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## Documentation Extract

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### Extract Details

#### Sections Extracted:

Section 20 – Anti-Bribery and Corruption Policy  
Pages 24-27

#### Reason for Extract:

For Kibble internet: [http://www.kibble.org/publication\\_scheme/class\\_4](http://www.kibble.org/publication_scheme/class_4)  
Section 4.3 Financial Policies and Procedures

#### NB:

- **Extract Cover Sheet Must Remain with Extract**
- **Extracts are Uncontrolled Documents and are only Valid at Point of Submission**
- **Where Possible an Extract should be Read in Conjunction with the Parent Document**

## Documentation Extract

## 21 Anti-Bribery and Corruption Policy

### 21.1 Introduction

The Kibble Group is committed to operating with the highest standards of integrity and promoting a culture in which accountability flourishes. The Kibble Group opposes bribery as it erodes free and fair competition, damages good government and harms society at large. The Kibble Group operates a zero-tolerance policy towards the giving or receiving of bribes because it is morally wrong and it is illegal in the UK. This policy has been adapted using the toolkit made available to charities on [www.hrbird.org.uk](http://www.hrbird.org.uk).

### 21.2 Aim

This policy outlines the measures which The Kibble Group takes to prevent bribery and the procedures that should be followed if bribery occurs. It aims to help the organisation to establish a defence under section 7 of the Bribery Act - and to minimise any operational or reputational risks associated with individuals giving or taking bribes on its behalf.

### 21.3 Relevant legislation

Bribery Act 2010

### 21.4 Related documents

HR Manual  
Finance Manual

### 21.5 Definitions

#### 21.5.1 Bribery

Bribery is the offering, promising, giving, accepting or soliciting of money, a gift or other advantage as an inducement to do something that is illegal or a breach of trust in the course of carrying out an organisation's activities.

Examples of bribery may include, but are not limited to:

- a potential supplier offering you some money or a gift in order to influence a tendering process
- a job applicant offering to pay you to increase his/her chance of being offer employment
- offering a gift (eg excessive hospitality) to a local government planner in return for approval of a development application
- offering payment to a government official in order to speed up or complete a process they are otherwise required to perform

It is illegal to give or receive a bribe under the Bribery Act and organisations are liable for bribes taken or given on their behalf where it does not have adequate procedures in place.

#### 21.5.2 Facilitation payments

Facilitation payments are payments which induce officials to perform routine functions they are otherwise obligated to perform. Facilitation payments are bribes and there is no exemption for them under the Bribery Act. Facilitation payments do not include legally required administrative fees and legitimate fast-track services.

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### 21.5.3 Gifts and hospitality

These can range from small gifts (such as diaries) to expensive hospitality (tickets for major events, holidays etc...), however being in receipt or giving any of these items does not automatically result in an "Act of Bribery". Hospitality or promotional expenditure which is proportionate and reasonable to demonstrating goods or services or reflecting your good relations is unlikely to qualify as a bribe, however extravagant gifts and hospitality may be used to disguise bribes that are intended to induce improper behaviour (eg to fix the outcome of a tendering process). If you are ever in any doubt please discuss all gifts / hospitality with the Senior Management Team before accepting / giving.

### 21.6 Responsibilities

The Kibble Group entrusts all individuals across the organisation to take a proactive role in improving the organisation's anti-bribery policy and practice.

#### 21.6.1 Senior Management Team

The senior management team will provide leadership, resources and active support for the implementation of this policy. They are responsible for ensuring that this policy and any associated policies are fit for purpose and complied with.

#### 21.6.2 Human Resources

Human Resources is responsible for ensuring that the spirit of this policy is incorporated into all aspects of the organisations people management including recruitment, promotion, training, performance evaluation, remuneration and reward – and that these policies are continually improved in consultation with staff.

#### 21.6.3 Finance

Finance is responsible for ensuring that the spirit of this policy is incorporated into all aspects of the organisations financial management including corporate accounting, gifts, staff expenses and donations – and that these policies are continually improved in consultation with staff.

#### 21.6.4 Managers

Managers are responsible for holding their direct reports and associated partners / vendors to account. They are responsible for ensuring that their department's risks are assessed and managed in line with this policy.

#### 21.6.5 Individuals

Individuals are responsible for not giving or receiving bribes and challenging instances where bribery may occur. They are also responsible for reporting all bribery that they are aware of via the procedures laid out in this policy.

### 21.7 Bribery prevention

#### 21.7.1 Top level commitment

The Kibble Group is committed to tackling bribery at the highest level. The organisation clearly articulates its zero-tolerance policy on bribery externally and internally to all of its employees and other stakeholders.

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### 21.7.2 Risk assessment

The Kibble Group risk assesses the organisation in consultation with staff and reviews the risks presented by bribery as part of this.

The Kibble Group recognises that the threat of bribery varies across countries, areas of work, partners and transactions and that our organisation must respond proportionately to those risks. Therefore projects which involve working with partners or overseas are individually assessed, in addition to the ongoing organisational risk assessment.

## 21.8 Due diligence

### 21.8.1 Recruitment

The Kibble Group recognises that good anti-bribery practice starts from the outset of employing an individual. It therefore:

- requires a commitment to preventing bribery in all persons applying for jobs
- ensures that all employment contracts / policy's & procedures prohibit the giving or receiving of bribes on behalf of The Kibble Group

In addition, a thorough programme of staff communication via updated policies and procedures is available electronically via the intranet and on hard copy in selected areas.

### 21.8.2 Working with service suppliers and in partnerships

The Kibble Group is liable under the Bribery Act if a person "associated" with it bribes another intending to obtain or retain business or a business advantage for the organisation. The act's definition of an associate is deliberately broad to include individuals, incorporated and unincorporated bodies supplying services to organisation (rather than just goods) or acting on the organisations behalf as a partner or agent.

The Kibble Group requires all individuals engaging suppliers of services and working with partners on behalf of the organisation ensure that:

- service suppliers and partners are selected through a transparent and competitive selection process
- due diligence is carried out on partners and suppliers before entering into contracts
- all partners and suppliers are briefed on The Kibble Group's anti-bribery policy and provided with a copy to brief their own staff
- contractual agreements explicitly prohibit the giving or receiving of bribes on behalf of The Kibble Groups

### 21.8.3 Charitable and political donations

A political contribution is a donation made to a politician, a political party or a political campaign. Charities are not permitted to make political donations and therefore political donations are not permitted on behalf of The Kibble Group.

Staff should ensure that any donation received or made by The Kibble Group is not an incentive to conduct its business improperly. All donations must be approved in line with the HR Manual. If you are ever in any doubt please discuss all donations with the Senior Management Team before accepting / making.

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### 21.9 Communication

All staff and suppliers must understand and comply with The Kibble Group's anti-bribery policy. To ensure that this is communicated, The Kibble Group:

- publishes this policy on the staff intranet
- revises and publishes its code of conduct to explicitly forbid the giving or receiving of bribes
- briefs all staff on The Kibble Group's anti-bribery policy, as part of the organisation's induction as a minimum

### 21.10 Procedures

#### 21.10.1 What staff should do if they are offered or asked for a bribe

Individuals should reject demands for or offers of bribes and The Kibble Group's anti-bribery stance should be made clear.

The only circumstance where payment might not necessarily be avoided is when health and security is seriously at risk. Managers should plan their operations and have security procedures to reduce the risk of payments being requested under duress.

#### 21.10.2 Where bribery is suspected or where it occurs

To enable proper investigation, staff should record the details of any bribery or requested or attempted bribery, as soon as possible after the event. Any instances of actual or potential bribery should be properly and promptly investigated by a director under the Whistleblowing Policy.

The objectives of an investigation should be to:

- confirm whether or not a bribe has taken place, and to identify who was responsible
- confirm whether internal controls and anti-bribery procedures have worked in practice
- identify any improvements required to anti-bribery procedures

Depending on the findings of the investigation, subsequent action will be determined. This may involve, but is not restricted to, disciplinary action against staff involved or external reporting to:

- a senior official or director of another organisation, if the person making the bribe is from that organisation
- local police/ law enforcement agencies (if deemed appropriate)
- Serious Fraud Office (in the UK SFO has primary responsibility for the UK Bribery Act)
- relevant government department where the bribe took place
- the Charity Commission, if the matter is considered a "serious incident"
- transparency International UK

See the HR Disciplinary and Whistleblowing Policies for further information.

### 21.11 Monitoring and review

This policy will be reviewed as part of The Kibble Group's internal document review process or after a significant change in operations or a significant incident, whichever is sooner.