



Conflict of Interest Procedure

What is the process for declaring a conflict of interest?

When you identify or become aware of a potential conflict of interest, it's important that you act promptly to ensure transparency and uphold the integrity of ENZ. You should begin by working with your people leader to clearly identify the nature of the conflict, assess how significant it is, and determine the most appropriate way to manage it (Appendix 1). You'll complete a Declaration of Interest form, outlining the details of the situation and any proposed management plan. Depending on the potential impact of the conflict, your declaration may need to be escalated to your Group General Manager (Group GM) or Chief Executive (CE) for further review and approval. Once submitted, your Declaration of Interest form will be saved on SharePoint and can be accessed via the People and Capability team if needed.

Role-specific responsibilities for declaring a conflict of interest

Board Members and Chief Executive

- On commencement of being appointed to the Board or the CE position, you must complete the Declaration of Interest form (Appendix 2) and provide this to the Board Secretariat for the Chair to review
- You must continue to keep the Chair and Board Secretariat updated of conflicts of interest (actual, potential or perceived) in writing
- You will have the opportunity at each Board meeting to declare any conflict of interest with any items on the agenda and if there were any changes to the interests register
- As a Board member you have a duty not to pursue your own interest at the expense of the interest of the entity as outlined in the Crown Entities Act, section 55
- You must maintain continuous disclosure of any changes which the Board Secretariat will report on at each Board meeting.

Permanent / Fixed term employees

- As an employee you are required to meet the terms defined in your employment agreement regarding managing conflicts of interest
- You are responsible for notifying your people leader of any actual, potential or perceived conflicts of interest as soon as you become aware of them
- Disclose any personal or professional connections (e.g. friendships, family ties, former colleagues, or business relationships) that could create bias or the perception of bias in your decision-making or advice
- You are required to complete the Declaration of Interest form (Appendix 3) with your people leader to identify what course of action should be taken for any conflicts of interest disclosed
- The Director People & Capability will inform the Chief Executive and Board Secretariat of any conflicts of interest declared by the Leadership Team, and they will inform the Board as appropriate.

Contractors, consultants, temporary and casual employees

- If you are engaged with ENZ as a contractor, consultant, temporary or casual employee you are responsible for notifying your people leader of any actual, potential or perceived conflicts of interest by completing the Declaration of Interest form (Appendix 3)
- You are required to assess each situation periodically during the term of your contract to ensure any changes are captured and addressed
- Be alert to any situation where personal, financial, or business interests could (or perceived to) influence your work
- Disclose any personal or professional connections (e.g. friendships, family ties, former colleagues, or business relationships) that could create bias or the perception of bias in your decision-making or advice

Some questions to help assess the nature and extent of the conflict

- How could the identified interest impact how you do your job?
- Could a reasonable person think that the identified interest could influence how you do your job? How could you demonstrate that this is not the case?
- In the foreseeable future, could the identified interest effect, or be seen to effect, how you do your job? If so, when might this occur? What is the triggering event that you (and others) should be watching out for?
- Would you act differently if you did not have the other interest? Do the two interests pull in different directions, or are the interests aligned? Could this impact how you do your job and, if so, how?
- What would the possible consequences be if you ignored the conflict of interest?

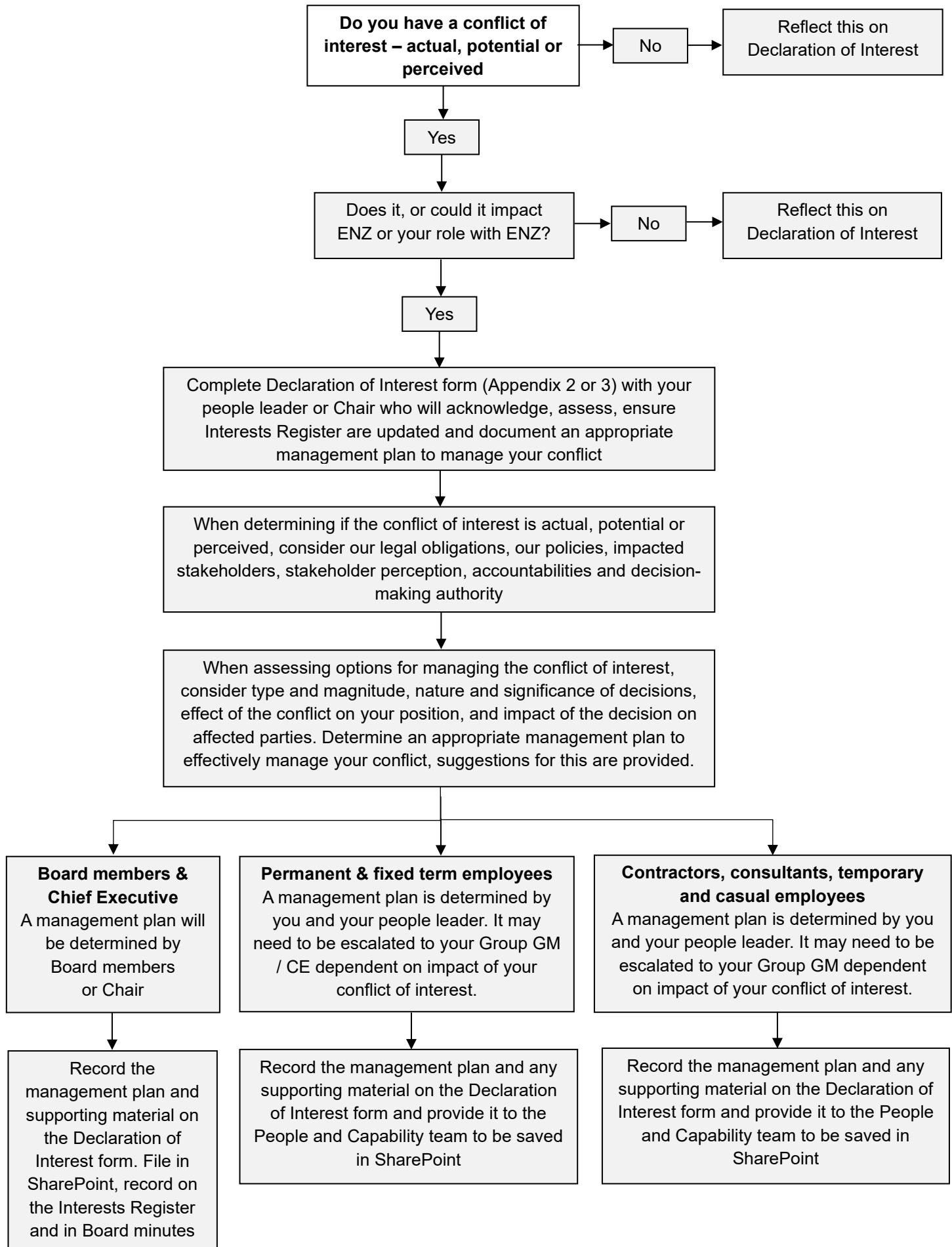
When filling out your declaration of interest form (Appendix 2 or 3), refer to the [Conflict of Interest Management Plan examples](#) for further information.

What's the process to managing conflicts of interest once disclosed?

If you have a conflict of interest, the following steps may be taken to manage it appropriately:

- You must declare the conflict of interest to all relevant parties so appropriate steps can be taken
- You may be restricted from any related decision-making, discussions, activities or access to information to avoid undue influence (e.g. required to step out of meetings)
- Your responsibilities may be reassigned to someone else, or you may be moved to a different team temporarily or permanently
- Oversight of your work may be increased, such as additional supervision, peer review, or involving a colleague or panel in the decision-making process
- An independent third party may be brought in to oversee or verify the integrity of the process
- You may be asked to reaffirm your confidentiality obligations, especially regarding the conflict
- In some cases, you may be asked to take a temporary leave of absence (e.g. if standing for election)
- Where feasible, you may be asked to relinquish the private interest or external relationship that created the conflict
- If no other workable solution is available, resignation or termination of employment, either from ENZ or the third party, may be required as a last resort.

Appendix 1: Process for identifying a conflict of interest?



Date

Appendix 3: Declaration of Interest form – All employees, contractors & consultants

Name _____

Position _____

People leader name _____

People leader position _____

As an employee / contractor / consultant of ENZ, please **select** what applies to you:

<input type="checkbox"/>	I have no conflict of interests to declare
<input type="checkbox"/>	I have the following conflict of interest(s) to declare

This declaration is subject to an annual review.

Disclosure of interest

- **Describe** your conflict of interest below and specify the type i.e. actual, potential or perceived

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Management Plan

- **Assess your conflict of interest:** comment on impact of your conflict of interest
- **Action:** detail steps you will take to manage your conflict of interest

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I confirm that, to the best of my knowledge, the information provided is complete, accurate, and discloses all interests that could reasonably be seen as a conflict of interest under ENZ's Conflict of Interest Policy. I will update this declaration if any relevant information or circumstances change.

Signature

Date

People leader assessment

Assessment of management plan

- If a conflict of interest exists, please include your assessment of the management plan to ensure the conflict of interest is managed appropriately

Will this need to be escalated to your Group GM / CE?

YES	NO
<input type="checkbox"/>	<input type="checkbox"/>

As the people leader, I have reviewed the contents of this completed declaration of interest form; I agree the conflict of interest is of the type recorded (actual, potential or perceived) and I approve the management plan proposed.

Signature

Date

Group GM / CE assessment

Assessment of management plan

- Please include your assessment of the management plan to ensure the conflict is managed appropriately

As Group GM / CE I have assessed the contents of this completed declaration of interest form, and I approve the management plan proposed.

Signature

Date