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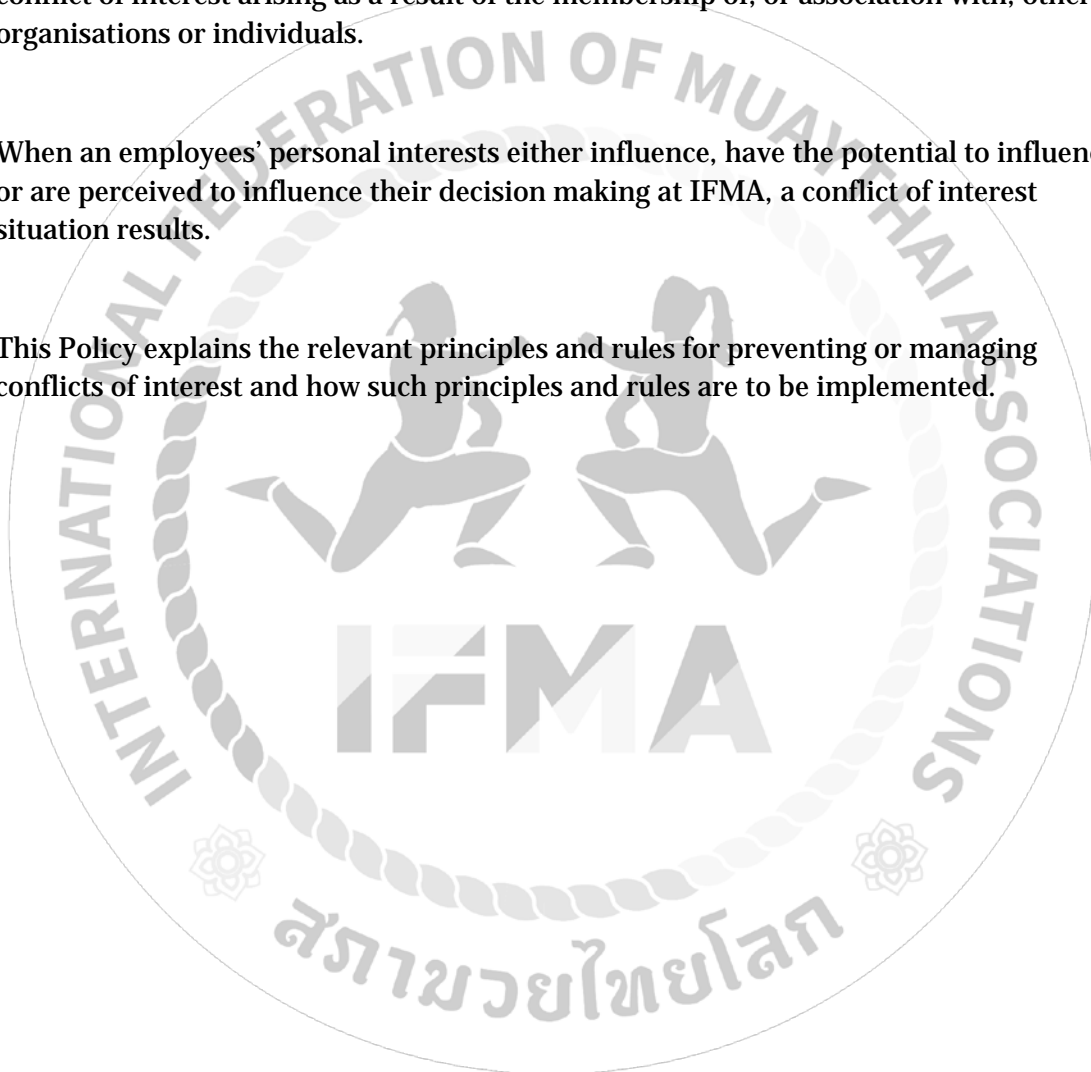
INTRODUCTION

IFMA is committed to the highest possible standards of openness, probity and accountability as well as conducting business in a manner that ensures business judgment and decision making is not influenced by undue personal interests.

We are expected to act impartially and objectively, and to take steps to avoid any conflict of interest arising as a result of the membership of, or association with, other organisations or individuals.

When an employees' personal interests either influence, have the potential to influence, or are perceived to influence their decision making at IFMA, a conflict of interest situation results.

This Policy explains the relevant principles and rules for preventing or managing conflicts of interest and how such principles and rules are to be implemented.



GOAL OF THE POLICY

This Policy explains IFMA's position regarding conflicts and potential conflicts of interest that may arise during the course of our business. It also serves to raise awareness with all colleagues about conflicts and to provide guidance on how to manage conflict of interests so that colleagues can act in the best interests of IFMA.



WHAT IS A CONFLICT OF INTEREST?

Conflicts of interest may arise where a colleague's personal, family or business interests or loyalties conflict or appear to conflict with those of IFMA. Such conflicts may create problems such as inhibiting free discussions or impair the ability to act or think objectively. This may result in actions or decisions that are not in IFMA's best interests. Even where a colleague has acted impartially a perceived conflict of interest can be damaging to IFMA's reputation.

Examples of potential conflicts of interest include, but are not limited to:

- Awarding a contract to an organisation in which the employee has a financial interest or personal connection.
- Having personal or business dealings with organisations which detract from the aims of IFMA.
- Using IFMA facilities to pursue personal business, commercial or consulting activities.
- Personal or close-family involvement in an organisation that is attempting to obtain a contract or business with IFMA and you are involved in the pricing or placing of the contract.

All staff working on any new key projects/procurements/sponsorships etc. should be asked for declarations of any Conflicts of Interest at the outset. 'Nil' declarations should be made where there are none, with both positive and negative declarations recorded in the relevant system.

IFMA recognises that as we carry out our business, conflicts of interest will arise. We need to be able to identify and manage these conflicts so as to reduce the risk of any actual or perceived wrongdoing.

DECLARATION OF INTERESTS

IFMA understands that avoiding a conflict of interest may not always be possible or practical. The required action for an employee, official, executive committee or commission member who does not or cannot avoid a conflict of interest is to disclose it.

Having a conflict of interest is not necessarily wrong. However, it can become a problem or a legal matter if an employee tries to influence the outcome of business dealings for direct or indirect personal benefit. This is why transparency, in the form of disclosure, is critical and helps to protect the integrity and reputation of IFMA and its Employees, Officials, Executive Committee or Commission Members.

The onus is upon each of us, as employees, officials and executive members of a non-profit recognised International Sport Federation, to declare any actual or potential conflict of interest at the earliest opportunity. It is not the responsibility of IFMA to seek this out.

To manage the identification of potential conflicts of interest all employees, officials, executive committee and commission members are required upon appointment to complete a Declaration of Interest Form. On an annual basis each individual will be required to review and update the declaration of conflicts of interest.

The IFMA Employees, Officials, Executive Committee or Commission Members should declare in respect of themselves and their immediate family (spouse/partner, children and parents) the following interests:

Membership or involvement with sports club and/or governing bodies of sport

Membership or involvement with other organisations that might be eligible to apply to IFMA for financial support

Commercial interests in companies and organisations that may undertake business with IFMA

Secondary employments that may impact the employees ability to prioritise work at IFMA

Where individuals are unsure about whether they should declare an interest, they should seek guidance from IFMA administrative office. However, as a general guide, they should ask themselves “Would the reputation of IFMA and my own reputation be damaged if this was reported in a national newspaper?” “Is my flexibility or capability to prioritise IFMA work affected by this activity?”

The IFMA Employees, Officials, Executive Committee or Commission Members are responsible for amending their declarations of interests as soon as possible following any change in their circumstances and for reviewing their declaration of interests at least annually regardless of any changes in circumstances.

ADDRESSING A CONFLICT OF INTEREST

Addressing a conflict of interest is the process of identifying and implementing strategies and practices to minimize the risks associated with the disclosed conflict of interest. One example: if an IFMA Employee, Official, Executive Committee or Commission Member's spouse is a Senior Executive at a potential IFMA sponsor, the IFMA Administration may decide the best way to mitigate p Employee from any role where he/she can make decisions about or influence the outcome of that sponsor's activities.

Addressing a conflict of interest is the responsibility of the Director. Specifically, IFMA expects the Director to:

- Treat the information disclosed by the IFMA Employee, Official, Executive Committee or Commission Member with appropriate confidentiality and without bias
- Fairly evaluate the conflict of interest situation disclosed by the Employee, including the risks to the business interests and reputation of IFMA
- Seek guidance if needed from the Ad-Hoc Management Committee (AHMC) and from supporting commissions, including Legal and Ethics
- Make a pragmatic decision to address the conflict of interest so that risks to IFMA are minimised and the personal interests of the IFMA Employee, Official, Executive Committee or Commission Member are protected as far as possible
- Communicate the decision and its reasoning to the IFMA Employee, Official, Executive Committee or Commission Member and follow up to ensure the individual understands and complies with it
- Retain documentation of the decision using the standard Conflict of Interest Form and provide a copy to the individual (or use the local online disclosure system)

Many conflict of interest situations can be addressed in a simple and mutually acceptable manner; pro-active, open dialogue between the IFMA Administration and the relevant individual is essential to support this outcome.

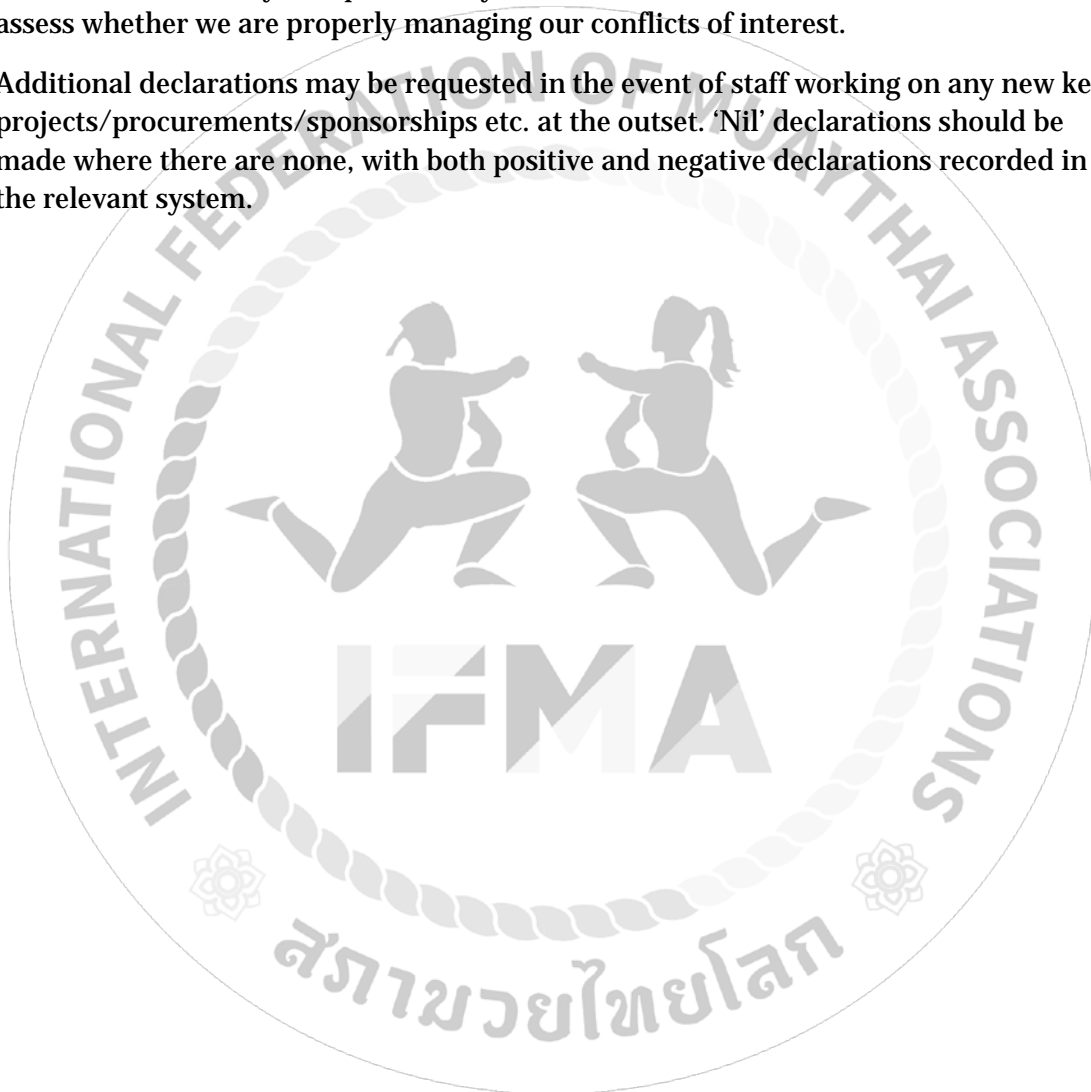
MONITORING AND REVIEW

All new appointees and/or elected officials will be asked upon joining to complete a declaration of conflicts of interest form.

Additionally, on an annual basis, each employee, official or committee member will be required to review and update the declaration of conflicts of interest.

AHMC members will receive an annual report of the declarations to assess whether a potential conflict of interest may exist and will sign off on this. IFMA's internal and external auditors may also periodically review our declaration of interest forms to assess whether we are properly managing our conflicts of interest.

Additional declarations may be requested in the event of staff working on any new key projects/procurements/sponsorships etc. at the outset. 'Nil' declarations should be made where there are none, with both positive and negative declarations recorded in the relevant system.



Annex 1. DECLARATION OF CONFLICT OF INTEREST FORM.

IFMA Declaration of Interest Form	
Person or Organisation	Nature of relationship and/or nature of conflict of interest
<i>e.g. Jane Doe, Memberships Manager</i>	<i>Sister-in-law</i>
<i>e.g. Super Sports Arena LLC</i>	<i>Committee Member</i>
Name:	
Position:	
Signature:	
Date:	