



Ministry
of Defence

de&s

Code of Business Ethics



DE&S

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Message from the CEO



Our job is to support Her Majesty's Armed Forces by providing them with the capability they need to do the job expected of them. Protecting the reputation of those Forces is, in large part, derived from the way in which they act in what may be challenging and acutely difficult environments.

While we in DE&S are not exposed to the same risk and dangers that Forces on the battlefield experience, protecting the reputation of DE&S now and in the future depends on us all maintaining the highest standards of behaviour and acting with integrity in everything we do. Honesty and integrity is about more than just our image and acting within the law; it is about sustaining a place where we are all proud to work and in which each and every one of us can contribute safely, without fear of discrimination or harm.

As we move forward in building the DE&S of the future, it's more important than ever that we remain committed to upholding the highest ethical standards in all of our business practices. This Code of Business Ethics (the 'Code') applies across all our sites and to all our people, both military and civilian. Ultimately, it's about each of us knowing that we have done the right thing. This means acting honestly and treating each other fairly and with respect. This Code sets the standard of behaviour that is expected of all of us. It helps us all make the right decisions when the correct course of action may not always be clear, and outlines how we should deal with situations that might be damaging to each other or to our organisation.

Each one of us, no matter where we are or what we do, is equally responsible for upholding our Code. To help us do this, at the end of certain sections within this Code

there are short summaries of your responsibilities as Job Holders, Delivery Managers, Functional Development Officers (FDOs) and members of the Senior Leadership Group. Ensure you are familiar with these and abide by them. If you need it, more detailed advice can be found on the HR Portal, the Corporate Governance Portal, or the Business Management System; details of where to access this information is provided at the end of this document.

Breaches of this Code will be taken seriously so please speak out if you are concerned about anything. If you raise a concern in good faith - even if it is not confirmed by subsequent investigation - there will never be any action taken against you. I am committed, together with my other Executive Committee members, to working in accordance with this Code at all times. Working in an ethical way will help us be safer and perform better. It is central to how we conduct ourselves every day in the workplace - no matter where we do our job, so please take time to read this Code and understand how it applies to you.

Finally, an organisation's Business Ethics is an enduring and fundamental part of its corporate DNA. It sets the tone and culture that defines how we see ourselves and how others see us. But it also needs vigilance and dedication to ensure that standards do not slip and short-cuts in business practice, however well-intentioned they may have been at the time, do not lead to unintended reputational damage or, at worst, criminal behaviour. As such, we are committed to developing further our standards of Business Ethics and the tools and guidance that will help embed our responsibilities in a way that supports, not hinders, our transformed business.

This Code is our enduring commitment to doing the right thing, in the right way, for the right reasons, every time — and everywhere.

March 2018

Overview

Our Code of Business Ethics and Standards

This Code presents a clear set of statements on aspects of our working practices that underpin our standards. It is to be read in conjunction with, for civilian staff, the Civil Service Code and, for military staff, the relevant Service publications covering standards, conduct and discipline. It also draws on other documents, such as the MOD Corporate Standards, Joint Service Publications and existing DE&S policies on the Business Management System. The Code is also central to 'how' we do things and is aligned fully with the behaviours outlined in The DE&S Way. It is nevertheless beneficial to codify and clarify these various strands of guidance into a succinct Code, easily accessible to all.

While the Code does summarise the main principles of our policies on conduct and behaviour, all staff should note that the definitive, formal, DE&S policies are contained on the Business Management System.

Why our Code is important

Our Code serves as an important reference for all of us in support of our day-to-day decision making and articulates the appropriate standards and behaviours that we should embody. It represents the core of how we create the solid foundation of trust that is reflected in our relationships with customers, suppliers, and each other. As members of DE&S, we all have a personal responsibility to uphold and ensure the letter and spirit of our Code in our individual roles, every single day. This Code explains how we should approach a range of situations we may find ourselves in. In simple terms, it's about everyone having the confidence and support to ensure we do the right thing, in the right way, for the right reasons, even when no-one is looking, at all times.

But we also recognise that there may be times when we are faced with a situation not covered by this Code, or the policies it refers to, and we are not sure whether our proposed course of action is the best one. To help us make the right decisions, we should consider the following 5 questions when faced with such a situation.

5 Questions

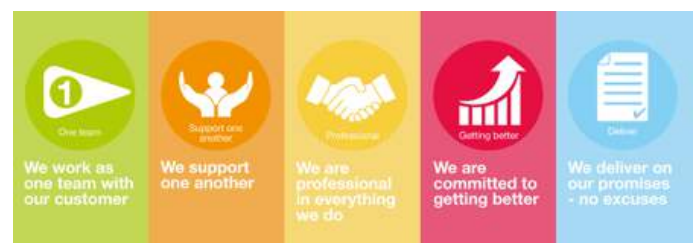
1. Is it legal?
2. What would my family think if I acted a certain way?
3. Would it appear fair to my colleagues and manager?
4. If it were a story in the newspapers how would it portray both me and DE&S?
5. How would I feel if it happened to me?

If the answers to any of these questions makes us feel uncomfortable we should not proceed, but instead seek further guidance from, in the first instance, our Delivery Manager, FDO, or from the DE&S Corporate Governance team.

To whom does our Code apply?

We expect everybody who works for us, whether as a civilian or military employee or a contractor, to understand and uphold the high standards of conduct that the public rightly expect from a public body carrying out work of national importance and employing Crown Servants.

The nature of the relationship between the Crown and Civil Servants means that employees, as Civil Servants, must not behave in a way that would bring discredit on the Crown. This applies equally to members of the Armed Forces. DE&S follows the standards of conduct and behaviour laid down for the Ministry of Defence. We also expect all our employees to follow the specific DE&S Way behaviours that support our organisation (outlined below), which underpin our new ways of working, and so help develop a high-performance culture.



¹ These include: The Navy Service Core Values; The Values and Standards of the British Army; The Royal Air Force Ethos, Core Values and Standards; JSP 830 Manual of Service Law; and JSP 833 Minor Administrative Action



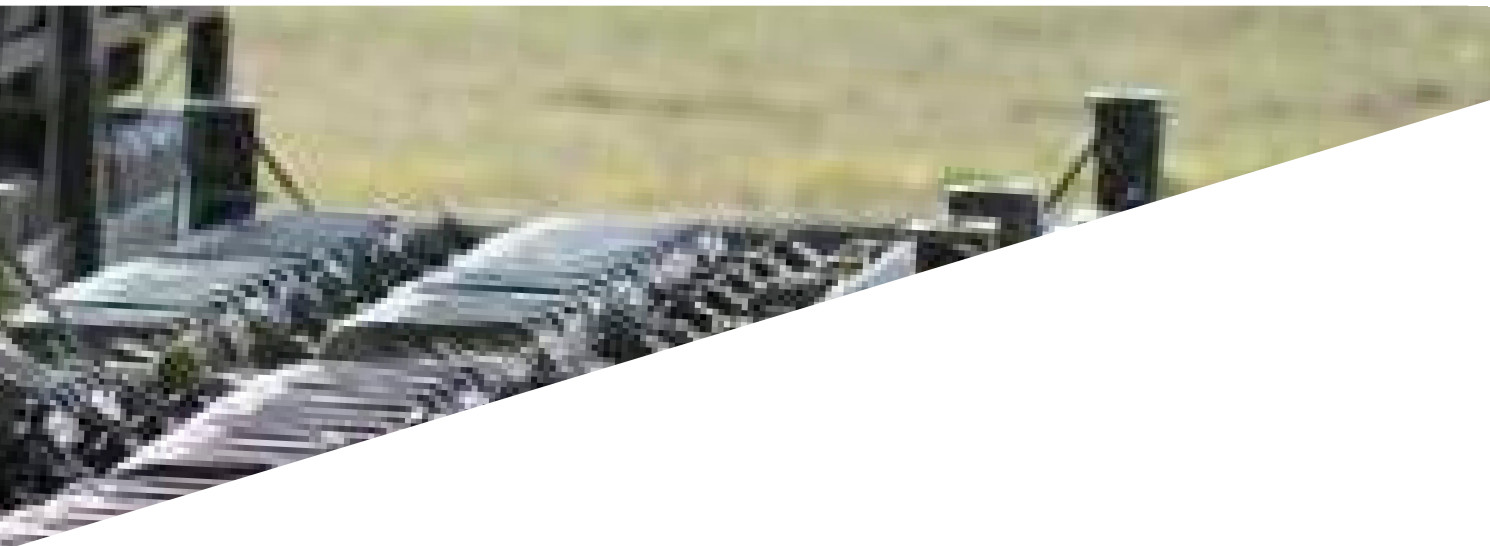
What are the consequences of breaching the Code?

We all have responsibilities under the Code, whether that be as a Job Holder, a Delivery Manager, FDO or as a member of our Senior Leadership cadre. Acting with integrity and honesty are ethical principles that apply to all, regardless of our position or level within our organisation.

Complying with this Code and its supporting policies is a requirement of working at DE&S, and we are responsible for asking questions if we need clarification or advice.

Working in DE&S requires us all to behave with the highest standards of integrity in business and commercial relationships, and to treat our colleagues and anyone we have dealings with in a fair and transparent way. There is absolutely no place for deception, bribery or fraud in our organisation. We all have a responsibility to read and understand the Code, and to understand and comply with the policies, standard working procedures and safety rules relevant to our job. Failure to comply with this Code and its supporting policies will be taken seriously. Breaches will be investigated, and could result in disciplinary action up to and including dismissal.

In addition, we all have an obligation to report any arrest, charge, caution or conviction to our FDO immediately.



Trust in the workplace

Creating a Safe and Respectful Environment

We are committed to ensuring that everyone is able to carry out their work in a safe environment, one which is inclusive, respects diversity and is one in which all of us can thrive and deliver our objectives. Our Code sets out a number of areas, outlined below, which are fundamental to us achieving such a positive and inclusive working environment.

Bullying & Harassment

We will not tolerate bullying, harassment, discrimination or victimisation anywhere in our organisation. All of us have a responsibility to ensure that the working environment is free of these behaviours and that the dignity of others is respected. Everyone must ensure that their own conduct does not amount to instances of this nature. All of us have a duty of care to challenge inappropriate behaviour, support those who experience or witness inappropriate behaviour and report cases of bullying, harassment or victimisation. This includes concerns over whether cases of bullying and harassment have been satisfactorily addressed. Delivery Managers

and FDOs both have a duty of care to those accused of bullying and harassment to ensure they receive the appropriate protection and support. If there is sufficient evidence and/or patterns of harassment and bullying materialising within a specific Domain, Delivery Team or Function, DE&S reserves the right to intervene and undertake an investigation in the absence of an informal or formal complaint.

If speaking to our Delivery Manager or FDO is not an appropriate, or preferred, course of action, then we should raise our concern with someone we trust and are comfortable discussing our situation with. We have also established Fairness & Equality Advisors for both civilian and military staff who have been trained to assist in these cases. The MOD 'Speaksafe' helpline (01442 424503) is available for civilian staff and offers a safe place to discuss issues relating to bullying, harassment and discrimination in the workplace. We also have access to the DBS Employee Wellbeing Service (EWS) who offer a confidential telephone based 'listening ear' service. Access to the service is via telephone: 0800 345 7047 (Mil: 93345 7047) or e-mail address: welfare@dbs.mod.uk. Military colleagues may also contact their Equality & Diversity Adviser or their local Administration Unit.

We are all responsible.....for conducting ourselves in an appropriate and professional manner and, where this does not occur, for challenging or reporting instances of bullying and harassment, whether we experience them ourselves or observe them in the workplace. Everybody has a responsibility to listen and assist a colleague who raises a concern.

Diversity & Inclusion

We want DE&S to be an open, diverse and inclusive organisation. An organisation with diverse skills, resources and perspectives will perform better, make better decisions and deliver stronger outcomes. As such we are committed to creating an inclusive working environment where diverse individual contributions are recognised, talent is developed and everyone has an equal opportunity to achieve their potential.

This means that we expect all our people to treat each other, members of the public, our stakeholders and partners with respect. A respectful and open environment recognises and values the power of difference. We are committed to ensuring every member of DE&S is able to contribute successfully. This requires an inclusive, supportive team-working approach, being both flexible and open.

Our policy reflects the requirements of the Equality Act 2010. Discrimination, on the grounds of an individual's protected characteristic, will not be tolerated. The protected characteristics are: age, disability, gender reassignment, pregnancy or maternity, race (including ethnic or national origins, colour or nationality), religion or belief (including lack of religion/ belief), marriage or civil partnership, sex and sexual orientation.

The Reasonable Adjustment Service Team (RAST) can help Delivery Managers to make changes to make work more accessible for their staff. DE&S has a legal obligation to provide reasonable and timely adjustments for disabled staff to enable them to maximise their potential. We are committed to our responsibilities under the Public Sector Equality Duty. As public servants we are obliged to consider the opportunities to promote equality and the risks to equality in the decisions we take.

Misuse of Intoxicating Substances

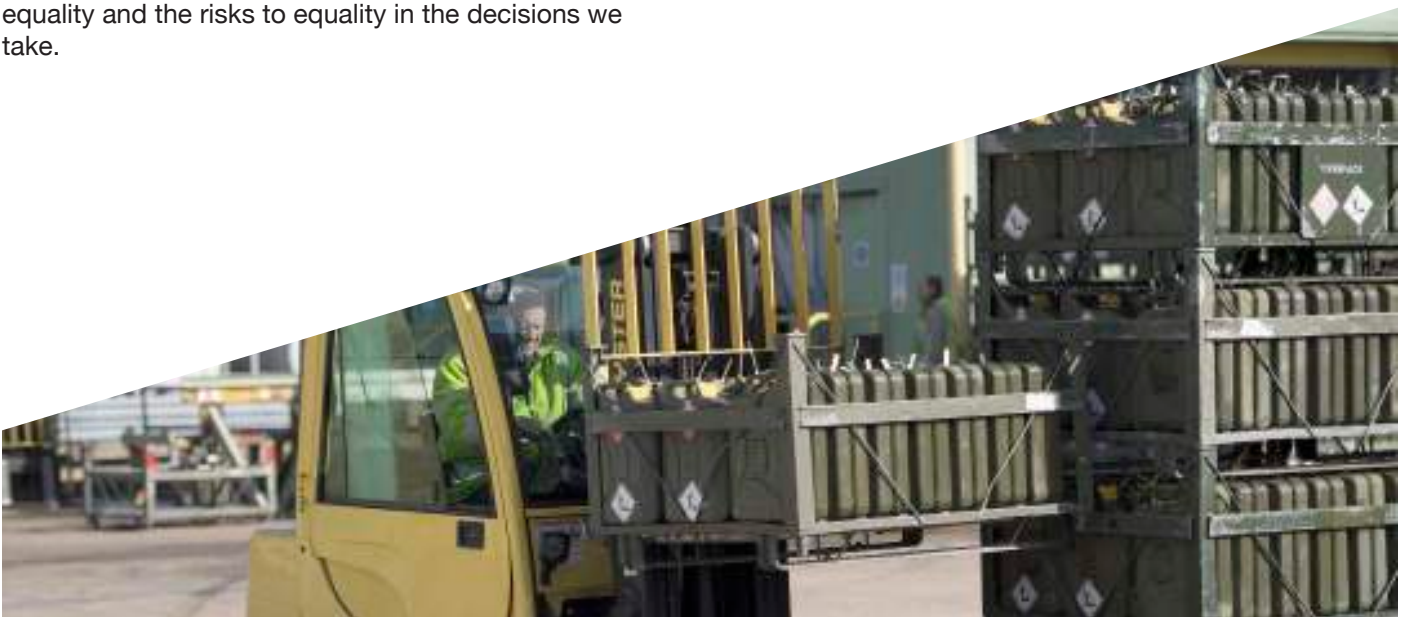
Addictions and substance misuse can affect both home and work life. The Misuse of Intoxicating Substances policy ensures that all employees have clear guidance on upholding DE&S' standards. The misuse of intoxicating substances is not only dangerous, but can also be illegal under UK criminal law.

The use and misuse of intoxicating substances includes alcohol, solvents, legal and illegal drugs, prescription and over-the-counter medicines, and other substances that could adversely affect an employee's performance and judgement, as well as the health and safety of themselves and colleagues, and indeed the public. The correct use of prescribed drugs and over-the-counter medicines is not prohibited, however incorrect use of drugs would be classed as misuse.

Ensuring our Personal Safety

We are all responsible for working safely so that nobody is put at risk as we undertake our day to day duties. This includes travelling to and from our place of work, and especially when entering or leaving our sites by car where pedestrians are present.

However, accidents do happen, and we can't always stop them, but we can learn from them and prevent them from happening again. All of us must help DE&S make true to its pledge of being Delivery focused; Safety driven. Reporting incidents, including near misses, will ensure site Safety Health Environment and Fire (SHEF) teams are aware of what is happening on their sites; the more they know the better they can keep everyone safe.



Use of ICT Resources

Our Information and Communications Technology (ICT) systems are intended for official business use, but we can make reasonable and sensible personal use of them, as long as we behave responsibly, keep to the Acceptable Use Policy (AUP), and don't break the law. The AUP applies to everyone (military and civilian) at all times when using the MOD's ICT and services. It also applies when we are on detached duty, and using ICT and services supplied by another authority for our work for Defence.

It is acceptable to use the internet occasionally, make an urgent personal call or send a private email, but it is not acceptable to let personal use interfere with our work, or to incur any unreasonable or significant cost to MOD. We should use our own device for personal needs wherever possible. If we do not want the MOD to know our personal business, we should not use MOD systems to conduct it – remember MOD systems are monitored.

Use of Social Media

We live in a digital age where the use of social media, including by DE&S, brings tremendous advantages to both our working and personal lives. Social media, such as Facebook and Twitter, are increasingly used to communicate, discuss and disseminate information. We are all encouraged to consider using social media to communicate and engage where it will promote Defence or help to develop policy, provided it is used in a safe and responsible way and in line with corporate guidelines. In addition, we have approved corporate social media tools, such as Defence Connect, that enable us to communicate and engage with our Defence colleagues.

The lines between our personal life and our work life can become blurred when using social media. When using social media in a personal capacity, we must always ensure that it is clear that our comments are our own and not those of DE&S or the MOD, and must never bring the organisation into disrepute. Also, we must be careful not to compromise our personal security and safety or that of our friends and family. We must protect our reputation and that of our organisation from embarrassment or legal challenge.

A general rule to remember when using social media is to think about the effect of statements that you make. Keep in mind that these transmissions are permanent and easily transferable.

Any use of social media in an official capacity must be approved beforehand. It is important no-one else does so unless they've been trained and have the right approval.

Use of Personal Electronic Devices

Mobile devices allow us to benefit from more productive and flexible ways of working, but Defence needs to balance this with the real cyber threats they can pose to our information in our more sensitive areas. This applies to both MOD and personal Portable Electronic Devices (PEDs). PEDs include mobile phones, WiFi enabled laptops, smart watches, e-readers and fitness trackers.

In particular, we must all ensure that we adhere to the restrictions on the use of PEDs around our sites. There are certain areas where the use of all PEDs may be barred, or where only MOD provided (but not personal) devices are permitted.

Protecting Personal Information

We collect and use personal information about our employees (whether current, past or prospective), contractors and suppliers for legitimate business purposes. Only those individuals authorised to do so may view this information.

We are all responsible for ensuring that we protect personal information in accordance with the Data Protection Act 1998 (and any successor legislation) and other relevant legislation and policy including the Freedom of Information Act, Government Security Classification rules and MOD policy (JSP 441). In particular, a breach of Data Protection Act may cause damage and distress to the individual(s) concerned, and could result in a large fine and damage our reputation. Personal information should always be handled with care. If we use common sense rules around how we handle personal information, it's less likely to be damaged, disclosed to unauthorised people or lost. In the event of a data security breach related to any personal data, please immediately notify your Information Asset Owner.

Unauthorised Disclosure of Official Information

We all have a duty to protect official information that has been shared or communicated in confidence. Leaking of such information is unprofessional, unethical and fundamentally wrong. At its worst it risks the lives of other colleagues serving to protect the nation and its interests together with the loss of trust by key decision makers in our ability to manage our affairs and provide professional, confidential advice. We all have a role to play in combating leaking, starting with ensuring we keep the circulation of sensitive material to an absolute minimum. Those who are identified as having made a serious, unauthorised disclosure can expect to receive a major disciplinary penalty, up to and including dismissal and possible prosecution.

Trust in business practices

Within DE&S, we know that operating our business with the highest integrity is critical to our success. No matter where we are geographically located, or what our role is in the organisation, each of us has a responsibility to ensure we conduct business ethically and honestly. It is how we build trust with our customers, suppliers, and each other, every day.

There are certain areas of our day to day activity in which it is particularly important that we do the right thing in the right way. This section looks at them in more detail.

Business Travel

It is important that we think about how we deliver value for money every time we travel for business or claim expenses.

In order to keep our travel expenses as low as possible, before we arrange a meeting we should think about alternative methods in which the meeting could be conducted, including telephone, teleconference or video conference, to avoid the need to travel to other locations.

When we do have to travel, civilian employees must abide by the MOD Business Travel Guide supplemented by the DE&S Travel & Subsistence policy. Military staff have particular regulations they must adhere to, especially with regard to staying in military accommodation rather than hotels and what may and may not be claimed for subsistence. In some instances these are different to the rules covering civil servants.

It is the duty of us all to ensure that taxpayers' money is used correctly and the necessary and appropriate costs that we incur in travelling on our business are correctly authorised, recorded and checked. As a public body we are required to be transparent about our expenditure and may also be required to provide details on this as part of a Freedom of Information Act (FOIA) request. Our reputation is open to public scrutiny and, as such it is important that we all act in accordance with the rules.



We are all responsible for....adhering to the Travel & Subsistence policy, in particular gaining pre-authorisation where required, and for maintaining a record of our expenditure and receipts.

Delivery managers are responsible for.... pre-authorising T&S where necessary and undertaking quarterly checks on staff claims in accordance with the DE&S policy

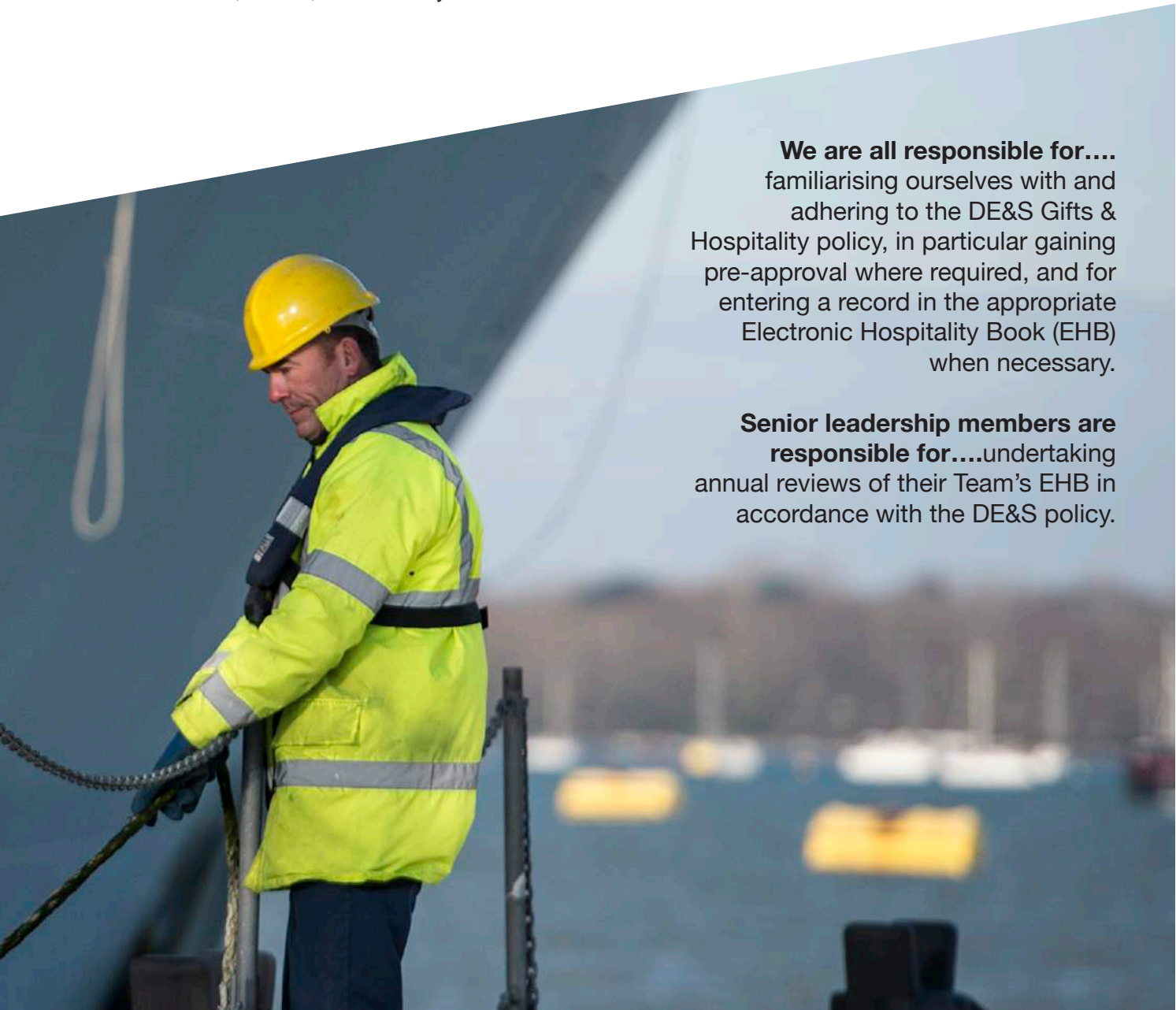
Gifts and Hospitality

Working for DE&S requires many of us to engage closely with our suppliers, foreign government bodies and other organisations who might offer gifts and hospitality as part of the conduct of everyday business.

As an organisation, we are responsible for placing contracts, and committing to courses of action, which involve significant amounts of taxpayers' money. As such, the risk of fraudulent activity and/or damage to our reputation is significant. To counter this, we must ensure that we act at all times with integrity and that our decisions are not unduly influenced. We therefore have to act with particular care when considering the appropriateness of the gifts or hospitality that may be offered to us and, indeed, what we may offer to others.

To help us, we have developed a specific DE&S policy on this issue that we must all ensure we are familiar with and adhere to.

Every time we receive an offer of a gift or hospitality we must check whether it must be recorded in the DE&S Electronic Hospitality Book (EHB), even if the gift or hospitality is declined. Only gifts received under certain criteria and under a certain value can be retained. If in doubt, it is always better to declare an entry in the EHB. Members of the Senior Leadership Group are responsible for reviewing their EHB(s) annually, to ensure that the DE&S policy has been complied with.



We are all responsible for....
familiarising ourselves with and
adhering to the DE&S Gifts &
Hospitality policy, in particular gaining
pre-approval where required, and for
entering a record in the appropriate
Electronic Hospitality Book (EHB)
when necessary.

**Senior leadership members are
responsible for....**undertaking
annual reviews of their Team's EHB in
accordance with the DE&S policy.

Sponsorship

Sponsorship can offer us a number of benefits, both in terms of offsetting costs to the public purse and in enhancing the profile of Defence and DE&S in the public eye. But care must be taken in how such activities are arranged and we must all ensure that we abide by the principles that are set out (JSP462) to ensure that our reputation is protected and that no accusation of undue influence might be made.

Avoiding a Potential Conflict of Interest

DE&S requires us to avoid any conflict, and to take steps to address even the appearance of a conflict, between our personal interests and the interests of the organisation and wider MOD. This includes any potential conflict of interest that may be viewed as preferential treatment or favouritism to individuals, companies or other bodies. In particular, we must not use any information acquired in the course of official employment and duties to advance our private financial or other interests, or, importantly, the interests of those close to us.

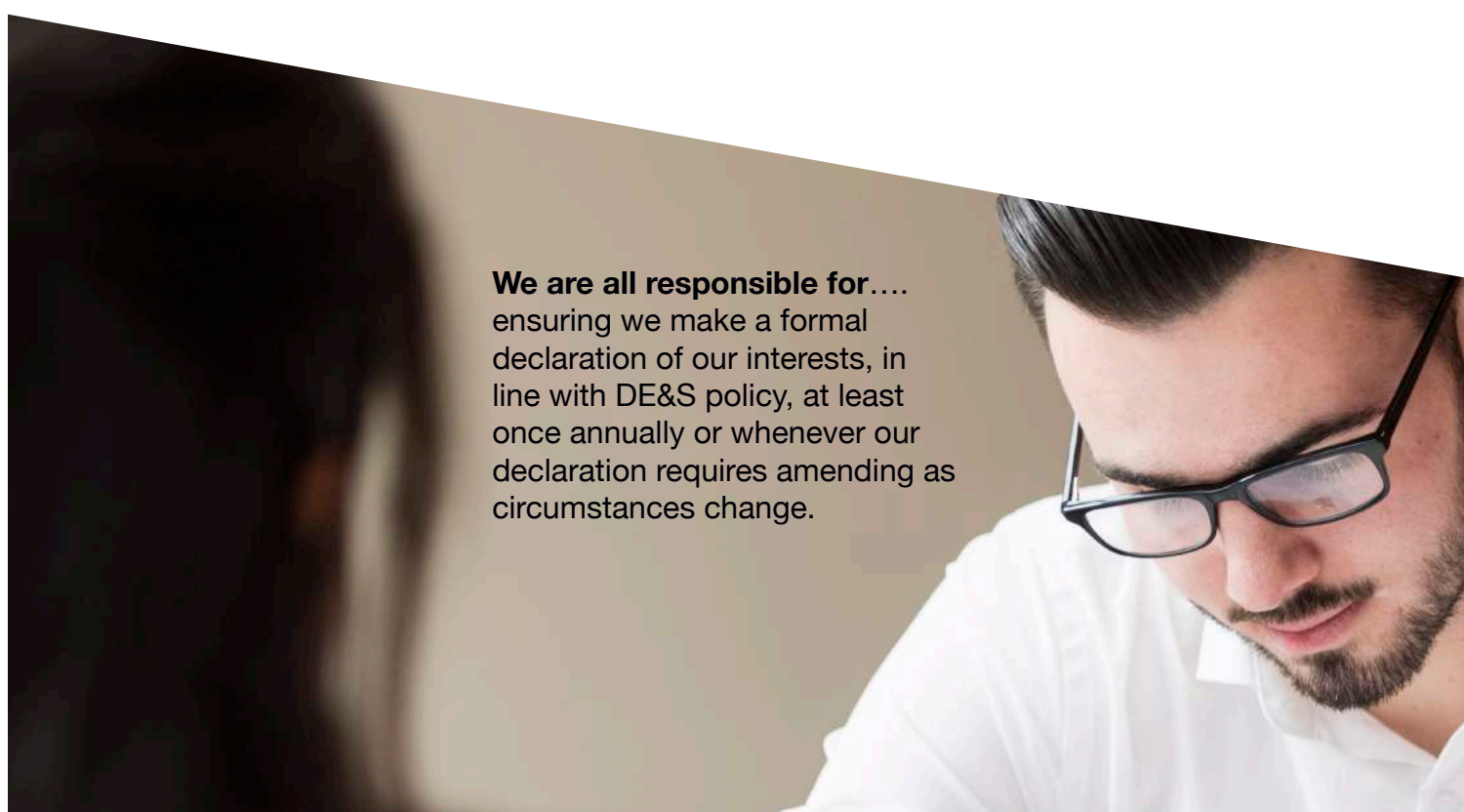
We should all be mindful of our personal relationships at work and whether they do, or could be perceived to, cause a conflict of interest in situations such as recruitment or managerial responsibilities. A personal relationship could be a spouse, partner, child, mother, father, sister, brother, grandparent, aunt, uncle, cousin

or an individual whose relationship with the employee is similar in nature.

To ensure that we can manage this appropriately, all of us are required to make an annual declaration of interest; this may need to be updated more frequently should there be a change in circumstance (such as a partner changing role or employer), and it is our responsibility to ensure this is done if required.

Remember, a conflict of interest is not necessarily a violation of our Code, but it is important to disclose it. This allows the situation to be properly reviewed and managed such that an appropriate solution can be found.

You may be required to seek permission before accepting a job on leaving DE&S; guidance on this is given in the rules on Business Appointments. This is to safeguard you and the Department against reasonable actual or perceived concerns that you were influenced in your MOD role by the prospect of the job, or that the hiring organisation is offering you a job in order to gain unfair advantage from your contacts or knowledge of sensitive information or unannounced policy. This applies to all civilian employees and all officers and warrant officers. For the most senior people (Director General and above, and military equivalents), the Advisory Committee on Business Appointments will also be involved in considering applications.



We are all responsible for....
ensuring we make a formal
declaration of our interests, in
line with DE&S policy, at least
once annually or whenever our
declaration requires amending as
circumstances change.

Acting as a good corporate citizen

Volunteering and Working for Charities

We are committed to being a diverse and talented workforce. Many of us have strong connections to, or affiliations with, charitable and other bodies that serve our communities. We support all our staff in seeking to utilise their skills across those communities in which they live, and for the betterment of those charities they support.

While we do offer such support, we do have to ensure that all Charities and volunteering opportunities are treated fairly and equally. Charities, whether Service related or otherwise, are not entitled to preferential treatment due to their charitable or not for profit status. They are to be treated like any other outside body seeking to use our facilities. Public money must not be used for private benefit, no matter how worthy the cause. In particular, private companies should not be approached to donate raffle prizes or to sponsor charity events.

As such, employees (both Service and civilian) who wish to support a charity should do so in their own time using their own resources. For civilian employees, Special Paid Leave is available for the support of charity

and volunteering activity and may be granted in certain circumstances with Delivery Manager and FDO approval.

Our Commitment to Working Sustainably

We are a large organisation with a significant responsibility to minimise our impact on the environment by improving, where we can, our working practices, including the opportunities afforded by agile working.

We are committed to helping achieve the Greening Government Commitments, monitoring our progress towards these by limiting or altering our energy usage and our travel, minimising waste and contamination, building our resilience to risks associated with changing climates and scarce resources and by using digital formats (rather than paper) to conduct meetings and produce our outputs.

We are all responsible for....conducting our work activities in a sustainable and environmentally responsible way.



How to report potential violations of the code

It is important that we all take responsibility for reporting concerns about potential breaches of this Code, supporting policies, or other misconduct. To do so effectively, we must be confident that we can raise any concerns we have in confidence and that they will be investigated and dealt with appropriately.

Whistleblowing and Raising a Concern ('Speaking out')

We are committed to ensuring the highest standards of conduct in all that we do.

However, wrongdoing can occur. We are all expected to raise concerns when we believe that another employee is doing, or asking others to do, something that goes against the Civil Service Code, is illegal or endangers others within DE&S or other members of the public. DE&S wants a positive 'speaking out' culture so that concerns can be raised and dealt with promptly and professionally.

For Civil Servants, the Whistleblowing and Raising a Concern policy and procedure should be followed which has been written in accordance with the process set out in the Civil Service Code and Civil Service Management Code.

If any of us are worried about an issue or have a concern, we should first talk to our Delivery Manager or FDO who have a duty of care to provide support. If for whatever reason we feel unable to do that, we should raise the concern with the Confidential Hotline, which can be contacted on 0800 161 3655 (UK), +44 1371 85

4881 (overseas) or email at confidential-hotline@mod.uk. The Confidential Hotline team will listen to the concerns raised and provide professional advice and guidance. Alternative routes for raising a concern are listed in the Whistleblowing and Raising a Concern policy located on the HR intranet portal.

For Service Personnel, issues relating to offences covered under the Armed Forces Act (AFA) 2006 and single service core values will be managed through the appropriate service discipline chain. Matters will be referred back to the Service Police Authorities and/or to the employee's Chain of Command.

Anti-retaliation Statement

DE&S has an equal duty to protect all of its employees and gives a personal pledge that we will not tolerate any form of retribution taken against employees using the policy and process to raise a genuine concern. This extends to both civilian and Service Personnel; recognising that civilians can be afforded protection in law but Service Personnel have no statutory protection regarding qualifying disclosures. Providing employees are acting honestly, it does not matter if the concerns raised are mistaken. We will not tolerate the victimisation of anyone raising a concern and robust action will be taken against anyone found to be responsible for such actions.

If you believe you have been retaliated against for reporting or responding to a complaint made in good faith, or cooperating in an investigation, notify the Confidential Hotline immediately.

We are all responsible for....raising concerns when it is believed that an employee is doing, or asking others to do, something that goes against the DE&S Code of Business Ethics, Civil Service Code or statements of Service ethos, is illegal or endangers others within the organisation or the public – this can be a past, present or possible imminent wrongdoing, or an attempt to cover up wrongdoing.

Where to go if you need information or help

This Code summarises how we are to conduct ourselves in the workplace and in our business lives.

You can access further information and guidance on many of the elements of our Code on the Corporate Governance Portal [DE&S Corporate Governance Portal], the HR Portal [DE&S HR Portal] and the Business Management System [BMS] on the DE&S Intranet site.

The Corporate Governance team, which is part of the Corporate Operations Directorate, is responsible for providing advice and guidance on many aspects of the elements of the Code. It is also responsible for the future development of the Code. The team can be contacted at DESCEO-Ethics@mod.uk.

Speaksafe Hotline:

01442 424503 (civilian staff)

DBS Employee Wellbeing Service (EWS):

0800 345 7047 (Mil: 93345 7047)
welfare@dbs.mod.uk

Confidential Hotline (Fraud concerns):

0800 161 3665 (UK)
+441371 85 4881 (Overseas)
Confidential-hotline@mod.uk

We are all responsible for....ensuring we keep ourselves informed of the policies and procedures that apply to the Code by accessing the HR, Corporate Governance and BMS intranet portals.



