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| VERSION: | 011 JAN 16 |
| SIGN OFF: | 09 MAR 16 |
| CURRENT REVIEW DATE: | 09 MAR 16 |
| NEXT REVIEW DATE : | MAR 19 |

CORPORATE POLICY 020: ANTI-BRIBERY AND CORRUPTION POLICY

1. INTRODUCTION

1.1 GBWR is a charity and the charity culture is intended to foster honesty and integrity and is underpinned by seven principles of behaviour. These are:

- (a) Selflessness;
- (b) Integrity;
- (c) Objectivity;
- (d) Accountability;
- (e) Openness;
- (f) Honesty; and
- (g) Leadership.

1.2 It is GBWR's policy to conduct its business in an honest and ethical manner, and GBWR is committed to fulfilling its responsibilities to protect the funds it administers against fraud and mitigate the risk of money laundering. This policy will be reviewed on an annual basis.

1.3 This policy applies to all persons working for GBWR or on behalf of GBWR in any capacity, which includes directors, officers, employees at all levels, agency workers and volunteers. It applies equally to external organisations, such as suppliers, consultants, sponsors and contractors, and any other person associated with GBWR.

1.4 This policy is designed to:

- (a) promote standards of honest and fair conduct;
- (b) encourage prevention of fraud and corruption;
- (c) mitigate the risk of money laundering;
- (d) maintain strong systems of internal control;
- (e) provide information and guidance to those working for GBWR on how to recognise and deal with bribery and corruption issues;

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- (f) pursue a zero tolerance policy and bring to justice anyone who commits acts of bribery or corruption;
- (g) prevent a contravention of any requirements under all applicable anti-money laundering laws and regulations; and
- (h) recover any losses incurred by GBWR.

1.5 GBWR will uphold all laws relevant to countering bribery and corruption and money laundering, including but not limited to the Bribery Act 2010.

1.6 It is a criminal offence to offer, promise, give, request, or accept a bribe. Individuals found guilty can be punished by up to ten years' imprisonment and/or a fine. As an employer, if GBWR fails to prevent bribery it can face an unlimited fine, exclusion from tendering for public contracts, and damage to its reputation. GBWR therefore takes its legal responsibilities very seriously.

1.7 GBWR will continually strive to ensure that all its financial, contractual and administrative processes are conducted and reported honestly, accurately, transparently and accountably and that all decisions are taken objectively and free from personal interest. GBWR will not condone any behaviour that falls short of these principles. GBWR Directors, staff and volunteers have a responsibility for putting these principles into practice and for reporting any breaches they may discover.

2. DEFINITIONS:

2.1 Fraud: The term fraud is used to describe acts of deception, bribery, forgery, concealment of material facts and collusion. For practical purposes, fraud may be defined as the use of deception with the intention of obtaining an advantage, avoiding an obligation or causing a loss to another's property. Fraud is most often associated with a deliberate intent to acquire money or goods dishonestly through the falsification of records or documents and/or the deliberate changing of financial statements or other records. The criminal act is the attempt to deceive and attempted fraud is therefore treated as seriously as accomplished fraud.

2.2 Bribery: offering, promising, giving or accepting any financial or other advantage, to induce the recipient or any other person to act improperly in the performance of their functions, or to reward them for acting improperly, or where the recipient would act improperly by accepting the advantage.

2.3 Corruption: is the abuse of entrusted power or position for private gain.

2.4 Money laundering: the conversion of criminal monetary proceeds into clean money, so that it may be used as if it was acquired legitimately. Generally, money laundering occurs in three stages. Cash first enters the financial system at the "placement" stage, where the cash generated from criminal activities is converted into monetary instruments, such as money orders, or deposited into accounts at financial institutions. At the "layering" stage, the funds are transferred or moved into other accounts or other financial institutions to further separate the money from its criminal origin. At the "integration" stage, the funds are reintroduced into



the economy and used to purchase legitimate assets or to fund other criminal activities or legitimate businesses.

- 2.5 Terrorist financing: an attempt to conceal the origin or intended use of funds, which will later be used for criminal purposes.
- 2.6 Computer Fraud: where information technology equipment has been used to manipulate programmes or data dishonestly or where the information system is a material factor in the perpetration of the fraud. Theft of fraudulent use of computer time and resources is included in this definition.
- 2.7 Theft: Dishonestly acquiring, using or disposing of physical or intellectual property belonging to GBWR or to individual members of the organisation.
- 2.8 Misuse of equipment: Deliberately misusing materials or equipment belonging to GBWR.
- 2.9 Abuse of position: Exploiting a position of trust within the organisation.

3. RESPONSIBILITIES

3.1 In relation to the prevention of fraud, theft, misuse of equipment and abuse of position, specific responsibilities are as follows:

3.2 Trustee Directors:

The Directors are responsible for establishing and maintaining a sound system of internal control that supports the achievement of the Charity's policies, aims and objectives. The system of internal control is designed to respond to and manage the whole range of risks that the Charity faces. The system of internal control is based on an on-going process designed to identify the principal risks, to evaluate the nature and extent of those risks and to manage them effectively by ensuring that all employees comply with this policy. Managing fraud risk is seen in the context of the management of this wider range of risks.

3.3 The Chief Executive Officer (CEO):

Overall responsibility for managing the risk of fraud has been delegated to the CEO. His/her responsibilities include:

- (a) undertaking a regular review of the fraud risks associated with each of the key organisational objectives
- (b) establishing an effective anti-fraud response plan, in proportion to the level of fraud risk identified
- (c) the design and audit of an effective control environment to prevent fraud
- (d) establishing appropriate mechanisms for:
 - (i) reporting fraud risk issues;



- (ii) reporting significant incidents of fraud or attempted fraud to the Board of Directors;
- (iii) liaising with the Charity's appointed Auditors;
- (iv) liaising with the RFU and the outsourced finance team;
- (v) ensuring that all staff are aware of the Charity's Anti-Fraud Policy and know what their responsibilities are in relation to combating fraud;
- (vi) ensuring that appropriate anti-fraud training is made available to Directors, staff and volunteers as required; and
- (vii) ensuring that appropriate action is taken to minimise the risk of previous frauds occurring in future.

3.4 Senior Management Team

The Senior Management Team is responsible for:

- (a) ensuring that an adequate system of internal control exists within their areas of responsibility and that controls operate effectively;
- (b) preventing and detecting fraud as far as possible;
- (c) assessing the types of risk involved in the operations for which they are responsible;
- (d) reviewing the control systems for which they are responsible regularly;
- (e) ensuring that controls are being complied with and their systems continue to operate effectively;
- (f) ensuring that all those reporting to them understand and comply with this policy; and
- (g) implementing new controls to reduce the risk of similar fraud occurring where frauds have taken place.

3.5 Staff and Volunteers

Every member of staff or volunteer is responsible for:

- (a) acting with propriety in the use of Charity's resources and the handling and use of funds whether they are involved with cash, receipts, payments or dealing with suppliers;
- (b) reading, understanding and complying with this policy and conducting themselves in accordance with the seven principles set out above;
- (c) being alert to the possibility that unusual events or transactions could be indicators of fraud;
- (d) alerting their manager when they believe the opportunity for fraud exists e.g. because of poor procedures or lack of effective oversight;



- (e) reporting details immediately if they suspect that a fraud has been committed or see any suspicious acts or events; and
- (f) cooperating fully with whoever is conducting internal checks or reviews or fraud investigations.

4. PROHIBITED BEHAVIOUR

4.1 It is not acceptable for employees (or someone on behalf of an employee) to:

- (a) give, promise to give, or offer, a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;
- (b) give or accept a gift or hospitality during any commercial negotiations or tender process, if this could be perceived as intended or likely to influence the outcome;
- (c) accept a payment, gift or hospitality from a third party that an employee knows or suspects is offered with the expectation that GBWR will provide a business advantage for them or anyone else in return;
- (d) accept hospitality from a third party that is unduly lavish or extravagant under the circumstances.
- (e) offer or accept a gift to or from government officials or representatives, or politicians or political parties;
- (f) threaten or retaliate against another individual who has refused to commit a bribery offence or who has raised concerns under this policy; or
- (g) engage in any other activity that might lead to a breach of this policy.

4.2 GBWR is committed to ensuring that no one suffers any detrimental treatment as a result of refusing to take part in bribery or corruption.

5. FACILITATION PAYMENTS AND KICKBACKS

5.1 GBWR does not make, and will not accept, facilitation payments or "kickbacks" of any kind.

5.2 Facilitation payments, also known as "back-handers" or "grease payments", are typically small, unofficial payments made to secure or expedite a routine or necessary action (for example by a government official). Kickbacks are typically payments made in return for a business favour or advantage.

5.3 Employees must avoid any activity that might lead to a facilitation payment or kickback being made or accepted by GBWR or on behalf of GBWR, or that might suggest that such a payment will be made or accepted. If employees are asked to make a payment on behalf of GBWR, they should always be mindful of what the payment is for and whether the amount requested is proportionate to the goods or services provided. Employees should always ask for a receipt which details the reason for the payment. If employees have any suspicions, concerns or queries regarding a payment, they should raise these with the CEO.



6. GIFTS, HOSPITALITY AND EXPENSES

6.1 This policy allows reasonable and appropriate hospitality or entertainment given to or received from third parties, for the purposes of:

- (a) establishing or maintaining good business relationships;
- (b) improving or maintaining GBWR's image or reputation; or
- (c) marketing or presenting GBWR's products and/or services effectively.

6.2 The giving and accepting of gifts is allowed if the following requirements are met:

- (a) it is not made with the intention of influencing a third party to obtain or retain business or a business advantage, or to reward the provision or retention of business or a business advantage, or in explicit or implicit exchange for favours or benefits;
- (b) it is given in GBWR's name, not in an employee's name;
- (c) it does not include cash or a cash equivalent (such as gift certificates or vouchers);
- (d) it is appropriate in the circumstances, taking account of the reason for the gift, its timing and value;
- (e) it is given openly, not secretly; and
- (f) it complies with any applicable local law.

6.3 Promotional gifts of low value such as branded stationery to or from existing customers, suppliers and business partners will usually be acceptable.

6.4 Reimbursing a third party's expenses, or accepting an offer to reimburse GBWR's expenses (for example, the costs of attending a business meeting) would not usually amount to bribery. However, a payment in excess of genuine and reasonable business expenses (such as the cost of an extended hotel stay) is not acceptable.

6.5 The test to be applied is whether in all the circumstances the gift, hospitality or payment is reasonable and justifiable. The intention behind it should always be considered.

6.6 Trustees and all employees must declare any gifts or hospitality received in connection with their role in GBWR, and gifts of a value over £50 shall be recorded in a register of interests which is subject to managerial review (see the GBWR Declaration of Interests Policy for further details about the register).

6.7 All accounts, invoices and other records relating to dealings with third parties including suppliers and customers should be prepared with strict accuracy and completeness.

7. MONEY LAUNDERING

7.1 It is not possible to provide an exhaustive list of the ways to spot money laundering or state every scenario in which you should be suspicious. However, possible "indicators of



suspicion" for money laundering activity include transactions which have no apparent purpose and which make no obvious economic sense, a transaction being paid twice or more and a refund of the balance being requested or the unnecessary routing of funds through third-party accounts.

- 7.2 GWBR has designated the Corporate Secretary as the Company's Anti-Money Laundering Program Compliance Officer ("AML Compliance Officer"). The AML Compliance Officer is fully responsible for the Company's anti-money laundering programme and reports to the Board of the Company any material breaches of this policy and procedures and of the anti-money laundering laws, codes and standards of good practice.
- 7.3 The duties of the AML Compliance Officer include monitoring the Company's compliance with this policy, overseeing communication and training for employees. The AML Compliance Officer also ensures that proper records are kept and, when warranted, ensure reports of suspicious transactions are duly filed.
- 7.4 If employees have any concerns, they should promptly report their concerns to the AML Compliance Officer. Whilst it is difficult to be precise in respect of situations that need to be reported, each situation should be dealt with on a case by case basis. However, the basic approach to be adopted should be that where colleagues have any suspicion that money laundering is taken place, these are promptly reported to the AML Compliance Officer.
- 7.5 Employees should be careful not to 'tip-off' anybody when they are reporting suspicious activity and training will be provided to help employees with this.

8. DETECTION AND INVESTIGATION

- 8.1 GWBR must keep records and have appropriate internal controls in place which evidence its business relationship with third parties and any third party payments (including the reason for such payments). The internal control system must be assessed regularly to ensure compliance with relevant laws and regulations.
- 8.2 Employees should not deal with any allegation or suspicion of fraud themselves and must notify [the AML Compliance Officer] as soon as possible if they believe or suspect that a conflict with this policy has occurred, or may occur in the future. Should the concern be about the [AML Compliance Officer] then it should be referred to the CEO.
- 8.3 Reporting of suspected irregularities is essential as it facilitates a proper investigation by experienced staff, and ensures the consistent treatment of information regarding bribery and corruption. When so notified, the [AML Compliance Officer] will instigate an investigation to:
- (a) deal promptly with the matter;
 - (b) record evidence received;
 - (c) ensure the security and confidentiality of evidence;



- (d) work closely with senior managers of the Charity and other agencies, such as the Police and Courts to ensure that all issues are properly investigated and reported upon; and
- (e) ensure maximum recoveries are made on behalf of the Charity, and assist the senior managers to implement GBWR's disciplinary procedures where considered appropriate (referral to the Police will not prohibit or restrict action under the Disciplinary Procedure).

8.4 No action will be taken against anyone who has reported a potential fraud should the suspicion turn out to be unfounded, provided that they have acted in good faith. Failure to comply with the procedures set out in the policy, or malicious accusations, may be the subject of disciplinary action. The Public Interest Disclosure Act 1998 protects whistleblowers from victimisation, discipline or dismissal where they raise genuine concerns of misconduct or malpractice. See the GBWR Whistle-Blowing Policy for further details about the treatment of disclosures made by employees.

9. TRAINING

- 9.1 An important contribution to the continuing success of an anti-fraud and anti-money laundering strategy, and its general credibility, lies in the effectiveness of programmed training, of Directors staff and volunteers throughout the organisation. This will be achieved through the development of both induction and refresher training for all personnel to ensure that their responsibilities and duties in this respect are regularly highlighted and reinforced.
- 9.2 GBWR's zero-tolerance approach to bribery and corruption must be communicated to all suppliers, contractors and business partners at the outset of GBWR's business relationship with them and as appropriate thereafter.