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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 give their best for our customers and colleagues, and one where questions and issues can be raised, discussed and considered with openness and respect.

The importance of creating this environment has never been more apparent. The Covid-19 pandemic has taken us all into uncharted territory. I am pleased to see our Company Behaviours, our ethical standards and our commitment to each other and to our customers guiding us through the challenges.

This year’s Business Integrity Training team discussions have been adapted to reflect the new ways in which we are working – with colleagues working remotely or working under different conditions at Company locations.

In the scenarios – as in real life – the 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 the Company will not only keep our shared responsibilities fresh in our minds, but 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 continuing to support your teams in making responsible and ethical decisions throughout their daily work.

Charles Woodburn
Chief Executive
BAE Systems plc
What you need to do - checklist

You’ll find more detailed step-by-step information on how to prepare for the Business Integrity team discussions 2020 on the following pages, but here’s a quick-reference overview.

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

- Select a minimum of two scenarios including one of the mandated scenarios (1a or 1b) plus any prescribed by your business.

- Familiarise yourself with this guide and the scenarios selected, including the leader’s notes for those scenarios.

- Allocate at least half an hour in a standalone or existing team meeting.

- Send the participants links to the scenarios you’ll be discussing and encourage them to read them ahead of the meeting.

  - If you are on site and training in small groups with appropriate social distancing, make sure you print out enough copies of the scenario for all attendees or use the printed materials if provided by your business.

- Make sure everyone is involved in the team conversation.

- Record each individual’s participation.
Delivering the team discussions

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

Before

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?
► In light of the current situation and social distancing, most training will now be conducted in a team discussion held over Skype or WebEx. However, teams that work on site may be able to use alternative methods such as small groups of people, observing social distancing, using print outs of the scenarios.
► If you are delivering the training to line managers who will be training their own teams, ensure that they know where they can obtain the materials on the intranet.
► Familiarise yourself with this leader’s guide, the scenarios, the key messages from each scenario, the Code of Conduct and the responsible decision-making model.
► Prepare a list of attendees. This will help you to record who has received the training.
► Depending on the numbers attending your session, consider breaking into smaller groups to discuss the scenarios, or running more than one session.

Select scenarios
► This year, every team must complete a scenario based on the responsible use of information - either 1a or 1b, whichever is most relevant to your team. In addition to one of these mandatory scenarios, you must choose one other, if your business has not already selected for you.
► A key aim of this training is to encourage discussion by making it relevant to your team. Consider the issues that each scenario explores and choose those you think are most applicable to your team.
► Ask your team to access and download the electronic versions of the scenarios and the Code of Conduct in preparation for the team discussions. Make sure you also do the same. Alternatively, for discussions taking place in the workplace, print out the relevant number of copies of the chosen scenarios, or use the printed materials if provided by your business.

Accessing the resources
► Scenarios
To access the scenarios, go to: Global Intranet>How we work>Business Integrity Training

► The Code of Conduct:
BAE Systems’ Code of Conduct (the Code) provides all employees with guidance on situations that may arise in day-to-day activities on behalf of the Company.
What makes a successful session?

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

Here are some tips:

- Ask open-ended questions and actively listen to everyone’s contribution.
- Encourage balanced participation from everyone; avoid one or two confident individuals dominating.
- Encourage participants to share relevant personal experiences; share your own experiences as well, to demonstrate how the issues may relate to your work environment.
- In addition to the scenario questions, this leader’s guide contains further information and questions for each scenario which will help you draw out some of the key points as part of your team discussion.
- 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.

You can use this narrative to introduce the team discussions.

“Welcome to this year’s Business Integrity Training – team discussions.

The aim of this training is to give us an opportunity to look at a couple of situations that might occur at work and then discuss what we would do if they happened in our team.”
Discuss the scenarios

- Use the responsible decision-making model to work through your chosen scenario.
- Generate discussion using questions from the scenarios.
- This leader’s guide provides you with insights, along with questions and discussion points for each scenario.
- 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.
- Make sure all of the scenario themes and key messages are covered.
- Encourage your team to share any relevant personal experiences, allowing time for discussion.

Repeat the above for each scenario you have selected. Bear in mind the overall goal is an engaging, in-depth discussion of the issues, rather than reading multiple scenarios.

Close the team discussion

You may want to cover the following in your closing statement:

- Encourage your team to build discussions about ethical issues into day-to-day activities, to raise concerns early and resolve issues at an earlier stage.
- 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.
- Ensure you have noted attendees for recording purposes.
- Draw the training to a close and thank participants for sharing their views.
- Use the additional resources, available on the Business Integrity Training intranet page, during meetings throughout the year to encourage ongoing conversations.

After

Recording the training

- After the session it is the responsibility of each manager or supervisor to record attendance of their team using the locally agreed Learning Management System such as Success Factors, My Learning Space or Skillport, or via locally agreed routes. Full instructions for recording attendance for those using Success Factors can be found on the Scenarios for Team Discussions Intranet page: Global Intranet>How we work>Business Integrity Training

- Look out for local communications to confirm the recording process for your business area.

Following up

- Finally, follow up on any outstanding questions from your team.
Our responsible decision-making model

Our decision-making model gives you some helpful guidance when making complex decisions relating to business conduct.

In your training session, introduce the model, and encourage your team to use it when considering the scenarios.

1 Gather the facts
   ▶ Do I have all the relevant information?
   ▶ Have I separated assumptions from facts?
   ▶ What other information might I need, and where could I find it?

2 Understand the rules
   ▶ What are the relevant laws and regulations?
   ▶ What do the Code of Conduct and our policies say?
   ▶ What are the industry standards and practices?

3 Consider the situation
   ▶ Think about accountability, honesty, integrity, openness and respect.
   ▶ How does the situation affect others and how may it be perceived?
   ▶ Would I feel comfortable explaining my decision to my colleagues, family and friends?
   ▶ How would I feel if this appeared in a newspaper? Would it reflect badly on me, my colleagues or the Company?
   ▶ Is it setting a good example?
   ▶ Ask yourself: am I doing the right thing?

4 Seek advice from others
   ▶ Talk to your manager or supervisor.
   ▶ Consult with the Human Resources or Legal department.
   ▶ Speak to an Ethics Officer, phone the Ethics Helpline, report the issue via the Ethics website or send an email.
### Overview of the scenarios

Below is a summary of each of the training scenarios. The scenarios are available in PDF format, these can be opened to run online sessions, or printed for off-line sessions. If your business has not selected for you, pick a minimum of two scenarios to share with your team. One must be one of the mandated scenarios on the ‘responsible use of information’ – you can choose between 1a ‘Blurring the lines’ and 1b ‘Doing it for the likes’, plus at least one other scenario. Select the most relevant theme and use your experiences and those of the team, both inside and outside work, to relate the scenario to your work environment.

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Applying correct document markings  
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Working from outside the office  
Use of social media | 2.8 Use of Company IT assets  
2.10 Marking and protecting information | Simon, a member of the bid team  
Leah, a member of the bid team |
| Scenario 1b       | Doing it for the ‘likes’ | Social media - managing your online presence  
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Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part I

Leah and Simon are part of the bid team. The bid lead has reminded them of the importance of making sure the documents are correctly marked with the relevant Company markings, Government Security Classifications and Export Control Markings.

Morning Simon, it feels strange to be back in the office. How are you finding working from home?

Not too bad, I’ve been keeping myself busy. I spent most of the weekend postponing our football team’s matches for the season and speaking to the organisers to try and get an idea when matches might start again.

I bet managing a football team is a job in itself at the best of times!

Well, now we’re not able to practice, I’m mostly answering emails. I get the team and the club to contact me on my work email address so I can keep on top of the messages and respond quickly.

Actually, I’m about to get busier, the boss has asked me to assist on another bid.

Well don’t overdo it! Let me know if you need my help, I have availability after this week’s deadline.

I’m sure you’ve got your hands full working at home and with the kids still needing home schooling! But thanks, I’ll let you know if I need some help.

They have both booked to visit the office.

Part 2

Leah, Member of the bid team

Simon, Member of the bid team

Well, I better not hold you up – sounds like you’re busy.
Part 2

Simon is pleased that he’s working on the new bid, but it’s taking a lot of time and he’s struggling to keep up with his work on the original bid, which has a fast-approaching deadline.

He decides to send the documents to his personal email address, so he can work on them on his personal computer which has a bigger screen. He remembers that he tried to send Company marked documents to his personal email address before and he got a warning message and the email was blocked.

So he removes all visible markings, confident that this will get them through the firewall.

He manages to complete the work and sends the documents back to his work email address.

The next morning Simon is feeling tired from working late the night before. After applying the correct markings on the documents on his work laptop and submitting them by the deadline, he realises that he’s forgotten to reschedule the flights for the group booking he had made for him and his football friends to go on holiday.

Using his personal mobile phone, he explains to his friends on their Facebook group that he was working late and he has to go back into the office again today to print out the new bid.

Simon’s friends urge him to rebook the flights before the prices increase, so he shares his work email address in a post in their Facebook group and asks them to send him options. After looking through all the links they send through, Simon rebooks the flights for the group.

He also takes a quick look at an email that seems to be from a local football kit provider, with a link to an order form for discounted kit.

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Questions

- What concerns are raised by Simon using his work email address for personal emails? Should Leah pick up on this? What are her responsibilities?
- What are Simon's responsibilities in this scenario? What could he have done differently?
- What would you do in this scenario? Would you consult with anyone?

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 Simon have told himself?

Common ethical red flags include:

- “I’m getting my work done – that’s what the company wants.”
- “Other people do it.”
- “I’ll look good if I complete all this work without help from anyone.”
- “I’m just showing initiative and being efficient.”
- “Policies and procedures just slow me down – getting the work done is more important.”
- “The end justifies the means.”
- “I didn’t know it wasn’t allowed.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

We are all accountable for using Company information and IT systems responsibly.

Company information includes information generated by employees for BAE Systems, and customer and third party information provided to BAE Systems.

We must:

- Only use BAE Systems supplied or approved devices for company business (Company mobile phones can be used to access Company email within the secure application). Personal email accounts must not be used to receive or send Company information.
- Use personal devices for personal communications. However, BAE Systems networks may be used for limited and appropriate personal use.
- Act with good judgement when using a BAE Systems email address.
- Mark all documents appropriately using the Company Marking Standard, Government Security Classifications and Export Control Markings.
- Store and exchange company information in line with the handling requirements that apply for the document marking.
- Only send BAE Systems information to company, customer or verified third party networks.
- Seek advice on using information responsibly if in any doubt.
- Follow the guidance, even when working from home, and continue to manage information responsibly.
- Never cut corners and always discuss concerns regarding workload with our managers.

Further reading

Code of Conduct
2.8 Use of Company IT assets
2.10 Marking and protecting information

Policies and Guidelines
IT Acceptable Use Policy
Document Marking and Handling homepage
Responsible use of information guidelines

This scenario’s key themes were around Security and Document Marking.
Scenario 1a:
Leader’s guide discussion points

In this scenario, Simon felt it was OK to send work documents to his home email address, and run a football team from his work email address. He also didn’t take up the offer of help from Leah. Instead Simon chose to use work-arounds to get his work done on time and fulfil his social commitments, blurring the lines between company work and social and personal communications which goes against the responsible use of information guidelines.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Should Simon use his work email address for personal emails?
No, Simon should use a personal device and email address for personal / non-business related communications. He shouldn’t be using company equipment and time to manage his football team.

Was Simon right not to accept help from Leah?
Simon seems to be finding managing his workload challenging. This could be for many reasons: the distraction and time demands that come from managing football emails throughout the working day, additional time spent removing markings and sending documents to his personal computer, and then back to his BAE Systems device and then re-marking them, or it could be that Simon just has too many projects to manage.

Instead of accepting the offer of help from Leah, or explaining to his manager that he has too much work, Simon chose to use work-arounds to get his work done on time as well as fulfilling his social commitments, blurring the lines between company work and social and personal communications. It’s important to maintain the boundaries between work and personal information.

The company recognises the new challenges being faced by colleagues who are working from home, however this is not a reason to cut corners to get things done. The responsible use of information guidelines still apply.

Is it ok for Simon to book personal flights using his work computer?
You can generally use Company IT equipment and networks for limited personal use as long as this does not interfere with your business duties and is in line with our policies. Be mindful that all activity on Company IT equipment and networks is subject to monitoring, including any personal use and storage of information.

Are Simon’s reasons for removing the document markings OK?
No, the appropriate Company Markings, Government Security Classifications and Export Control Markings should always be used and retained. If you are unsure how to apply the correct markings, seek guidance.

Is it OK that Simon sent documents to his personal email address and used his personal computer to work on these documents?
No, only BAE Systems approved devices within a secure BAE Systems network should be used for company business. Personal email accounts must not be used to receive or send Company information.

Should Simon share his work email address on a social media account?
No. Only use your work email address to register for sites of a professional nature (e.g. LinkedIn).

Should Simon be cautious about opening the link from the football kit provider?
Yes, he should be vigilant for phishing attacks. You should report suspicious emails and be cautious about clicking on unknown links or opening unknown attachments. By using his work email address outside of the company for non-company communications, Simon is increasing the risk of phishing attacks and the risk of being exposed to malware.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part I

Danni and Harry are proud of the work they have done on an important product.

One evening, Danni notices an image that Harry has posted on Instagram which leaves her feeling a bit uneasy. The following day at work, she decides to ask Harry about it.

I saw your post last night – I can tell you’re proud, I am too, but I don’t think we’re allowed to take pictures of it.

I’m pretty sure, that’s still not allowed.

Don’t worry – I took the photo before it arrived in the secure area. Anyway, I needed a picture for my qualification.

Don’t worry, my account is private, so only my followers can see the pictures and they’ve loved this one! Social media is really helping us all stay connected in these strange times. Can we chat later - I’m in a rush. The boss has said we need to get this job out by the end of the week, no matter what!
Part 2
Later that evening Danni is still feeling concerned about the image on social media and checks Harry’s Instagram account again. The image is still there and now has hundreds of likes and more than fifty comments.

She reads a comment from one of Harry’s followers which says: “That’s awesome – you’re so lucky to have that job!”

Under the comment, Harry had replied: “It’s not that big of a deal, my boss doesn’t know what he’s doing and management are thirty years behind the rest of the world.”

Questions
- What do you think about Harry and Danni’s conversation? Are there any alarm bells that signal something is wrong?
- Is Harry doing anything wrong?
- Is Danni right to be concerned? Why? What should she do?
- What would you do in this scenario?

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 Harry have told himself?

Common ethical red flags include:
- “Other people do it.”
- “It’s not that bad.”
- “It’s not hurting anyone.”
- “I didn’t know it wasn’t allowed”
- “The rules don’t apply now.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages
- When we see something that is not right, we need to do something about it. Seek advice, or report it confidentially through the Ethics Helpline.
- Manage our online presence, including social media. Always check with Site Security before taking or posting images or videos. Photography and video recording is prohibited at some locations.
- Treat the people you work with professionally and with respect. Always remember that all social media is potentially public. You may post something innocently, but inadvertently offend someone or bring the Company and/or our employees into disrepute.
- Making derogatory comments online about people you work with could be seen as bullying. Bullying, abusive, humiliating or intimidating behaviour is never acceptable.
- Work should not be rushed. Procedures are in place for many reasons, including safety and quality. Never depart from process without formally reviewing the risks involved.

Further reading
Code of Conduct
1.6 Speaking up
2.2 Safety and wellbeing
2.12 Sharing information
3.1 Product Safety

Policies and Guidelines
IT Acceptable Use Policy
Social Digital Media Guidelines
Our Company Behaviours

This scenario’s key themes were around Security and Ethics.
Scenario 1b:
Leader’s guide discussion points

In this scenario, Harry felt it was OK to take pictures at work, and post messages about colleagues. He also didn’t think about being asked to rush a job – his boss asked him to get it out by the end of the week – no matter what.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

**When is it OK to take photos of things you are working on and share them on social media?**

Harry is proud to be working for a defence company, but he must carefully manage his online presence, including social media. Many are turning to social media to connect with virtual communities, but the Company rules still apply. Always check with Site Security before taking or posting images or videos. Photography and video recording is prohibited at some locations.

**Insider threat:**

By sharing things you are working on online, you are also making yourself a security risk.

- Don’t put information out that you shouldn’t.
- This can make you vulnerable – you could be targeted for blackmail or attempts to bribe you.
- Remember, even if you remove a photograph from a site it is likely to be cached or saved on other sites.
- Always comply with BAE Systems security guidance to reduce the risk of inadvertently disclosing confidential information.
- Working in the defence sector means that we have to take extra care to protect the vital information we hold and exercise caution.
- Even if you’re not working with classified information, third parties may still try to exploit you.
- You may not understand how important the information you have is to others.
- If Harry was working with controlled technology, uploading the image on social media could potentially be a breach of export control laws and regulations.

**Should Harry be rushing through his work?**

Working fast shouldn’t mean cutting corners, or ignoring process. Procedures are in place for many reasons, including safety and quality. Never depart from process without formally reviewing the risks involved.

**Should Harry discuss the company and his boss on social media? Is it appropriate for Harry to express his feelings about his boss in this way?**

Treat the people you work with professionally and with respect. Always remember that all social media is potentially public. You may post something innocently, but inadvertently offend someone or bring the Company and/or our employees into disrepute.

Making derogatory comments online about people you work with could be seen as bullying. Bullying, abusive, humiliating or intimidating behaviour is never acceptable.

Failure to follow the social media guidelines may result in disciplinary action.

**Should Danni speak up? How can she do this? What are her options?**

When we see something that is not right, we need to do something about it.

- If you see a post or comment by a BAE Systems employee on social media that you are concerned about you should report it to your line manager, Human Resources team, Business Communications team or the Company Ethics helpline.
- Managers should contact HR for guidance and support on how to deal with these types of issues. You’re not expected to manage it on your own – just ask.
- Listen to colleagues who ask questions and challenge behaviour/choices.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices.
Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1

The Engineering team have just been told that a prototype component they created for the customer’s platform has been through testing and has been approved. They now have the go ahead to produce another sixty identical components.

Angela developed the initial prototype and will oversee the team as they produce the next sixty pieces.

One of Angela’s team members flags that all the parts are in place to create the next batch of components, except for the circuit boards. Their usual supplier can’t deliver the circuit boards for several months.

Angela raises the issue with Mark.

The customer is ready to go on the next sixty components – I’m not happy to delay the project while we wait for the circuit board to be restocked. We’re under a lot of pressure at the moment.

Don’t worry, I know a company that imports engineering parts from Asia. I’m sure they’ll be able to source the part for us.

We’ve already looked for other reputable suppliers who stock the same brand and approved specification of circuit board and it’s the same situation; the manufacturers just can’t get them to us in time.
Angela overhears Mark’s conversation with the supplier. He seems to know them well and says he’s looking forward to a time when the family can get together again.

“I’ve just spoken to the supplier and it’s all sorted! The circuit boards will be dispatched tomorrow.”

“That’s quick – they are the correct ones aren’t they? It’s really important that we get the same brand and approved specification of circuit board that we used in the prototype.

“Don’t worry, I can trust my family – everything will be fine.”

A few months have passed and Angela is asked to attend a meeting with Chris, the director – Mark is also in the meeting.

“We have a big problem with the components we supplied to the customer. They have been installed into sixty platforms and over half of the components have failed due to a weak circuit board. The customer is furious, and rightly so. They have lost trust in us and have suspended all sixty platforms until further investigations are carried out. This has the potential to impact the whole programme and our reputation!”

“Angela, as lead engineer, can you tell me anything that may help us understand what could have gone wrong with the circuit boards?”

Scenario questions and summary
Questions

• What do you think about the conversation between Mark and Angela?
• Do you agree with Mark’s approach? How was his communication with Angela?
• Did Angela do the right thing? Could she have done anything differently?
• Is Chris right to be concerned and react so strongly? Why does he mention reputation?
• What would you do in this scenario?

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 Mark have told himself?

Common ethical red flags include:

“I’ll save the company money.”
“I’ll just do it this once.”
“I didn’t do it for my own benefit – I’m not profiting from it.”
“It’s not illegal.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

• If a supplier is connected to you through friends or family, this is an example of a conflict of interest.
• We need to avoid, disclose and/or manage conflicts of interests, whether actual or perceived, so that the best decisions are made for the Company and its reputation.
• Often a conflict of interest is only an issue where it is kept secret, therefore all conflicts of interest must be reported and discussed openly with your line manager so they can appropriately manage the situation to mitigate potential conflicts of interest.
• Ensure that the conflict is recorded with your local Legal team.
• The safety of our products relies on the application of our safety policies and processes, and on the behaviours and attitudes of each of us.
• We should understand how our own roles within the business affect the safety of our products, and ensure that we are operating in full compliance both with the law and our local business safety policies and processes.
• Always speak up and raise any concerns regarding the safety of a product, or the application of policies and processes immediately with your manager or Engineering Authority.
• All suppliers should be subject to relevant checks before any business is conducted with them. Always make sure that the supplier is on our preferred supplier list. If they’re not, discuss with your line manager how the supplier can undergo due diligence with procurement.

Further reading

Code of Conduct
1.6 Speaking up
2.13 Conflicts of interest
3.1 Product safety
Scenario 2: Leader’s guide discussion points

In this scenario, Mark felt it was OK to source alternative parts for the component to uphold the customer relationship and maintain the schedule rather than being honest about the situation. By cutting corners, he puts both safety and integrity at risk by supplying the circuit boards without carrying out the appropriate checks. He also thought it was OK to source parts from a company connected to his family without declaring this as a potential conflict of interest.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Is Angela right to be concerned about the way Mark wants to source the parts? What can she do?

Angela had explained to Mark that she had already looked for other reputable suppliers who stock the same brand and approved specification of circuit board but stock was not available. If Angela is suspicious that the circuit boards Mark ordered were not the approved specification she should raise this to a more senior line manager or the Ethics Helpline.

Should Angela have spoken up?

Although speaking up may be difficult, you are expected to speak up whenever you notice potential misconduct. This helps us catch potential issues early and prevent damage to the business and its employees. Angela will now need to explain to Chris what has happened at a much later date when things have gone badly wrong. The relationship with the customer has been compromised with safety, quality, financial and reputational impacts.

If Mark wants to purchase parts from a company owned by his family, or where a family member works, should he declare this?

Conflict of Interest

This is a situation where Mark’s interests, relationships, influences or activities may conflict (or be seen to conflict) with or otherwise compromise:

• his obligations to the Company;
• the interests of the Company; or
• his ability to make objective and responsible business decisions on behalf of the Company.

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

• This includes perceived conflicts of interest.

Avoid conflicts of interest, whether actual or perceived.

How do we ensure product safety?

• Never cut corners and compromise safety to meet a deadline.
• Don’t let any concern go unreported. Inform your manager immediately and follow your local product safety, quality and other policies.
• All of our suppliers go through thorough due diligence.
• Always use reputable companies when purchasing common consumables such as cables and electronics.

If Mark wants to purchase parts from a company owned by his family, or where a family member works, should he declare this?

Conflict of Interest

This is a situation where Mark’s interests, relationships, influences or activities may conflict (or be seen to conflict) with or otherwise compromise:

• his obligations to the Company;
• the interests of the Company; or
• his ability to make objective and responsible business decisions on behalf of the Company.

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

• This includes perceived conflicts of interest.

Avoid conflicts of interest, whether actual or perceived.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices.

Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part I

Rhys sends an email to his manager, Aaliyah. He’s been off work on sick leave for a couple of weeks while he’s been receiving a new treatment. In his email he says that the doctor has said he shouldn’t return to work for six months as he is not responding quickly to the treatment.

Aaliyah then forwards the email to Jade, the team leader who looks after the team and is managing Rhys’s absence. Jade is very sad to hear the news and forwards the email to everyone in the team.

Sad about Rhys, isn’t it? I think it will be a good idea to go around the team and do a collection – I’m sure it’ll cheer him up to receive some gifts while he’s receiving his treatment.

Good idea Jade. I must admit though, I am concerned that with Rhys away for six months, we won’t complete the work on the project before I’m away on maternity leave.

Can you please check Rhys’s shared folder and find the latest project documentation? I may have to get a contractor in to cover this until Rhys is back.
Part 2

Later that day Jade meets with Aaliyah to discuss the documents in Rhys’s shared folder.

How did you get on, did you find the latest project documentation?

No, I don’t want to bother him. I think I may have a way to find the document – leave it with me. I also need to speak to the agency about getting in a contractor to cover Rhys’s work.

No, he’s not added anything new for over three months. It was a mess in there. Nothing is organised into folders and the files are all named randomly and there are several versions of the same document.

Do you want me to give him a call to ask him where he’s been storing the latest project documents?

Good, thanks. I streamlined the documentation so that the project status is clear for all stakeholders to see where we are. I’ve also followed up with the customer on the outstanding actions that are with them and I’ve just had their feedback this morning. So we no longer have any blockers and the project is back on schedule.

I’m very impressed, Steve. With any luck we’ll make this role permanent!

A number of weeks have passed and the new contractor, Steve, has started.

How are you getting on, Steve?

While Rhys was away on sick leave, he had left his laptop and token in his desk drawer along with a piece of paper containing his passwords as he kept forgetting them. Aaliyah had taken them home with her just before lockdown, in case she needed to send them to Rhys.

She logs on to his laptop to access the documents she needs, but Rhys’s folder structure is very disorganised. She finally finds the project files and copies them to the shared folder.
Questions

• What do you think about the scenario? Are there any alarm bells that signal something is wrong?
• Have Jade and Aaliyah responded appropriately to receiving Rhys’s email?
• What advice would you give to Aaliyah?
• What would you do in this scenario? Consider the viewpoint of all characters and their responsibilities.

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 Aaliyah have told herself?

Common ethical red flags include:

“No-one got hurt.”
“Other people do it.”
“I didn’t do it for my own benefit.”
“I had no choice.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

• The email Jade sent to the team contained personal information because it included details about Rhys’s health. Information concerning an individual’s health is one of the more sensitive categories of personal information and greater care is required when handling it to ensure that it is only shared with those who need to know it in order to perform their role. Sharing sensitive personal information about another person with those who don’t need to know it is likely to be a Data Protection incident.

• Don’t share passwords, even with people you trust. It’s not best practice to write down your password, but if it’s necessary to do so, it should be disguised in such a way that only you can make sense of it.

• Jade should follow the process for managing team members who are on sickness absence.

• Steve is covering Rhys’s role while he’s away on sick leave, so Aaliyah’s comment about making Steve permanent could be seen as discriminatory.

Further reading

Code of Conduct
2.1 Inclusive workplace behaviour
2.8 Use of Company IT assets
2.11 Personal information

Policies and Guidelines
IT Acceptable Use Policy
Personal Data Protection Policy
UK Sickness Absence Procedure
UK Ill Health Capability Procedure

Our employee resource groups offer colleagues support and guidance, including ENabled UK, the network for employees with both visible and non-visible disabilities.

This scenario’s key themes were around Data Protection, Security and Ethics.
Scenario 3:
Leader’s guide discussion points

In this scenario, Jade and Aaliyah demonstrated care towards Rhys in wanting to do a team collection and send him a gift. However, we must be mindful that wanting to do a good thing doesn’t always mean we’re doing the right thing. Jade didn’t think about the implications of passing on Rhys’s sensitive personal information. Also Aaliyah thought it was OK to log in to Rhys’s laptop using his passwords, for the good of the project.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Is it OK for Jade share the email from Rhys with the rest of the team?
• The email contained personal information about Rhys, specifically health information. Extra care should be taken when handling health information as this is an example of “Sensitive personal data”.
• Sensitive personal data may have a particularly significant impact on an individual if it is handled inappropriately. In this scenario Rhys may be embarrassed because details of his health have been shared with the team.
• If you feel there has been an incident involving personal information report it using your local security incident reporting process, or speak to your local Data Protection Lead.
• In this scenario, as soon as a team member realised that there was sensitive personal information in the email, they should have deleted the email and alerted Jade who should then recall the email.

Is it appropriate to consider making a contractor permanent to replace someone who is off sick?
• Aaliyah’s comment about replacing Rhys could be seen as discriminatory as Steve has been brought in to cover Rhys’s project while he is off work on sick leave.

Should Aaliyah use Rhys’s password to login to his personal folder?
• In this scenario, the team have developed a culture where it is considered normal and acceptable to handle information carelessly, including personal log in details.
• Information security and personal data protection rules are non-negotiable - the manager should correct this behaviour by reinforcing the rules and by running appropriate training for all team members.
• Don’t share your password, even with someone you trust.
• Writing down your password is not best practice, but if it’s necessary to do so, it should be disguised in such a way that only you can make sense of it. Passwords should also be securely stored well away from your IT equipment.
• If you need to access a document from an absent employee’s laptop, follow the official process.
• Keep your documentation in order: Avoid duplication and retaining old versions of files. Remember, you are accountable for the documents and other information that you create and how you store and organise them.

How should Sickness Absence be managed?
• We have policies and processes in place to help manage long-term sick leave. You’re not expected to manage it on your own – if you need support or guidance please contact Human Resources.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1

Zac, a Project Manager has recently been promoted to manage a bigger team. He’s been noted as someone with a ‘no-nonsense’ approach who drives his team to deliver, ensuring projects come in on time and to budget. However, some members of his team are finding working with Zac difficult.

Yes! It was amazing. We have some fantastic photos – let me show you on the group chat.

I’m glad you managed to get a holiday in before lockdown started - how was it? Did you and Naomi have a good time?

It was great thanks – this holiday was much needed and has brought us closer together.

That’s great, glad things are good with you two. Did you manage to swim with the dolphins?

Part 2

I don’t think we need to see that Gabby. Right let’s get on with this meeting shall we?
Part 2

During their project update meeting Zac interrupts Libby and shuts her down while she shares her update.

Libby decides she needs to confront Zac and make him understand how his behaviour is upsetting her.

In the project meeting, you shut me down a few times when I was in the middle of giving my update.

Look, don’t take it personally, this is just my way of doing things. That’s why I’ve been brought into this project – to deliver! You weren’t sharing anything new, and it was slowing down the meeting.

Sorry, I have a call coming in on my mobile – I have to take this!

Later that day Zac and Sandeep are discussing the project over a Skype call.

I want to reduce Libby’s involvement in the project because she doesn’t work fast enough, and she’s part-time. Also she’s always taking time off for hospital appointments because of her health condition.

Yes, she’s got a heart condition but to be honest it seems like there’s nothing wrong with her to me! But it’s clearly getting in the way of her performance.

Oh, I didn’t realise she had a health condition.
Questions

- What do you think about the conversation? Are there any alarm bells that signal something is wrong?
- How was the tone and general commentary?
- Are Libby and Gabby right to discuss the holiday?
- Is Libby right to challenge Zac?
- What advice would you give to Zac?
- What would you do in this scenario? Consider the viewpoint of all characters and their responsibilities.

Key messages

- Be mindful what you say about individuals – does the other person have a ‘need to know’, especially if we are talking about something sensitive such as health.
- Ethical business conduct starts with how we treat each other. Our culture depends on all of us treating each other with dignity and respect, regardless of the pressures to meet deadlines.
- Bullying, abusive, humiliating or intimidating behaviour is never acceptable – it goes against our Company’s principles.
- 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, Human Resources or the Ethics Helpline.

Further reading

- **Code of Conduct**
  2.1 Inclusive workplace behaviour
  2.3 Working with others
  2.10 Marking and protecting information
  2.11 Personal information

- **Policies and Guidelines**
  Our Behaviours
  Respect and banter policy/training
  Legislation: Equality Act
  Work Life Integration policy
  UK Sickness Absence Management procedures
  Ill Health Capability procedure
  Performance Management procedure

Our employee resource groups offer colleagues support and guidance, including OutLinkUK, the gender and sexual diversity network.

This scenario’s key themes were around Data Protection, Security and Ethics.
Scenario 4:
Leader’s guide discussion points

In this scenario, Zac felt it was OK to shut Libby down during the project meeting to keep the meeting on schedule. He also didn’t think before disclosing sensitive personal information about Libby’s health condition to Sandeep.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Is it ok to share holiday photos in a meeting?
As we all do, Libby and Gabby can share personal stories. However, we should all be mindful of team pressures and make sure we hold those conversations at an appropriate time.

Gabby mentions a group chat – note that the use of WhatsApp is discouraged, other than for purely social discussions with colleagues. The preferred App for any business related communications is Signal.

Why does Zac think it’s not appropriate for Gabby to share her holiday pictures at work? Would he react in the same way to a colleague who wasn’t LGBTQ+?
BAE Systems encourages an inclusive culture where people feel comfortable to be themselves. Zac’s behaviour could be seen as bullying and he appears to have a bias or unconscious bias against Gabby.

Bullying is a pattern of behaviour that intimidates, offends, degrades, or humiliates a person or group of people. It’s a persistent use of offensive behaviour that gradually undermines a person’s self-esteem and confidence.

Bullying behaviour doesn’t affect only the individuals it’s directed toward, but can divide work teams, damage morale, prevent communication and damage productivity.

We should never compromise our values and behavioural standards for the sake of targets and budgets.

If Zac feels that Libby is underperforming, what should he do?
Zac should have a supportive conversation with Libby to discuss her role and understand if there are any issues he should be aware of.

If there is a medical issue impacting Libby’s performance, support may be required, for example from Occupational Health.

Should Zac make judgments about Libby’s health?
Zac has allowed personal judgements to cloud his views. Whilst we are entitled to our own opinions, we should only express views that are consistent with our standards, values and behaviours. These should not affect our judgement of a colleague’s performance and seek to avoid unconscious bias.

Should Zac discuss Libby’s health with Sandeep, who is unaware of her condition?
An individual may not wish others to know that they have a health condition and may feel embarrassed or uncomfortable if this is shared without their consent.

Information about a person’s health is sensitive personal information and greater care is required when handling it to ensure that it is only shared with those who need to know it in order to perform their role.

How do you think Zac made Sandeep feel? What should Sandeep do?
Sandeep may feel uncomfortable after his call with Zac. He can raise his concerns with Zac or if he doesn’t feel comfortable doing this, he can contact Zac’s manager, HR or the Ethics Helpline.
Business Integrity Training
Scenarios for team discussions 2020
Scenario 5 - Perks of the job

Introduction
Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1
During Fatima’s first internship placement, she’s been working with Ollie, a software engineer who has explained and demonstrated how the software works and which process to use. Fatima has had hands on experience, so she is confident that she has a good knowledge of the processes and procedures used in the Company.

Just before lockdown, Fatima is given her next placement on a similar defence project on another site. This project is being led by Lydia. Fatima notices that the software is different to the one she used in her first placement and decides to talk to Lydia about it.

Fatima, Intern
Lydia, Project Manager
Ollie, Software Engineer

I’m a bit unsure of the software, it’s different from the one I trained on in my first placement. I was told that it was the BAE Systems standard software, and that I should only ever work with that or things could go wrong.

Don’t worry Fatima, I can assure you we have a really good relationship with our suppliers, and their software is just as good. Nothing has ever gone wrong.
Sometime later during lockdown, Lydia has a Skype call with Carly, the team leader.

Hi Lydia, glad you called – it’s good to have a break from home-schooling!

I bet! I miss being able to get out and about. At least I managed to attend the event in Paris before lockdown – our software supplier always puts on the best events.

Oh yes, didn’t they give you a first-class ticket?

Yes, but only one way. My brother was working in Brussels at the time, so I saw him on the Sunday before making my way back to the UK. I’m so glad we had the chance to meet up for the day – who knows when I’ll see him again!

I’m amazed you managed to do all that in one weekend and review and amend the plans.

Well I took my laptop with me and I had a copy of the technical design plans on there – thanks to you emailing me the updates to the designs, I was able to check them from my hotel room and get the amends back to the team.
Questions

• What do you think about the discussion? Are there any alarm bells that signal something might be wrong?
• What are the responsibilities of Fatima, Lydia and Carly in this situation? Did they each take enough action or could they have done more?
• What does this conversation tell us about the existing team culture? Who is responsible for that?
• What would you do in this situation? What advice would you give to Fatima, Lydia and Carly?

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 Lydia have told herself?

Common ethical red flags include:

“We’ve always done it this way.”
“No-one got hurt.”
“Other people do it.”
“I had no choice.”
“I only did what I was told.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

• Gifts and hospitality should be in good faith, occasional, appropriate and reasonable, and comply with any applicable laws.
• If Carly is concerned about the excessive perks Lydia is receiving she should seek guidance – always speak to someone if you are unsure of what to do or have seen or heard something that does not feel right.
• For guidance on accepting gifts or hospitality, seek approval from your Compliance Manager or your Legal department.
• Travelling outside the country with export controlled information may need to be authorised in advance in the form of an export licence. For example, if the information is military technology then every time the information moves from one country to another another export takes place, which must be authorised in advance by the government of the country that the information is moving from.
• Did you know? If you delete the export controlled information from your laptop, in accordance with company procedures, before you leave the country you are travelling from, you no longer need to obtain an export licence for that information because no export is taking place.
• Before travelling with information, ask yourself, what is it? Is it export controlled in any way? If you don’t need it, don’t take it.
• If you need to take it, follow your local business process in advance of travelling in order to obtain authorisation to hand carry, receive or transmit export-controlled information.

Further reading

Code of Conduct
1.6 Speaking up
2.2 Safety and wellbeing
2.5 Bribery, gifts and entertainment
3.8 Trade restrictions and export controls

Policies and Guidelines
IT Acceptable Use Policy
Export Control intranet homepage – Export Control Policy and Procedures

Business Integrity Training – Team discussions 2020 | Leader’s guide
Scenario 5:
Leader’s guide discussion points

In this scenario, Lydia felt it was OK to enjoy the excessive perks offered by one of her suppliers, without following the guidance on gifts and hospitality or recording the perks in the gifts and hospitality register. She also didn’t consider the implications of travelling with export controlled information.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Why do you think Lydia attended the event in Paris?

From the details shared in the scenario it seemed Lydia’s main motivation for traveling was to enjoy the excessive perks from the supplier and to visit her brother. Make sure you follow the up to date travel advice from the company.

Should Fatima be reassured by Lydia’s response?

Who else can she talk to about the differences in the software?

Why might it be difficult for her to speak up?

In Lydia’s response she said ‘Don’t worry, nothing has ever gone wrong.’ This is an ethical red flag.

Fatima knows the software on her new site is not the standard BAE Systems software. It may be difficult for her to speak up as she is a relatively new and in a junior role. Fatima can raise her concerns to a more senior colleague or call the Ethics Helpline if she is still concerned. The Company chooses standard systems and software to ensure the integrity of our products and services. Individuals are not permitted to use different systems and software without seeking appropriate approvals.

Why might Lydia be using non-standard software?

In the scenario Lydia doesn’t give a good reason to Fatima for using a non-standard software package. Lydia seems incentivised to do business with the software supplier, due to the fact that they are providing her with lavish gifts and hospitality.

Is it OK to accept perks from a supplier?

Gifts and Hospitality
Each of us is responsible for knowing what our business guidance allows and what the law permits in our own country of operation regarding gifts and benefits received from suppliers.

Lavish or extravagant perks could be seen as improperly influencing a decision or outcome.

Ensure gifts and benefits received are recorded in the relevant gifts and hospitality register.

What should Carly do if she recognises that Lydia is receiving excessive perks?

Carly can raise her concerns to a more senior colleague or call the Ethics Helpline.

Should Lydia travel with plans of the platform on her laptop?

Export Control
It’s important to understand what information is export controlled, the requirements that need to be followed before sending, receiving or hand carrying such information and who is authorised to receive it. Follow the Company’s Export Control procedures, and if in doubt seek advice from your local Export Control team.

Should Carly have emailed updates of the design to Lydia whilst she’s travelling abroad?

Should Lydia have logged in to access the plans and then email the amended design back to Carly whilst she’s travelling abroad?

When travelling with export controlled information, you must be aware of the restrictions and act accordingly. For example, when you obtain authorisation to travel with that information, the permissions are ‘one-way’ allowing the export controlled information to be sent from the UK to another country (i.e. by you travelling with it). These permissions do not generally provide export control approval to export that information from that other country back to the UK or onward to another country. To avoid the need for obtaining an export licence from a foreign country, the information should be destroyed in accordance with Company procedures before leaving the country.

How do I raise an Export Control issue?
If you think a mistake has been made and there may have been a potential breach of export control requirements, it’s critical to report this immediately to your line manager or Export Control team in accordance with the Company Export Control Procedures.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1

Mohammed, a project manager and LCM assessor, is based in the Kingdom of Saudi Arabia. Mohammed is on a Skype call with his colleague Dave.

Mohammed shares a story with Dave about a time in the recent past when he offered to help a friend with some of his work.

Before the lockdown restrictions were brought in, Mohammed used to travel to the Australian office a few times a year, where he assessed a large complex defence project.

Whenever he visited Australia, he always sat with Julian and they became friends over time.

Julian was working on an important part of the project with a US supplier who provided large quantities of technical data to BAE Systems Australia. He was responsible for keeping the technical requirements report up to date which was compiled from various sources including data from the US supplier.

I’m ok, but others are struggling. Arabella really misses being in the office and even though we work on different projects for different customers, she misses talking through ideas together. I’d like to do something to help her – maybe I could take on some of her work?

I understand, it’s important to show you care. Just be careful when sharing work – sometimes even when we have good intentions we can get it wrong, I know from personal experience!

Scenario 6 - Sharing isn’t always caring

Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1

Mohammed, a project manager and LCM assessor, is based in the Kingdom of Saudi Arabia. Mohammed is on a Skype call with his colleague Dave.

Mohammed shares a story with Dave about a time in the recent past when he offered to help a friend with some of his work.

Before the lockdown restrictions were brought in, Mohammed used to travel to the Australian office a few times a year, where he assessed a large complex defence project.

Whenever he visited Australia, he always sat with Julian and they became friends over time.

Julian was working on an important part of the project with a US supplier who provided large quantities of technical data to BAE Systems Australia. He was responsible for keeping the technical requirements report up to date which was compiled from various sources including data from the US supplier.

I’m ok, but others are struggling. Arabella really misses being in the office and even though we work on different projects for different customers, she misses talking through ideas together. I’d like to do something to help her – maybe I could take on some of her work?

I understand, it’s important to show you care. Just be careful when sharing work – sometimes even when we have good intentions we can get it wrong, I know from personal experience!
Part 2

During one of Mohammed’s visits, Julian reached out to him for support, as he needed to take leave for a couple of days to attend a close family member’s funeral.

Hi, Julian, sorry to hear about your uncle.

Thanks, Mohammed, it’s really sad. And on top of it, I’m worried about getting the report done as I need to travel back to my home town for the funeral – I was wondering if you could do next week’s report for me?

Of course, you have enough to worry about and you need to be with your family now. Leave it with me.

Thanks, Mohammed, I’ll forward the reports to you and project documents so you can get up to speed with the project, I’ll also give you access to the shared folder where the project documentation is stored.

Julian left work at lunchtime to drive back to his hometown ahead of the funeral.

Later that day Mohammed received a call from his manager in Saudi, something urgent had come up and he asked Mohammed to cut short his Australia visit and return to Saudi as soon as possible.

Mohammed managed to change his return ticket and booked a seat on a flight for the next morning.

He remembered he had to complete the report for Julian so decided to print out the project documents and technical reports to take with him, so he could work on the report during his journey home and when he returned to the Kingdom of Saudi Arabia.
Questions

- What do you think about Mohammed's story? Are there any alarm bells within it that concern you?
- What do you think about Julian and Mohammed's choices and behaviours?
- Was Julian within his rights to ask Mohammed to help him out?
- Did Mohammed respond in the right way?
- What is the relevance of the travel in this scenario?
- What would you do in Mohammed or Julian's shoes?
- How can Dave help Arabella?

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 Mohammed have told himself?

Common ethical red flags include:

- “It's for the good of the company.”
- “It was the only way to get it done on time.”
- “I didn’t know it wasn’t allowed.”
- “The ends justify the means.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

- Julian should check to see if Mohammed is authorised to receive the export controlled information.
- A transfer of US controlled information to Mohammed which takes place in Australia is considered an export to Mohammed's country of nationality, as well as being an export if it is transferred to another country.
- Exports within the same country based on nationality are an important aspect of US export control which differ from most other export control regulations we deal with as a Company.
- It's important to understand what information is export controlled, the rules for accessing, sending and receiving such information and who is authorised to receive it - always follow the Company's Export Control Procedures and if in doubt, ask for advice from your local Export Control Team.
- Even when working in an office, or virtual, environment with colleagues you should consider Security requirements that may limit who and on what basis you can share information.

Further reading

Code of Conduct
2.12 Sharing information
3.8 Trade restrictions and export controls

Policies and Guidelines
Export Control intranet homepage – Export Control Policy and Procedures

This scenario's key themes were around Export Control and Security.
Scenario 6: Leader’s guide discussion points

In this scenario, Mohammed felt it was OK to take print outs of the documents containing export controlled information and travel with them as he was doing a favour for Julian.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

How can Dave show his support for Arabella?

Individuals have a limited pool of resilience to draw on, and it’s important to acknowledge that for some people, during lockdown, there can be many demands on that resilience. Colleagues are supporting each other in many different ways during this period.

These include:

- More frequent team meetings.
- More frequent manager one-to-one calls.
- Social team calls – e.g. lunch time quizzes.
- Acknowledging that some team members need more social and emotional support than others.
- Managers sharing the personal issues that are concerning them, to encourage others to share and reduce stress.
- Provide practical support by breaking team member’s projects down into bite sized tasks.

What are the potential issues Julian should consider before working with Mohammed?

Whilst we aim to collaborate, we must do so under appropriate rules and guidance. Julian should check to see if Mohammed is authorised to receive the export controlled information before asking him to help with the report.

What is Export Controlled Technology?

This means technology related to any goods that the company designs, manufactures, produces, supplies, handles or purchases in the course of its core business activities, including research and development, bids, opportunities, projects, and programmes.

Examples of export controlled technology include technical drawings, diagrams, designs for a component of a military aircraft, specifications for a missile, integration test reports on a naval vessel, technical publications for a gun and user manuals for a radar.

To aid this discussion consider the following general examples of inadvertent exports

- Disclosing or giving access to US controlled technical data to an individual whose nationality isn’t authorised, even if you are not sending that information out of the country.
- Please remember US export control regulations must be considered in addition to the export control laws and regulations of the country where information is located (these are most often, but not always, your domestic laws and regulations, but could also be the laws and regulations of the country you are travelling from or through).
- Someone logging in to a server located in a country (A) and accessing export controlled information stored on that server whilst travelling abroad in country (B).
- A document that contains export controlled information being downloaded from a server in one country (A) whilst you are in another country (B) and then travelling with that document to another country (C). (This could amount to at least two separate exports.)

Why do Export Controls matter?

They matter because they protect sensitive technologies belonging to or created for our customers.

It’s important to always check that you have the authority to send, receive, carry and/or access controlled items and information.

How do I raise an Export Control issue?

If you think a mistake has been made, it’s critical to report this immediately to your line manager or Export Control team in accordance with Company Export Control procedures.

In particular, you should follow the requirements set out in the Export Control Procedure for Export Control Compliance Investigations and Voluntary Disclosures.
Introduction

Most people have good intentions. But sometimes, even when we mean well, we make the wrong choices. Read this scenario and think about the questions, and about what you would do if this happened in your team, then discuss the scenario with your colleagues.

Part 1

Malcolm has noticed that Pete has been taking tools home on the weekend to work on his kitchen without asking permission first. Malcolm decides to tell John, the Team Leader.

Malcolm, Apprentice

I saw Pete taking tools home with him on Friday. He’s brought them back, but he didn’t ask for permission before taking them.

John, Team Leader

OK, but it’s not the top of my priority list right now. I’ve got to make sure you’re all two metres apart and that we deliver the next milestone. But I’ll have a word.

Malcolm, Apprentice

But we don’t finish for another forty-five minutes.

John, Team Leader

I hear you’ve been complaining about me. That’s not how it works here. We’re like family and we help each other out. We all do it and it doesn’t harm anyone.

Malcolm, Apprentice

Speak up to me next time. No point telling John anyway, he’s always cutting corners and doing the same sort of thing.

Anyway, I need to get going.

If you want to sit in that traffic, go for it. I’m getting washed up and changed and then I’ll be at the turnstiles ten minutes early.

The next day working together feels awkward. When Malcolm goes to the locker room, he sees the word ‘snitch’ has been spray painted on his locker. He decides to tell John.

Pete, Apprentice

Don’t worry, it’s just banter. I’ll do you a favour and chat to Pete.

At the end of the day, Pete approaches Malcolm.

Don’t worry, it’s just banter. I’ll do you a favour and chat to Pete.

John, Team Leader

Sorry, but we’re always being told to speak up – I was just trying to do the right thing.

I hear you’ve been complaining about me. That’s not how it works here. We’re like family and we help each other out. We all do it and it doesn’t harm anyone.

Speak up to me next time. No point telling John anyway, he’s always cutting corners and doing the same sort of thing. Anyway, I need to get going.

Anyway, I need to get going.

If you want to sit in that traffic, go for it. I’m getting washed up and changed and then I’ll be at the turnstiles ten minutes early.

The next day working together feels awkward. When Malcolm goes to the locker room, he sees the word ‘snitch’ has been spray painted on his locker. He decides to tell John.
Part 2

Later that week things seem better between Malcolm and Pete. John comes to chat with Malcolm whilst he’s working on a part.

Malcolm, there are some steps that are taking too long in the process so I’ve found a short cut. Follow these instructions from now on.

I need to speed up the process somewhere. Don’t forget, I just did you a favour with Pete. Do me a favour in return and follow this new process.

But, I thought we should only follow the process that we agreed with the customer?

Questions

• What do you think about this scenario? Are there any alarm bells that signal something is wrong?
• Was Malcolm right to be concerned and speak up about Pete taking tools home?
• What does the language in this conversation tell us about the team culture?
• What did you think about John and Pete’s responses? Why? What should they do?
• What would you do in this scenario? What advice would you give to Malcolm, Pete and John?

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 Pete have told himself?

Common ethical red flags include:

“No-one got hurt.”
“Other people do it.”
“It’s not that bad.”
“The main thing is getting it done on time – no matter what.”

When you hear these phrases being used, usually someone is thinking about doing the wrong thing, or has already done it. Do you hear any ethical red flags in the workplace or elsewhere? Would you feel confident to speak up and alert someone if you did?

Key messages

• Integrity and doing the right thing are some of your most important tools.
• Always follow the agreed processes.
• Don’t compromise safety by cutting corners to save time or money.
• Never misuse or modify tools. Tools should not be removed from Company facilities without prior approval and appropriate safety assessments.
• Bullying should not be accepted in any form, or passed off as banter.

Further reading

Code of Conduct
1.6 Speaking up
2.1 Inclusive workplace behaviour
2.9 Use of Company physical assets

This scenario’s key themes were around Security and Ethics.
Scenario 7:  
Leader’s guide discussion points

In this scenario, Pete felt it was OK to take tools home without asking permission as nobody needs to use them over the weekend.

The following questions and answers will help you draw out some of the key points in this scenario as part of your team discussions.

Is it OK for Pete to leave his shift forty-five minutes early?

Pete announces that he is finishing early to wash and get off site to ensure he misses the traffic. You must clock off at the nearest point to your workplace and finishing early must be approved by your line manager.

There are clear processes in place for clean-up times. Please refer to the relevant one for your role. This may be adapted in response to the current situation to avoid groups of people waiting to leave work at the same time.

Was it OK for Pete to take the tools?

Company tools are designed to be used for Company activities and not for personal use. You should not remove them from Company facilities without prior approval and appropriate safety assessments.

We need to keep track of where company tools are. The tools are to be used on company premises only unless a line manager permits someone to take them home. The tool might be lost, stolen or broken. Borrowing without returning is theft. People who act against rules and guidance weaken the culture and create new ways of doing things that are not acceptable. We cannot choose what we like to do, we need to behave in a way that is expected of us and in line with our values and behaviours at all times.

Should Malcolm follow the new process?

Whilst we are under pressure to deliver our commitments to our customers and continue to meet key milestones, we do not cut corners to achieve this. It’s important that we maintain integrity in our processes. Short cuts can lead to injury or quality issues and reputational damage with the customer.

In these unprecedented times there is a need to adapt to changing environments, however we must always do so within the company rules and guidelines, never by putting ourselves at risk or by compromising the quality of our work.

Always follow the agreed processes. Any concerns regarding the safety of a product, or the application of policies and processes, should be raised immediately with your manager or Engineering Authority.

Did John respond well to Malcolm when he spoke up?

Whilst John is under pressure to manage a new way of working for his team, maintaining our values and behavioural standards is just as important. We should always encourage speaking up and listen to concerns objectively.

Is the graffiti on the locker just banter?

Banter in the workplace can help create a fun and productive environment, but if taken too far it may become offensive. If it offends someone, we must never continue.

Writing ‘snitch’ isn’t an example of banter, it is an example of bullying and retaliation. This was posted in response to Malcolm speaking up.

We will not tolerate adverse action such as bullying against anyone for raising an issue or concern in good faith.

Any manager or employee found to have retaliated against someone who has raised a concern in good faith will face disciplinary action, which could include dismissal.

What do you think of the ethical culture in this scenario?

As a line manager, John is a role model for our values and behaviours. By cutting corners and tolerating bullying, he is signalling to his team members that this type of behaviour is acceptable. Perhaps it’s therefore unsurprising that Pete thought taking the tools without permission was ‘OK’. Line managers must model behaviour and decision-making for others to follow, always holding company standards and values as a priority.
Thank you

for leading the Business Integrity Training team discussions 2020.

We welcome your feedback about this training – please email any thoughts or suggestions to bit.support@baesystems.com