

Our objectives

2008 objectives	Progress	2009 objectives ¹
Business Conduct		
Establish global leadership standards of business conduct:		
- Senior leadership to communicate and demonstrate commitment to high ethical standards through employee engagement. Number of engagement events and employees reached to be measured.	- Senior leadership used opportunities of team meetings and conferences to emphasise importance of ethical business conduct.	- Senior leadership to lead two employee focus/engagement sessions to discuss the global Code of Conduct and ethical issues.
- Develop and roll-out a Group-wide Code of Conduct.	- Roll-out of the global Code of Conduct to employees across the Group commenced in January 2009.	- Deliver the 2009 Woolf Committee implementation plan milestones and obtain independent external assurance of this.
- Implement the response to the Woolf Committee recommendations.	- Detailed programme in place to implement Woolf recommendations, with a number of actions already addressed.	- Employee sample survey on selected ethics questions to be carried out in the fourth quarter of 2009. Results to show an improvement relative to the 2008 survey results.
Safety		
Continue to drive performance in safety to a level comparable with leading performers:		
- Days lost to work-related injuries: Reduce the gap between 2007 Group performance and external benchmark by 10% in 2008 (benchmark is 2,000 days lost per 100,000 employees).	- The gap between Group performance and the external benchmark was reduced by just over 9% during 2008.	- Senior leaders each to undertake three safety audits, and flow-down training and requirement to conduct safety reviews to two levels below the Executive Committee.
- Senior leadership to demonstrate commitment to safety by undertaking formal training and conducting safety audits across our operations. Number of safety audits conducted to be measured.	- Training sessions held between May and August. Safety audits conducted by senior leaders.	- Minimum of Level 3 on the SMM, with 60% of sites progressed to Level 4 by the end of 2009.
- Progress to benchmark safety performance against a five-level Safety Maturity Matrix (SMM) – all businesses to achieve Level 3 by the end of 2008 and have a plan in place to attain Level 5 by the end of 2011 (Level 5 has been benchmarked against leading companies).	- All BAE Systems' major operational sites (other than those acquired during the year) achieved Level 3 by the end of 2008. All businesses submitted Level 5 plans by the end of 2008.	- Incident rate targets to be set by businesses at a level reflecting the progress required to achieve the 2011 target of best in class.
		- Incident rate in 2009 to show at least a 10% improvement over 2008 and, for sites with significantly worse than best in class statistics, improvement targets to be set consistent with achieving best in class in 2011.
Diversity and Inclusion		
Create an environment that values and respects the contribution, based on merit, of all members of the communities in which we operate:		
- Senior leadership to demonstrate commitment to such an environment by attending a diversity awareness training programme by mid-year.	- A workshop on the role of leadership in establishing a diverse and inclusive culture was held in June at a senior leaders' forum. Many of the attendees led similar events with their management teams.	- Senior leadership to participate in a workshop to develop the inclusion agenda for their business. Senior leaders to lead two events with employee groups to develop action plans to address culture, barriers and improvements.
- Establish a Group-wide Women's Forum.	- Inaugural virtual global Women's Forum was held in June with 70 participants across seven locations from three countries. Eighteen locations in three countries participated in the second forum in October.	- Executive Committee to review the Operational Framework and supporting policies and processes to identify potential improvements required to develop a more inclusive culture. Initial changes to be included in the updated July 2009 version of the Operational Framework.
- Develop an action plan to enhance diversity and inclusion by mid-year.	- Each business set an action plan to address specific diversity and inclusion issues identified in the Employee Opinion Survey.	- Senior leadership to develop one personal objective on inclusion during the first half of 2009 for implementation in the second half of the year.

¹ Business Conduct and Safety objectives are two of the Executive Committee's top ten objectives for 2009. Diversity and Inclusion objectives have been set within the individual performance objectives for the senior leadership.