



## CONFLICT OF INTEREST POLICY

Respia recognises the potential for conflict of interest situations where it might reasonably be concluded or implied that our business or personal interests could improperly influence our work.

### Conflict Situations

Situations where we would be particularly attentive to potential conflicts of interest include when we are working with:

**1) Multiple projects for the same client at different levels or locations**

Are there parallel or similar contracts in the same group, past or present?

**2) A client who is a former client**

Has Respia provided previous work that would in any way undermine this new engagement?

**3) A client from the same business sector as a different current or former client**

Does Respia hold proprietary information that could impact this new engagement?

**4) A client where there is a dual personal relationship**

Do any Respia consultants have personal relationships with clients and/or their staff members, particularly those in management positions?

**5) A client where there is a dual business relationship**

Does Respia or any of its consultants have a shared interest with a client in a third-party contract (such as software partnership, a leased premises, or a subscription to events tickets, etc).

Do any Respia consultants have hierarchical relationships with client or recipient staff members, particularly those in management positions? This may be where Respia consultants have a formal role on the staff of the client, as in the case of contract/interim management or internal consultants.

**6) A client where there is an additional personal financial interest**

Does Respia or any of its consultants have a financial interest in the client or any of its management team members, including an overdue account receivable, loan, or equity investment?

### Remedies

In the event of a conflict of interest, depending on the circumstances, Respia may be required to respond by:

**1) Seeking consent**

Managing conflicts through the full disclosure of past or current client relationships, and seeking the written approval/consent of the affected parties.

## **2) Ring-Fencing**

Isolating areas of potential conflict of interest: establishing confidentiality/non-disclosure agreements with respect to new client information, staffing restrictions, separation of service teams and data, differing client reporting points, and other approaches.

## **3) Termination**

Declining a new project if there is no effective and appropriate way to manage or mitigate the conflict.