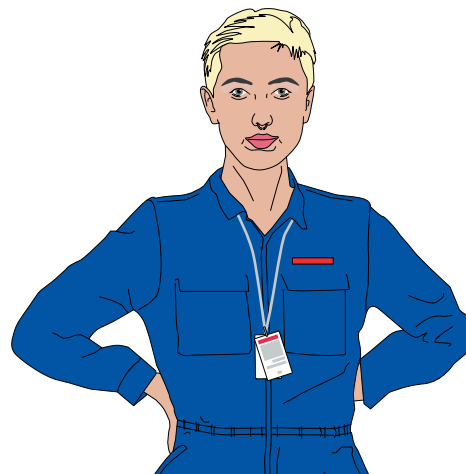


Chris
Apprentice

Understand the key themes - continued

Conflicts 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. Make sure you are aware of your contractual obligations regarding working with others whilst you are employed by the Company.
- As a rule, employees are not permitted to work for others whilst working for BAE Systems. This could be because of potential conflicts of interest, for example, working for a competitor or a customer, or because the additional work may interfere with the performance of your duties. For instance working in a bar in the evening may cause fatigue and could, in turn lead to an increase human risk factors.



Behaviours (safety, dignity and respect, D&I)

- How Line Managers conduct themselves with regards to their behaviour has a direct impact on how all of their team members perceive them and ultimately will act around them – this includes (but not limited to) their team members trusting them with Sensitive Personal Information or trusting that their opinion will be heard and valued.
- If Line Managers fail to maintain a level of trust within a team, team members could become demoralised, demotivated and feel under-valued.
- All members of staff should be conscious of how they conduct themselves within the workplace and how their words make others feel, i.e. are they talking about a sensitive subject or a subject that may make others feel uncomfortable?
- All staff members should always be respectful and inclusive of everyone's feelings and views regardless of gender or age.

Early Careers – age gap/generational issues

- Any language or terms used to create and / or promote a divide in the work place will not be tolerated as it is important to promote our culture of diversity and inclusion within the Company.

This scenario's themes were around Personal Data Protection, Anti-Bribery and Corruption and Ethics.

Questions to support your team discussion

SET B Scenario 2 The age of difference



Trevor
Team Leader



Toni
Apprentice



Chris
Apprentice

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.

Questions

What do you think about Trevor's behaviour?

What's considered acceptable language changes with time, and issues emerge and evolve rapidly in society. Trevor may be struggling to keep up with emerging changes and is clearly uncomfortable with Toni's behaviour. He should not refer to Toni's behaviour in a negative way and should be aware that "Lasses" may not be a well-received word, and may be particularly inappropriate for someone who identifies as gender-neutral. Trevor may have some idea that he has said the wrong thing, but it's clear that Trevor needs to do more to embrace the diversity of his team. It would help Trevor if he engaged with his local D&I Lead and Employee Resource Groups to better understand the individuals in his team, so he can learn how best to support them.

Was it right for Trevor to tell the team that Chris is autistic? How do you think Chris felt about it?

In this scenario, although shared with the best intentions, information about Chris' condition is not essential for the team. Trevor should have checked with Chris first if he is comfortable with everyone in the team knowing.

This information can be regarded as sensitive health-related data, and therefore, it is important to ensure that it is treated carefully and only shared on a "need-to-know" basis. In basic terms, this means that it would be essential for someone to know the information in order to fulfil their role. By telling the team, Trevor may have caused Chris unnecessary upset or embarrassment.

What about Toni and Chris's behaviour? What do you think Chris means when he says, "You know how uncomfortable you make Trevor feel."?

Toni and Chris (as do all employees) have a responsibility to ensure their conduct and conversations are respectful of other team members, and they don't make anyone feel uncomfortable. We should all be aware of the feelings of others in our team and how our actions may impact them. We don't know enough about the dynamics of the team from this scenario, but it's clear that Toni's over-sharing of their personal life is making Trevor feel uncomfortable. Also, Chris saying 'So you pulled again!' to Toni may be offensive to both Toni and Trevor. If any of the team feel unhappy, they should speak up to their Line Manager, HR, their local Ethics Officer or the Ethics Helpline.

Should Toni be working an evening job?

Unless the Company has agreed to Toni having an additional job, then Toni should not be working in the evening as the Company needs to confirm there are no conflicts of interest. Toni's secondary employment at night is also a major safety risk due to potential impacts on fatigue and may increase human risk factors. This should also inform whether consent for secondary employment is given.

Business Integrity Training Scenarios for team discussions 2023

Thank you

for leading the Business Integrity Training team discussions 2023.

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

bitsupport@baesystems.com

