

QINETIQ

Code of Conduct

The way we work

Review and updates

This Code of Conduct is reviewed annually and updated to reflect best practice and the developing needs of our business.

In 2023 the Code was reviewed by the Institute of Business Ethics to ensure we aligned with best practice.

Any changes to the Code are described in our annual Business Ethics Training, which is mandatory for all employees of the QinetiQ Group.

This Code was updated in 2025 and is Version 10.

Message from Steve Wadey, Group Chief Executive Officer

People around the world depend on us for their safety and security, and to protect lives by serving the national security interests of our customers.

We understand the importance of this responsibility and take pride in its delivery. Partnering with our customers, we create, test and assure the effective use of critical systems, technologies and capabilities that are vital to our customers' mission.

Our values – **integrity, collaboration and performance** and behaviours – **listen, focus, keep my promises**, sit at the very heart of everything we do.

This Code of Conduct explains the values, behaviours and standards we expect of ourselves and those working with us. It helps us to make the right decisions in all that we do and provides guidance on how to seek help and advice if we are ever unsure.

Our customers, colleagues, shareholders, partners and suppliers expect the highest standards from us. We must operate with integrity to earn and retain their trust and protect QinetiQ's reputation.

There will be times when doing the right thing means we don't win an opportunity. Work that compromises our values or standards is not work we want to do. Have confidence that you will be supported if you do the right thing and walk away from this type of work.

Doing the right thing also means speaking up when you think something is wrong and is compromising our standards.

If you raise a concern in good faith, retaliation will not be tolerated.

Each one of us is responsible for understanding and abiding by our Code of Conduct so we continue to build a company of which we can all be proud.



Steve Wadey
Group Chief Executive Officer

A handwritten signature in black ink, which appears to read 'Steve Wadey'. The signature is stylized with a large 'S' and a long, sweeping underline.

Why have a Code of Conduct?

It's important to have a common framework of standards across our business, something we can all refer to and apply as needed; our Code acts as our ethical compass.

That's why all employees and directors of QinetiQ Group, including our subsidiaries, and operating groups (collectively known as the 'Company') need to read and abide by this Code of Conduct. We also share the Code with, industry partners, associates and other stakeholders.

A starting point

Designed to help us make informed decisions, the Code is an overview of our standards, commitments and expectations, whatever our role or location. It includes information on areas of the law, resources available, and where to go for help or advice.

We are a growing international company and sometimes the business we do is complex, so our judgement must be driven by our values and standards. Because we operate across the world, differences can arise between this Code and local laws, customs and practices. We will always comply with the highest applicable.

To learn more about specific standards, laws and regulations that apply to your own role or region, talk to your manager, review your local business operating frameworks, or contact our Chief Ethics Officer.



It's impossible for any Code to identify every circumstance you may face. If you're in any doubt about any issue or situation, ask for advice at the earliest opportunity.

QinetiQ US Sector

Our business in the US is required by the US National Industrial Security Program to maintain facility security clearances and be "insulated from foreign ownership, control or influence" ("FOCI"). To comply, we have entered into FOCI mitigation arrangements with the US Department of Defense that regulates QinetiQ's ownership, management and operation of the QinetiQ US Sector. We take the stringent requirements of the arrangements very seriously and this can mean there are certain distinctions between QinetiQ Group and QinetiQ US Sector requirements.

This Code is formatted to highlight that, in some cases, different requirements apply to the QinetiQ US Sector. Where differences exist, US Sector employees must follow requirements specific to them as marked in boxes marked 'QinetiQ US Sector'.

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01

The basics

Our culture

Our culture places the customer at the heart of our organisation, where they are listened to and value doing business with us, our employees have clarity on what is expected of them, are empowered and seek to do the right thing, deliver on commitments and provide innovative solutions.

We strive to create a sense of pride in working for and with QinetiQ.



Our values

Our values underpin who we are and what we do.



Integrity

Trusted to do the right thing at all times, we take pride in our decisions, and work to create a sustainable and responsible business.

We are responsible and accountable for all our actions. We take personal responsibility to do the right thing, demonstrating this individually and as an organisation in our decisions, behaviour and day-to-day actions. We actively support each other to meet the highest ethical conduct and professional standards.



Collaboration

The chosen partner for customers and industry partners, we are a diverse and inclusive community with a common purpose; every contribution is valued.

Delivering value through partnership and teamwork, we actively collaborate with our colleagues, customers and industry partners to bring together the best thinking, the smartest talent and breadth and depth in capability to our work, driving innovation. We know that working together is the best way to meet our stakeholder's needs.



Performance

Customer focused and highly responsive, providing operational excellence and assuring safe and secure delivery.

Our performance is measured by how we deliver for our customers; meeting their needs through flawless execution and delivery of the mission-critical solutions on which they depend. This includes being accountable for getting things right first time, safely, securely and in a cost effective way. Taking an innovative and responsive approach to create an outstanding customer experience, we try to go the extra mile and act with courage.

Our behaviours

Our behaviours define the way we do things.



Listen

I listen to what my customer has to say
I ask questions to check I understand
I challenge and offer ideas and solutions



Focus

I know what my customer wants
I am clear about my priorities
I know what I need to deliver and why



Keep My Promises

I do what I said I would do
I can be trusted to do the right thing
I am responsible and accountable
for my actions

Setting the standard

QinetiQ is committed to acting in the most professional, respectful and ethical ways at all times. We promote ethical conduct and our values.

For our people

We treat you honestly and fairly, respecting your dignity. We do not tolerate violence, harassment or unlawful discrimination. We listen to your concerns and take appropriate action.

For customers, partners and suppliers

We are honest and fair in all dealings with customers and industry partners, competing lawfully and ethically. We take responsibility, keep our promises and stand behind our work. We select suppliers and industry partners based on value, capability offering, technical leadership, quality, ethical standards and reliability. We work fairly with suppliers, industry partners and others who contribute to our work. We abide by the laws of countries in which we operate.

For shareholders

We operate in the best interests of QinetiQ and its shareholders, pursuing sustainable growth and being prudent in allocating our resources. We are open and clear about our operations and performance.

For our communities and the world around us

We engage with and positively impact the communities in which we live and work. We respect the human rights and dignity of individuals, and strive to reduce our environmental impact.

An ethical business



Behaving ethically goes beyond simply following the letter of the law: it extends to our culture and interactions, how we live our values and behaviours so we can make the right choices.

No perceived short-term or long-term gain justifies violating our standards and values.

While this Code covers many laws and regulations, it cannot address them all. It starts from the principle that we all have a basic responsibility to abide by the law, meaning we need to know the basic laws and regulations that apply to our roles, and be proactive, unafraid to ask the experts if we're uncertain.

What does being responsible and accountable mean?

Ethics is a shared responsibility of all QinetiQ employees and other stakeholders as they support the success of our business.

Leaders and managers

Leaders and managers should be role models for our values and standards. They are responsible for promoting and upholding our standards, providing advice and guidance and ensuring employees have the right knowledge and resources to follow our standards and meet legal requirements. Managers are responsible for monitoring the compliance of their teams (for example, annual mandatory Business conduct and ethics training).

Leaders and managers must maintain an environment that is safe for people to raise concerns in good faith (psychological safety).

Employees

Each of us is responsible and held accountable for ensuring the standards in our Code of Conduct are met at all times. We also have to be familiar with and follow the QinetiQ policies and requirements that apply to our jobs. This applies whether we are on at a QinetiQ site, working from home, deployed on trials or located with a customer/third party. We may need to make ourselves aware of and follow additional requirements specific to those locations or parties we are working with. We're also responsible for seeking advice, raising concerns and reporting misconduct. We must take personal responsibility for acting professionally and with integrity.

Conduct outside of work

Employees must not engage in conduct outside of work which could damage the reputation and standing of QinetiQ, our customers or suppliers. Misconduct or criminal offences, which could impact our interests, for example compromise security and/or bring the employee or QinetiQ into disrepute, may be subject to disciplinary procedures.

Third parties (for example customers, partners and suppliers)

The actions of third parties have the potential to impact on our business and reputation, so we expect appropriate standards from business partners, associates and others acting for QinetiQ. Indeed, we may be liable for the actions of others – for example, the UK Bribery Act 2010 includes criminal charges against a company for the unlawful actions of those providing services on its behalf – so all third parties need to fully understand our standards and expectations. We share this Code and our supplier Code with our industry partners.

Consequences

All employees are expected to comply with the principles and standards within this Code and with all relevant QinetiQ policies and requirements. If we fall short and violate the spirit or letter of our standards, this can lead to disciplinary action and, in serious cases, termination of employment. We have formal processes to manage this fairly and transparently, including any corrective action and the right to appeal.

02

Speak Up

If you think something is wrong you should act as soon as possible.

Don't look the other way. If you need help and advice there is support available to you.

Be aware of what's happening around you, ask questions and, bring your concerns into the open. If we identify and deal with an issue early it can stop it becoming more serious.



When to seek advice

Always seek advice when you're unsure about the legality or ethical propriety of a course of action.



You may run into situations which are unclear, when legal requirements are complex, where our Code of Conduct doesn't explicitly address an issue, or when you have limited experience in dealing with the matter.

It's always better to ask for help than to risk getting it wrong. See pages [15](#) and [16](#) for more details on who you can speak with.

When to “speak up”

- **To raise concerns:** It's important to raise concerns or ask questions about risks before they become a problem. This could involve situations where you believe you or colleagues run the risk of violating standards. If you are concerned, it is better to raise an issue in good faith than say nothing, because you worry you might be wrong or that it is none of your business.
- **To report misconduct:** There's a clear expectation for you to report suspected or known violations of standards; you may have seen a violation, heard about one, or suspect one has taken place.

The role of managers

If you're a manager and are told about an allegation of misconduct, a breach of standards or possible ethics violation, you must contact the appropriate Ethics Officer, leader (e.g. safety or security), or applicable helpline immediately. If appropriate, you should also inform your manager.

If you need help and advice, contact an ethics champion or the ethics line.

Third parties (for example customers, partners, suppliers)

If you are not an employee of QinetiQ Group (for example you are a customer or supplier) but would like to raise a concern, please get touch using the details provided. **It is important that you know our approach to “speak up” also includes you.**

On pages [16](#) we provide contact details and on page [17](#) there are details on confidentiality and non-retaliation.

Ethical action test

Ethical issues can sometimes create real challenges in knowing what to do.

The flow chart below helps guide you through ethical decision making when the issue may seem unclear.



What to do next

If you've decided there may be an ethical issue to report, you need to take action.

Our 'CLEAR' (Clarify, Evaluate, Act and Reflect) guide can help you to decide what to do.

Clarify

- Do you have enough information to make a decision?
- Who are all the people who could be affected by the issue and any outcomes?
- Have you informed or consulted everyone necessary?
- Have you asked the opinion of a trusted colleague?
- What are the options available to you?

Evaluate

- Is the action you think you should take in line with Company policy and the law?
- Consider who will be affected by your action: employees, customers, suppliers
- Think about what may be influencing your ideas (e.g. personal views, pressure to meet targets)
- Can you defend this decision, could it be shared publicly, does it meet our ethical standards?

Act and reflect

- Implement your decision while considering the best outcomes for all stakeholders, in line with our standards, policies and the law
- Consider how your decision turned out, and what you've learned

Getting in touch: seeking advice and speaking up

There are a number of ways to seek advice or raise a concern. Whatever route you choose, and wherever you are located around the world, we are committed to listening to you.

You can contact your manager, another trusted manager, a functional expert (e.g. Security or Safety), an ethics champion, The Chief Ethics Officer or the ethics email,

You can Speak Up anonymously

If you feel you cannot raise an issue within QinetiQ you can use the confidential reporting system called Ethics Point, it is accessible anytime and run by an independent third party.

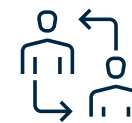
On page [16](#) you can find the contact details.

Please note there are different details for the QinetiQ US Sector.

You can contact:



Your manager or another trusted manager



Other functions, for e.g. People, Legal or Security



The Chief Ethics Officer



Ethics Champions



Confidential reporting System



Ethics email

Speak up contact details

For employees across the QinetiQ Group excluding QinetiQ US Sector



Email:
ethics@QinetiQ.com



Ethics Champions:
details of our global network of Ethics Champions are on our Global Portal



Group Chief Ethics Officer
QinetiQ Group Director Legal & Company Secretary, Building A5, Cody Technology Park, Ively Road, Farnborough, GU14 0LX, UK

Speak up anonymously through confidential reporting

Through the website at <http://QinetiQ.ethicspoint.com/>; (You may want to use an external Internet connection to further ensure confidentiality).

Or call FREE from a landline:



Australia

dial 1800 986 239



Canada

dial 1-844-932-1013



France

dial 0805 08 09 86



Germany

dial 0800 189 0364



UK

dial 0800 069 8738



USA (for those not within the US Sector)

dial 1-844-932-1013

For employees in QinetiQ US Sector

Email:

ethics@us.QinetiQ.com

Write to/visit in person

US Sector General Counsel & Chief Compliance Officer
1800 Tysons Boulevard, Suite 750, Tysons, Virginia 22102

Speak up anonymously through confidential reporting

The website is <https://QinetiQinc.ethicspoint.com>.

(You may want to use an external Internet connection to further ensure confidentiality.)

Or call the toll free number, from within and outside the US,
1-888-400-4511.

Please note this service is specific to QinetiQ US employees and should not be used by those working within other parts of the QinetiQ Group, they must use the details provided in the previous section.

Under US law, contractor employees have certain rights, remedies, and protections against reprisal, when, with respect to US government contracts or funds, they report either internally or to certain government persons or entities information reasonably believed to be evidence of gross mismanagement or waste, abuse of authority, violation of law, or a substantial and specific danger to public health and safety.

Our commitment to you

We want you to be confident in sharing concerns and asking questions regarding conduct and ethics.

Here is how we fulfil our commitment to you.

Addressing reports of concerns:

All allegations of misconduct, reported via the formal channels, are taken seriously.

Your confidentiality

All contact with the Group Chief Ethics Officer or QinetiQ US Sector General Counsel & Chief Compliance Officer are treated as confidential. We use all possible means to protect your identity. However, in some situations this may not be possible, such as if you were the only person who could have made a call or are reporting misconduct by a manager with only one direct report.

Getting back to you

All contact with the Group Chief Ethics Officer, or QinetiQ US Sector General Counsel & Chief Compliance Officer, ethics email helpline, an Ethics Champion or the externally provided confidential reporting system will receive a response as soon as possible.



If your concern requires an investigation, status reports may be provided, and people wanting to remain anonymous are given a tracking number (if you are using the confidential reporting system this is called a “report key”) to follow progress.



Non-retaliation

Retaliation or victimisation against people who seek advice, raise a concern or report misconduct in good faith will not be tolerated. Retaliation is counter to our ethical standards and individuals may also have protection under local laws. Anyone who tries to undermine or penalise an individual (this could be an employee, a partner, or a supplier) solely for raising a concern in good faith will be subject to disciplinary action.

If you suspect you’ve been victimised, threatened or retaliated against, immediately contact

- the QinetiQ Group Chief Ethics Officer (QinetiQ Group excluding QinetiQ US Sector)
- or the QinetiQ US Sector General Counsel and Chief Compliance Officer (QinetiQ US Business).

03

Our people

This section of the Code outlines QinetiQ's commitments to you, and describes the conduct and behaviour expected from our people to ensure a respectful and inclusive environment.

We are committed to providing a respectful and inclusive working environment where everybody is treated honestly and fairly, in safe and secure workplaces, with a culture that supports everyone.

We are all responsible for ensuring our behaviours and actions support our standards.



Conflicts of interest

These are situations when competing interests may impair our ability to make unbiased decisions. We need to avoid any relationship, influence or activity that might impair our ability to make fair and objective decisions when performing our job. If we believe there is, or may be, a conflict of interest, we have to report it to the responsible manager. Many potential problems can be resolved in a simple and mutually acceptable way.

For more advice on specific issues which may cause a conflict of interest please see sections on: Outside employment; Personal business relationships; Personal investment; and Personal relationships at work (all on pages [21](#) and [22](#)) and UK MOD Compliance on page [30](#).

Drugs, alcohol and substances

QinetiQ is committed to maintaining a safe, productive and professional workplace. Employees must never work while impaired by drugs, alcohol or any substance that could affect their safety, performance or judgement. This includes any type of alcohol, illegal drugs, legal drugs, over the counter or prescription medications that may impair cognitive or physical abilities. Employees are encouraged to seek advice from their healthcare provider and disclose concerns confidentially to their local People Function if prescribed medication may impact their performance.

Alcohol consumption at work events is permitted only in moderation and employees must always exercise good judgement. Support is available through a variety of routes, including Employee Assistance Program (EAP) where available and other local services, for those who need help managing substance-related issues.

In some territories, for some roles and for some customers, there are additional requirements (e.g. testing); please ensure you are familiar with them. If alcohol is served during work events, we need to exercise moderation and good judgement.

QinetiQ US Sector: additional information on drugs, alcohol and substances

As a Government contractor, failure to comply with Group policies and the Code of Conduct could result in the loss of contracts with the US Federal Government. Any employee may be subject to drug testing. People providing services directly to the Government, including employees who hold positions that require security clearances, may have a higher standard of conduct with respect to the use of controlled substances.

You should contact the QinetiQ US Sector People Function or Security Office if you have questions about the policy.

Inclusion

We are committed to an inclusive, equitable and diverse workplace that aligns with our core values. Upholding merit and rejecting discrimination, we prioritize inclusion, diversity and belonging throughout our employee life cycle.



Our goal is to create a vibrant, high-performing environment where everyone feels valued, regardless of background or characteristics in strict compliance with governing law.

Harassment and bullying

QinetiQ strictly prohibits all forms of violence, bullying, harassment, or unlawful discrimination towards employees, workers, contractors, suppliers, customers, visitors or anyone else we deal with. This includes physical, verbal and non-verbal actions that create a hostile or offensive work environment, whether conducted in person or online.

Employees are encouraged to report incidents promptly via our Speak Up routes, including confidential reporting. All complaints will be addressed thoroughly, impartially and without fear of retaliation. Leaders and managers are accountable for setting a tone of respect, for responding to concerns and for maintaining a harassment-free environment.

Training is mandatory for all employees to recognise and prevent harassment and bullying.

Q: Kevin keeps making comments about my appearance and has started touching me. When I asked him not to he told me I should be pleased to be the “babe” of the team. I really hate it – what should I do?

A: If you are experiencing unwanted sexual advances (physical or verbal) please contact the People Function your manager, so they can take appropriate action.

Freedom of Association

QinetiQ recognises and respects the rights of employees to freedom of association, including the right to join, or to refrain from joining trade unions, works councils or other representative organisations.



We actively encourage open dialogue between management and employee representatives, ensuring collaborative efforts to address workplace issues.

QinetiQ's policies align with international labour standards and are tailored to local laws and practices in the regions in which we operate.

Health and safety

We are committed to providing a safe, healthy and secure working environment, for our employees, contractors, customers and anyone who may be affected by our activities. We have established appropriate policies and requirements and access to experts who can advise on how to manage issues which may arise.

We all share responsibility for complying with relevant health and safety laws and regulations, and the QinetiQ Safety Policy, so everyone is encouraged to play an active role in ensuring our environment is safe and to report concerns promptly.

We are all responsible for ensuring a safe, high performing environment.

Strengthening the environment we work in, through active and visible leadership, with all leaders engaging with our people on a regular basis, we will help our employees reach their potential by enabling them to have a healthy physical and mental balance at work. We further support this through access to information, services and training.

Online behaviour and cyber security

It's important that you stay safe and secure online. When you use the internet, you're expected to follow all security procedures and controls to protect the security of our people, assets and information including our Intellectual Property – and that of our customers. When online, you must make sure you comply with the law including data protection obligations; protect proprietary information; protect QinetiQ's reputation and prevent disclosure of any classified or confidential information. Never reveal or use your security clearance or any specific employment details in relation to defence-related or QinetiQ projects that may be considered sensitive and don't use your QinetiQ email addresses for personal social media accounts.

All users of the Company networks must familiarise themselves with and comply with relevant local policies and requirements including, for example, what is expected of you when using social media for business or personal use. Occasional use of the internet for personal reasons is allowed if such use is reasonable, doesn't interfere with job responsibilities and complies with Group policies. Using the internet for inappropriate purposes is strictly prohibited.

Outside employment

Employees are permitted to engage in outside employment, provided it does not:

- Conflict with their duties at QinetiQ.
- Interfere with their ability to meet QinetiQ's expectations.
- Involve a competitor, supplier, or customer, without prior written approval from their manager and the Chief Ethics Officer.

Employees must disclose any outside employment to their manager to ensure there are no conflicts of interest. Where required formal approval must be sought to maintain transparency and compliance.

Personal business relationships

Personal business relationships that involve close family members or friends in transactions with QinetiQ customers, suppliers or partners must be disclosed to your manager and the Chief Ethics Officer via ethics@QinetiQ.com. For the US sector please contact the US Sector General Counsel & Chief Compliance Officer directly or via ethics@us.QinetiQ.com.

Employees must also exclude themselves from any decisions where these relationships could impact impartiality. QinetiQ is committed to addressing potential conflicts fairly and transparently, ensuring alignment with our policies and ethical standards.

Q: In your project it is agreed that some of the work will need to be done by a specialist consultant. After the meeting you hear Fred on the phone talking to his brother who is a consultant, about the opportunity. But when Fred then talks to procurement about potential suppliers, he doesn't mention that one of them is a member of his family. Is this a conflict of interest?

A: Yes. We need to avoid any relationship, influence or activity that might impair our ability to make fair and objective decisions when performing our job. If we believe there is, or may be, a conflict of interest, we have to report it to the responsible manager.

Personal investments

Employees must avoid financial interests in any organisation that could create a real or perceived conflict of interest with QinetiQ. Examples include shares, partnerships or other investments in suppliers, customers or competitors.

Employees are required to declare any such interests to their manager and the Chief Ethics Officer via ethics@QinetiQ.com. For the US sector please contact the US Sector General Counsel & Chief Compliance Officer directly or via ethics@us.QinetiQ.com

Managers and Ethics Officers will assess the potential conflict and recommend appropriate actions. Transparency and proactive disclosure are essential to maintaining trust and compliance.

Personal relationships at work

QinetiQ acknowledges that personal relationships may develop between employees or that employees may be related. To ensure fairness and transparency, employees must disclose relationships that could create actual or perceived conflicts of interest, particularly where one individual has influence over hiring, performance and development reviews, promotions or compensation decisions involving the other.

QinetiQ is committed to managing such situations sensitively, maintaining confidentiality and ensuring impartiality in decision making. Where necessary, adjustments will be made to mitigate potential conflicts while supporting the individuals involved.

Privacy and data protection

We are all responsible for collecting and keeping personal information secure, observing at all times the privacy of individuals and respecting the personal information of all Company stakeholders.



We collect and process large volumes of personal information in written and electronic format, including information relating to customers, suppliers and other individuals, and including past and present employees.

Personal information is to be held by individual group companies in line with Group Policies and Data Protection Legislation i.e. the General Data Protection Regulation (GDPR) for processing within the EU, and all local laws where our Group companies are based. We must always have a business purpose for the personal information we hold and delete data we do not need.

Storage and transmission of data

We all have to take extreme care in the proper use, storage and transmission of data and take appropriate technical and organisational measures to protect data from accidental or unlawful destruction and accidental loss, alteration, unauthorised disclosure or access. Personal information must only be transferred between Group Companies in accordance with the Intra-Group Data Sharing Agreement.

Employees must ensure that any classified export controlled or sensitive data is shared in accordance with national, or customer, regulations. It is important to recognise this if sharing between QinetiQ entities.

QinetiQ monitors all messages sent and received via the internet. All email messages, and associated attachments are subject to interception and monitoring for lawful business purposes and compliance to QinetiQ Group policy. The Company may periodically review and monitor facilities and records for security and other lawful business purposes. If you are unclear about any of these obligations, contact your Regional Security Manager or the Group Data Protection Officer.

Security culture

Our security culture is the collective set of values that determine how we must think about and approach security in our work.



We are all responsible for and must contribute to QinetiQ's security culture by ensuring our work, and how we carry it out, is undertaken with good security behaviours.



It is essential for QinetiQ to demonstrate to our customers that we understand our responsibilities in how we work with and protect sensitive and classified information and how we must apply personnel security best practice – particularly in complex or adaptive working environments where there may be additional considerations to working securely. It is also mandated as part of our accreditation and regulatory requirements.

The Security Handbook (which can be found on the Global Portal) articulate how QinetiQ expects people to behave in order to protect themselves and QinetiQ information, assets and property

04

Our customers and partners

This section of the Code describes how we're expected to behave in our relationships with customers, industry partners and suppliers.

Our business is focused on delivering the right outcomes for customers; to meet current needs and identify and recommend solutions to help them tomorrow. With every customer contact, we have to live our values and apply our ethical standards.



Anti-bribery and corruption

We operate a zero tolerance approach to bribery and corruption in any form; we do not offer, promise, give or receive bribes or any other form of inducement, regardless of value, for any purpose, whether directly or through a third party. We don't make facilitation payments, another form of bribery, nor allow third parties to do so on our behalf.

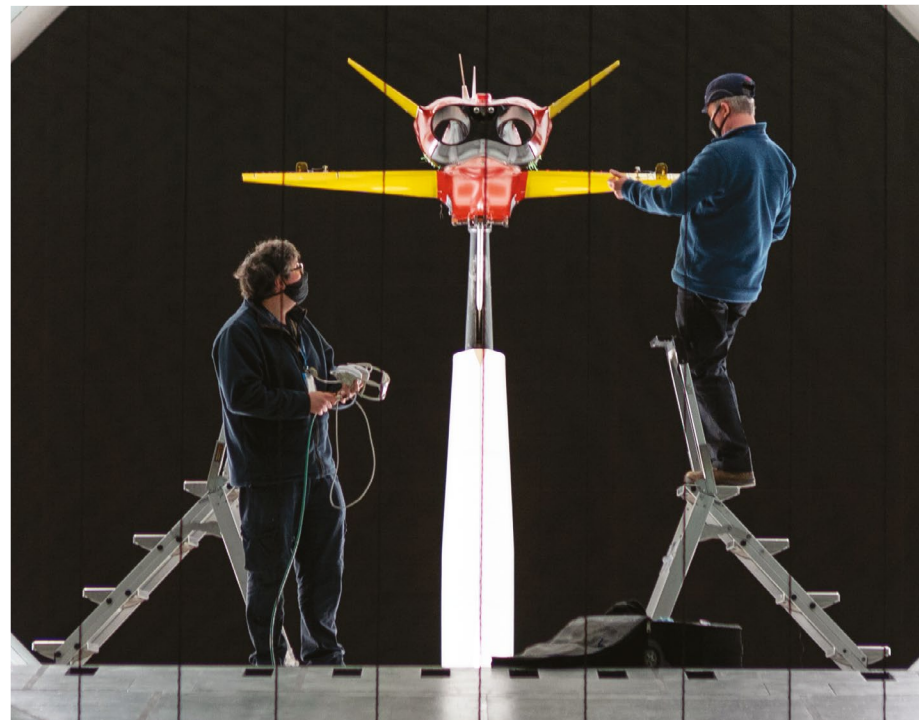
The definitions are simple:

- A bribe includes any payment, benefit or gift that's offered, promised, given or received with the purpose of improperly influencing an outcome or decision to gain a business advantage
- A payment may not necessarily be of a large value and may not be in the form of cash; it could be lavish hospitality

Facilitation payments are usually small unofficial payments to government officials to speed up a routine action we are legally entitled to, for example a customs official requesting a payment or gift to release imported goods or to process a visa application faster.

The safety of our people is paramount and we should never refuse to make a payment if we are faced with a threat of or fear of violence or loss of liberty. In this situation, where the payment is clearly unavoidable, we should make the payment and report it as soon as practicable to our manager.

Bribery is unlawful and involvement of any employee in giving, offering, requesting or accepting bribes constitutes gross misconduct and would result in dismissal and potentially criminal prosecution and fines. You must report any instances of suspected bribery or fraud immediately.



Commercial intermediaries

Using any commercial intermediary, representative or agent to act on behalf of QinetiQ, including resellers or distributors, needs prior approval from the QinetiQ Group Chief Executive Officer and the Group Director Legal & Company Secretary (or in our US Sector Unit by the President and CEO, US; with notification to the Group Chief Executive Officer and Group Director Legal & Company Secretary). We have to follow our strict internal controls on appointing and monitoring intermediaries at all times.

Gifts and hospitality

Exchanging modest gifts, meals and entertainment can be a common practice meant to create goodwill and establish trust. But such exchanges can also be seen as an attempt to improperly influence someone. You need to think carefully before giving or receiving, especially if that gift could be seen in any way as an attempt to influence independence, objectivity or judgement.



We have to ensure that any gifts or hospitality given or received are clearly for business purposes and are reasonable and appropriate. Gifts of cash (or cash equivalent such as vouchers), stocks, bonds or lavish hospitality are never permitted.

Any exchange of gifts or hospitality has to comply with our policies and local laws, and you must record gifts or hospitality offered or received, even if declined, as defined in our policies. Some governments have stricter requirements, so please ensure you understand rules and regulations applying to the country you're dealing with. If in doubt, ask for advice.

If we use good judgement and act with moderation, the occasional exchange of entertainment or gifts of nominal value may be appropriate, providing they are neither offered nor received too frequently or at inappropriate times (e.g. during contract negotiations).

Q: A supplier offers you and your family tickets to a popular show and dinner. You are in the middle of retendering the contract. Can you accept?

A: No. We must be very careful when accepting gifts, hospitality, or entertainment from suppliers, as these could be perceived as an attempt to influence a business decision.

Customer billing

It's vital to our relationship with customers and for our wider reputation that we accurately record the time, costs and materials used for customer billing. We only charge costs to customers that are allowable under the contract and any relevant laws.

Customer regulations

It's essential to be aware of regulations applying to your specific business dealings and to ask for help if uncertain. This is because a major part of our business covers government customers who maintain stringent regulations and requirements. In the US, this includes the Federal Acquisition Regulation (FAR) and it's agency supplements. In the UK, the Ministry of Defence (MOD) operates under the Acquisition Operating Framework, including specialist requirements like Defence Conditions (DEFCON).

Disparaging competitors and gathering competitive intelligence

We do not denigrate or belittle competitors, their people and products. However, we may, carefully and prudently, make fair and fact-based comparisons of attributes including price and performance.

We do not seek or receive competitive intelligence by illegal or unethical means.

Carrying out customer contracts

Once awarded, all contracts must be performed in compliance with their terms. This includes accurately allocating costs to contracts in the right ways, for example ensuring we always correctly charge time sheets and overhead costs.

Trade compliance, export controls and sanctions

Our commercial success depends on our ability to conduct business around the world. This means we have to comply with all applicable import and export control laws and regulations including embargoes, sanctions, and anti-boycott rules.



You're expected to understand any sanction, import and export control requirements relating to your work and ensure decisions and activities are in line with those requirements.

Ask for advice from your local Trade Compliance or sanctions team if you're unsure. If relevant regulations and other laws are broken, an individual can face gross misconduct and would risk dismissal, as well as substantial fines and imprisonment.

Q: You need to temporarily ship military related goods to a foreign country. Do you need to confirm that an appropriate export authorisation is in place prior to shipping these goods?

A: Yes, military related goods are often export controlled, and even temporary shipments of export controlled goods require a licence, or other authorisation prior to shipment.

Controls regarding trade and financial embargoes and sanctions are imposed under various legal authorities administered by government departments.

Hiring Government employees

We have to be aware that the employment of ex-Government people may be subject to additional scrutiny to ensure we are complying with applicable laws. If in doubt, ask for advice via ethics@QinetiQ.com. For the US Sector please contact ethics@us.QinetiQ.com.

Inside information

QinetiQ Group plc is a publicly owned company that trades its shares on the London Stock Exchange, and as a result is required to comply with the UK Market Abuse Regime (UK MAR), including 'insider trading' rules. This means all employees in our Group are prohibited from using 'inside information' for buying or selling financial securities including shares, stocks, bonds and options. 'Inside' information is information not generally known and that, if known, would be likely to affect the value of our shares, or influence an investor's decision to buy or sell shares in or out of the company.

Examples include any of the following, prior to information being announced to the public: tender offers; anticipated acquisitions or disposals; trading results; earnings forecasts at mid-year and full year; and large sales or contract wins.

In addition to the UK MAR, it is a criminal offence for an individual who has 'inside information' to trade, directly or indirectly, in the shares of any company, not only QinetiQ Group plc. It is also a criminal offence to pass inside information to any other person. You will normally be advised by the Company Secretary when you have been deemed to be an insider, but if you need any clarification, please contact our Company Secretary team.

Complying with Anti-trust and Anti-competition law

These are blanket terms for laws that protect free enterprise and market systems by addressing agreements and practices that restrict or distort competition, or abuse a dominant market position. Laws exist to bar pricing intended to run a competitor out of business, against disparaging, misrepresenting or harassing a competitor, theft of trade secrets, bribery, and kickbacks.

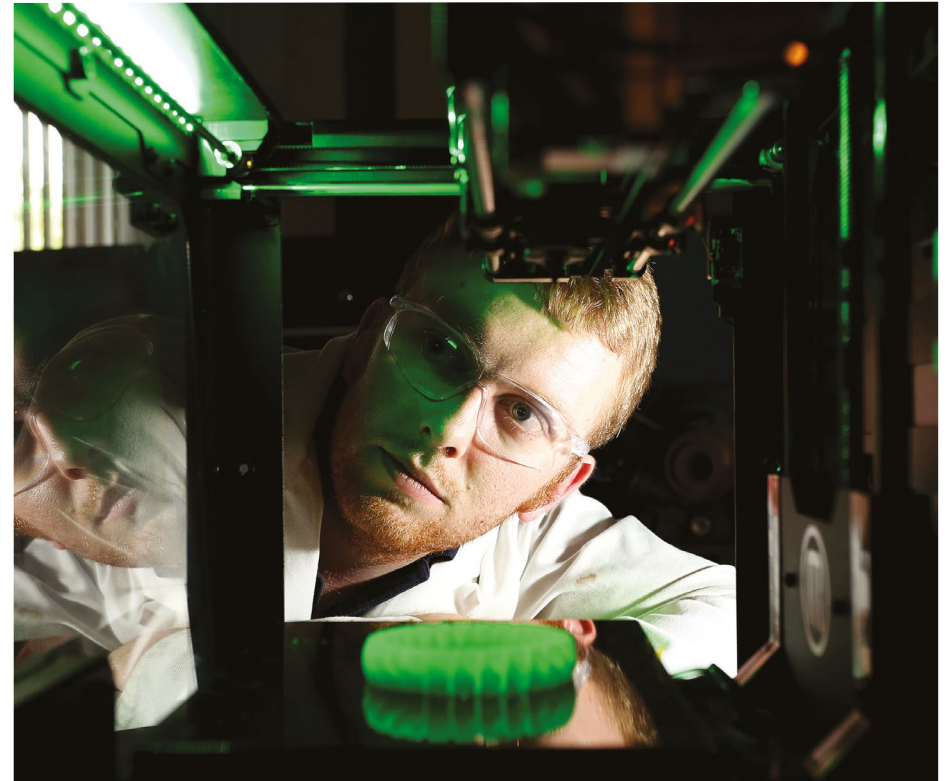
We have to ensure our contracts and practices are legally compliant at all times, and never discuss or enter into agreements with competitors regarding fixing prices or market sharing, or the sharing of commercial information relating to our pricing, markets and customers. Always seek advice from the Legal Team if you're unsure or have any questions.

Negotiating customer contracts

Reports, certifications, statements, proposals and claims made to customers, including technical and management sections, must be truthful and accurate. Additional restrictions on disclosing and obtaining source selection and other sensitive procurement information can apply to business in the US, in line with Federal Acquisition Regulation including all agency supplements.

Safety and quality: products and services

We have to ensure our products and services are of the appropriate quality, adhere to all necessary safety and environmental standards and follow our own policies, processes, internal assurance programmes and relevant legislation, as well as the requirements of the applicable customer contract.



Q: I am concerned that we are under pressure with a delayed contract and don't have enough time to follow all the safety requirements. What should I do?

A: Safety must never be compromised. Speak to your manager, or if you feel unable to do so, please get in touch using our Speak Up contacts on pages [15](#) and [16](#).

Sensitive and classified information



It's vital to ensure appropriate protection for all sensitive data and information assets, and the assets and equipment on which it is processed and stored.

Data and information assets must be correctly and clearly marked. Access to classified information is restricted to individuals with relevant formal security clearances and on a 'need to know' basis.

Failing to protect sensitive and classified information is against the law and could significantly damage QinetiQ's reputation. In cases of national security, if laws are broken, the individuals involved can also face substantial fines and imprisonment.

Sensitive information covers:

- Classified information
- Information which if released outside authorised circles could place lives at risk, pose a threat to business profits or survival, affect customer operations, damage a commercial competition, or undermine trust in our organisation
- Data or information which is personal to individuals and where its disclosure could cause embarrassment or may compromise individual security (e.g. through identity theft)
- Contract terms which prevent us from sharing any data or information
- Information which has been shared on a clear basis of trust

Sponsorship and advertising

We must always promote our products and services fairly, honestly and candidly. To support this, all advertising and promotional materials must be approved before release by your appropriate Marketing and Communications lead. If in doubt, ask for advice. All sponsorship requests need to be approved by the Sponsorship and Donations Committee. This ensures our brands is only associated with initiatives relevant to our business and aligned to our strategy.

Suppliers

We engage collaboratively with suppliers to conduct business in a manner that is permitted by the law, our policies, values and standards and issues such as modern slavery and Net-Zero. We are accountable for the actions contracted and undertaken on our behalf by our suppliers. We treat all suppliers with respect and integrity.



We do not discriminate against suppliers and seek to promote the engagement of micro, small and medium sized businesses and businesses defined as minority/ or under represented.

We conduct thorough due diligence of new suppliers and select suppliers objectively based on value, capability offering, technical leadership, quality, ethical standards and reliability. We continue proportionate monitoring of our suppliers once contracted to ensure sustainability of supply and delivery of expectations. We have a supplier Code of Conduct to provide support and guidance to outline our expectations of suppliers. This can be found on our website: www.QinetiQ.com/en/our-company/suppliers-and-smes/working-with-us

Trusted advisor

Customers and industry partners value our expertise, independence and integrity. We provide and should always be seen as providing impartial business, scientific and technical advice and support.

UK Ministry of Defence (MOD) compliance

To ensure we comply with the Ministry of Defence Generic Conflict of Interest Policy QinetiQ has agreed a legally binding MOD Compliance Regime with UK MOD.



All QinetiQ companies, including overseas, must work in accordance with the MOD Compliance Regime when they're involved in opportunities that could relate to UK MOD programmes.

This ensures that we can determine if that involvement could cause a conflict with any activities being undertaken by any other QinetiQ business. The UK Commercial function can provide support, please seek advice if you have questions or need more information.

US Regulatory Affairs and US Government contracting

Our QinetiQ US Sector operates in a highly regulated environment and has numerous dealings with US governmental agencies. We have entered into FOCI mitigation arrangements with the US Department of Defense that regulate QinetiQ's ownership, management and operation of the QinetiQ US Sector. We comply with regulatory and reporting requirements at the federal, state and local levels of government.



On a regular basis, we are required to record, compile, maintain and submit substantial information to these governmental agencies. All employees who prepare or submit information to US governmental agencies are required to do so diligently and with the highest degree of accuracy and integrity.

05

Our company and shareholders

This section of the Code explains how we operate and report our business in the best interests of our shareholders and QinetiQ as a whole.

We are open and honest about our operations and performance, and are committed to pursuing sustainable business growth, in using our assets and resources carefully, and in maintaining our high professional, ethical and financial standards.



Books and records

QinetiQ Group plc is a publicly traded company listed on the London Stock Exchange, meaning specific regulations and requirements apply to us. We have to ensure that all Company reports including time sheets, vouchers, bills, payroll and service records, performance evaluations and other essential data, whether electronic/digitised or hard copy, are accurate and properly documented.

To the best of our abilities, we must:

- Follow all applicable laws, regulations and our policies and procedures to carry out, report and record business transactions
- Comply with all internal and applicable external accounting controls and records management requirements
- Never create a false or misleading report or record

Company funds

We all undertake to properly use and protect Company cash and its equivalents including currency, postage, charge cards, bills, vouchers and reimbursement claims.



This includes making sure all claims, vouchers, bills and invoices are accurate and proper. Corporate charge cards, like all corporate assets, are only used for Company business.

Company property

We're also responsible for protecting Company assets and preventing misuse; using Company funds or assets for any unlawful or improper purpose is strictly prohibited. Our assets are intended to help us achieve business goals and shouldn't be used for personal gain, while carelessness, theft, inefficient use and waste can hurt our profitability.

Company time



When meeting our obligations to customers, colleagues and shareholders, we need to make the best use of our time and that of our colleagues, partners and suppliers.

Our commitment includes reporting working hours truthfully, accurately and in a timely manner.

Financial reporting

We provide a true and fair view of our Company's assets, liabilities, financial position and profit or loss. Consolidated financial statements for QinetiQ Group have to comply with International Financial Reporting Standards (IFRS). Financial statements of QinetiQ Group plc (the Company) comply with Financial Reporting Standard 101.

All Group companies prepare and submit to Group their financial information in accordance with IFRS, and meet all relevant local filing requirements covering financial and tax reporting.

Intellectual property

We protect valuable Company intellectual assets, including patents, trademarks, copyrights and design rights in accordance with intellectual property laws and good practice. We must also safeguard trade secrets, “know-how” and proprietary information through confidentiality arrangements and by ensuring proprietary documents and information are marked as confidential and kept securely. This includes sales proposals, marketing plans, sales and marketing data, financial information, customer and employee records, research and technical data, strategies and information on new products and services. It also includes recording, promptly and fully, what we create, new works of authorship, technological advances, technical drawings and unique solutions to business problems created on behalf of the Company or customers. This enables us to take measures to protect these inventions or new works under intellectual property laws.

We respect third party intellectual property by obtaining the necessary licenses and permissions to use them in our own business and ensuring we do not infringe or improperly use some else’s intellectual property.

IT: Computer and network security

We have to remain vigilant regarding internal and external threats, and take responsibility to protect and maintain the security and integrity of Company data and information, including authorisation rights and information used to access essential networks and systems. This includes IDs, passwords and pass codes, building access key/ swipe cards, and computer systems in general including corporate data and applications software. Our computer systems and software, data and other assets are the backbone of our operations infrastructure and vital to our information and communications networks, allowing us to collaborate effectively, work securely, market our business, and to serve (and bill) customers.

Please ensure you are familiar with our Security and IT Policies, Processes and acceptable usage requirements.



Tax evasion



We have a zero tolerance approach to any form of tax evasion and strictly comply with the local tax laws wherever we operate. Tax evasion deprives countries of resources and has a negative impact on society.

Employees and others who work on our behalf must not behave dishonestly to deliberately facilitate tax evasion either for personal gain or for the benefit of others. Please seek advice if you are in any doubt and ensure that you report instances of suspected tax evasion immediately.

06

Our communities and the public

This section of the Code covers the bigger picture; how we interact with the world around us, and the communities in which we operate.

We are committed to participating in and making a positive impact in communities where we live and work, from supporting charities, protecting the environment to respecting human rights. We have relevant policies and follow the laws of the countries in which we operate. Where appropriate we apply our own if they are more stringent.



Charities

We have a small number of chosen charities that we support, directly and via employee donations.

Any further requests from other charities should be referred to the Sponsorship and Donations Committee for review to determine whether there is alignment with our strategy and to avoid conflict of interest.

Communities

The communities near our sites are important stakeholders in our business and we're committed to contributing through local and, in some cases, national initiatives. Examples include providing time for employees to use their expertise to support local and wider issues, such as working with schools and students to inspire the next generation of scientists and engineers. We also undertake fundraising for our agreed local charities.

Environment and climate change



We have a responsibility to be aware of our impact on the environment and fulfil our compliance obligations including applicable environmental laws, sustainability requirements of our customers and commitments that we have made to our shareholders.

We must be respectful of interested parties, such as the broader community, who perceive themselves to be environmentally affected by our business activities. We will listen to their expectations and respond transparently. In our decision making, we have a duty to consider environmental issues such as climate change and the importance of reducing our greenhouse gas emissions throughout the lifecycle of our business activities.

We are expected to play our part in supporting QinetiQ's measures to improve our environmental performance, including contributing to the successful achievement of our published climate change programme.

www.QinetiQ.com/en/our-company/sustainability/climate-change.

Forced labour and child labour

QinetiQ Group does not make use of any form of forced or compulsory labour. We employ people under the age of 18 (apprentices, for example) in compliance with local laws and we will not employ children under the age of 16. We pay particular attention to the training and development needs of young people.

Modern slavery and trafficking

We do not tolerate and have taken steps to ensure that Modern Slavery and Human Trafficking, in all its forms, including the commercial sex trade, are not taking place in, or facilitated by any of our business activities, or in our supply chain. This includes QinetiQ Group policy, risk assessment, due diligence, training and providing access to confidential reporting.

Q: You see on the news that one of the suppliers we use has been accused of using slave labour. What should you do?

A: Report your concerns – you can contact our Procurement team, or get in touch by our Speak Up line or via ethics@QinetiQ.com or via ethics@us.QinetiQ.com if you are in our US Sector.

Political activity

The countries in which we operate have laws governing corporate contributions to political campaigns and parties: we must abide by all relevant laws. You are free in a personal capacity to engage in political activity. If you do, you must ensure you do not give the impression you're speaking or acting on behalf of the Company, or that QinetiQ endorses your views.

You cannot use Company resources for political activity, and no employee can receive any direct or indirect reimbursement or offsetting refund of any kind for political contributions. If a representative from Parliament or a political party gets in touch, immediately refer them to the Director of Government Relations. We need to ensure consistency and accuracy in our external messages, compliance with the relevant legislation and make sure we don't inadvertently share confidential information.

Press and media relations

If a representative from the media gets in touch, immediately refer them to your Marketing and Communications lead. We need to ensure consistency and accuracy in our external messages, and make sure we don't inadvertently share confidential information.



All press releases, interviews and contributed articles issued on behalf of QinetiQ must be coordinated with and approved by your local Marketing and Communications lead.



07

Afterword

This Code of Conduct is designed to be a practical guide, with useful information and advice to help us work in the most ethical and professional ways.

It's an enabler of business and you need to ensure you are familiar with it.



Five important things to keep in mind

- 1** **Be prepared**, read the Code and make sure you know local policies and procedures.
- 2** **Ensure our values** and behaviours are at the heart of all you do.
- 3** **Be aware** of what's happening around you
- 4** **Speak Up report anything** that you think is unethical
- 5** **Know where to go for help** and always seek help if you're unsure



Training

This Code of Conduct is supported the annual Business Conduct and Ethics training, which everyone across the QinetiQ Group needs to complete.



This training requires you to confirm that you have read and will abide by the Code.

QinetiQ

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