

## WHEN TO CHALLENGE

If asked to do something which you believe is not consistent with Northrop Grumman Values or which is unethical, or if you become aware of any such activities, it is your responsibility to express your concerns.

### Your Responsibilities:

- Raise your concerns in a timely manner
- Be constructive and positive
- Listen to your manager's response
- Accept that you may have to "agree to disagree."

### Your Manager's Responsibilities:

- Encourage communication and openness
- Listen to your concerns attentively
- Allow you to express your opinions
- Respect that you cared enough to express your concerns.

## GUIDELINES FOR CHALLENGING

1. Volunteer information any time you can help better achieve our objectives, for example, early-warnings on program cost, schedule, or technical performance, or suggestions to improve processes. Provide the information you would want if you were in your manager's shoes. Don't assume your management knows of the problem already or shares your concerns.
2. If asked to do something legal and ethical, but which, for some other reason, you believe is not consistent with Northrop Grumman Values:
  - Express your concern to your manager in a timely manner. Where possible, do so in private.
  - Let your manager know why you feel your instructions do not serve the company's interest.

3. If asked to do something *illegal or unethical*, express your concern to your manager *immediately*. If for some reason you feel the matter requires another approach, you have several options. You may contact any of the following:
  - A higher level manager
  - Your Business Conduct Officer (BCO)
  - Human Resources or Labor Relations
  - Legal Counsel at your business area
  - The Security office at your location
  - The Corporate OpenLine (800-247-4952).

## WHEN TO SUPPORT

Northrop Grumman's good reputation depends on each of us. We should build pride in Northrop Grumman wherever we can and support our team as best we can.

Supporting Northrop Grumman means taking responsibility for decisions once they are made, without "passing the buck" or blaming others.

### Your Responsibilities:

- Make a good faith effort to appreciate the reasons for a decision.
- Do your best to successfully carry out final decisions.
- Explain the reasons for decisions to other involved co-workers.

### Your Management's Responsibilities:

- Take the time to explain decisions so that you understand the reasons behind them.
- Listen to your questions and concerns.
- Coach on how best to implement final decisions.

## GUIDELINES FOR SUPPORTING

1. Take responsibility for what you say and do. Avoid buck-passing remarks like "They told me to tell you this..." or "This was their idea."
2. Avoid "bad-mouthing" others. If you disagree, use the *When to Challenge* philosophy, and discuss the issue in a responsible and constructive manner.
3. Take the time to explain decisions to people. "Add value" by discussing the reasons for decisions, and the significance of the action at your level in the organization.
4. If you continue to have ethical or legal concerns, work with your manager or the resources identified in the *When to Challenge* Guidelines to resolve your concerns so that you can be confident that your support is consistent with Northrop Grumman Values.

"Think before you speak" is a universal rule—especially when practicing this challenge and support philosophy.



**ETHICS**  
TAKE THE HIGH ROAD

**WHEN TO  
CHALLENGE**

**WHEN TO  
SUPPORT**

Living  
Northrop Grumman  
Values

Use Northrop Grumman Values as guideposts.  
Will your words and actions help to:

IMPROVE QUALITY

SATISFY OUR CUSTOMERS

PROVIDE LEADERSHIP

DEMONSTRATE INTEGRITY

SUPPORT NORTHROP GRUMMAN PEOPLE

ASSIST SUPPLIERS

When the answers are “YES,”  
we’re moving in the right direction.



**ETHICS**  
TAKE THE HIGH ROAD

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“We must never forget that  
even the perception of an  
ethical lapse can be as  
damaging as the real thing.  
Please join me in helping to  
ensure an environment of  
innovation, collaboration, top  
performance, and integrity at  
Northrop Grumman.”

**WES BUSH**

Chief Executive Officer and President  
Northrop Grumman Corporation