

# **CODE OF CONDUCT FOR BOARD MEMBERS OF AIUK**

**Approved May 2012**

## **I INTRODUCTION**

The purpose of this policy is to make explicit to Board members the conduct that is expected of them in their carrying out of their role at Amnesty International UK Section (AIUK), in order that AIUK may be governed effectively.

This document should be seen in the context of other documents which set out the role and powers of the Board, appointment of Board members and other relevant policies, particularly the Constitution, Board Standing Orders, and the Board Handbook.

The code is described under 3 main sections:

- Section 2: sets out the principles behind the code
- Section 3: describes the expected conduct
- Appendix A: Procedure for Implementing the Code of Conduct or Grievance
- Appendix B: Register of Interest

## **2 PRINCIPLES**

The following principles are based on the Nolan Committee's principles of Public Life, adjusted slightly by NCVO to fit voluntary sector organisations and further tailored to AIUK needs.

*Altruism (Selflessness)*

Board members of AIUK have a general duty to act in the best interests of AIUK as a whole. They should not do so in order to gain financial or other material benefits for themselves, their family, their friends or any other organisation that they work for or represent.

### ***Integrity***

Board members:

- should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role;
- as well as avoiding actual impropriety, should avoid any appearance of improper behaviour;
- should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.

### ***Objectivity***

In carrying out their role, including making appointments (including Board appointments), awarding contracts, recommending individuals for rewards and benefits or transacting other business, Board members should ensure that decisions are made solely on merit.

### ***Accountability***

Board members

- have a duty to comply with the law on all occasions in accordance with the trust placed in them and in such a way as to preserve public confidence in AIUK

Board Members

- are accountable for their decisions and actions to the members, funders and supporters. They must submit themselves to what scrutiny is appropriate to their role.

### ***Openness***

Board members:

- should ensure that confidential material, including material about individuals, is handled in accordance with due care;
- should be as open as possible about their decisions and action that they take. They should give reasons for their decisions and restrict information when and only when the wider interest of AIUK clearly demands.

### ***Honesty***

Board members:

- have a duty to declare any interests relating to their role as Board members and to take steps to resolve any conflicts that may arise. Where private interests of a Board member conflicts with their Board member duties, he / she must resolve this conflict in favour of the Board member role;
- must make relevant declarations of interest in the different circumstances and roles they play both within and outside AIUK

### ***Leadership***

Board members:

- should promote and support the principles of leadership by example;
- must respect the role of the Director. There will be circumstances under which Board members will be working directly with staff. Guidelines for such working relationships must be clear to both staff and Board members and, when these occasions arise, the Director/ Chair should be informed in advance.

***Non-Discrimination***

Board members should behave toward each other respectfully at all times:

- should not behave in a manner or use language which a reasonable person would find untoward or offensive, e.g racist, sexist or homophobic behaviour or language is unacceptable.

### **3 CODE OF CONDUCT**

#### **3.1 Attendance and preparation**

Board members are expected to understand the rules and structure of the organisation, and the legal framework in which they operate.

Board members are expected to attend all Board meetings for their duration unless there is a good reason why the Board member can not attend. In such a case, the Board member should notify the Chair in good time. (Refer Constitution Section 9.V)

Board members are expected to come to the meeting prepared and having read papers beforehand.

Board members are expected to attend the AGM as a means of accountability to the membership.

#### **3.2 Conduct of Board meetings and collective responsibility**

The business of meetings of the Board shall be conducted as informally as is conducive to good order. To this end, it is expected that Board members should:

- treat Board members and others attending Board meetings with respect
- express their views freely and openly in debate
- address their comments to the whole Board not to subgroups
- ensure that the time they take to speak is commensurate with the overall time allowed for discussion and the number of other people wishing to contribute
- avoid any comments which could be construed as rude, aggressive, judgmental or hostile by other Board members or staff
- avoid any comments which could be construed as discriminatory.

Since the Standing Orders make clear that Board decisions are made by a simple majority, there will be Board decisions which are not made unanimously. Board members who strongly disagree with a decision taken by the Board, shall be able to request that their views are recorded in the meeting minutes. However, once the decision has been made, the Board speaks with one voice and Board Members should present this view outside the Board meeting unless the Board agrees otherwise. Where matters of conscience are concerned minority views may be explained but not advocated where the audience is internal. On matters of administration and management, and where the audience is external, Board members should present the view decided by the Board.

Board members only have authority when sitting as a Board. Board members do not have any authority individually other than that specifically delegated by a decision of the Board.

The exception to this is the Chair (or Acting Chair), who is able to take decisions on behalf of the Board when such decisions can not wait until the next Board meeting.

### **3.3 Board Staff relations**

Board members who have other roles within the organisation should clearly distinguish the different roles.

In relation to the Director:

- Board members should show respect to the Director
- Board members acting outside the Board role do not have any authority over the Director and should avoid any behaviour which implies to them or others that they do
- Discussion by the Board of the Director's performance will take place only in a designated agenda item for this purpose.
- If Board members have concerns about the performance of the Director, these should be communicated to the Chair outside Board meetings.

In relation to other staff:

- Board members should show respect to staff and to the organisational structures within which they work
- Board members acting outside the Board role do not have any authority over staff and should avoid any behaviour which implies to them or others that they do
- Board members, when acting in any other capacity within the organisation
  - have only the same rights and expectations as any other member acting in a similar capacity;
  - should not expect or seek preferential treatment from or access to staff time or expertise
- Board members should avoid discussion of individual staff performance at Board meetings
- If Board members have concerns about the performance of staff, these should be communicated to the Chair in the first instance.

### **3.4 Attendance at events as a representative of AIUK**

Board members are often invited to attend internal or external events to represent the Board of AIUK. When attending events in their official capacity as Board members, they must take care not to express views which are inconsistent with AIUK's stated policy on any issue, or which may be construed as undermining Amnesty International's Vision and Mission. Board members should bear in mind the sensitivity of their roles and the likelihood that any views they express will be taken to be the official view of AIUK.

It is recognised that a Board member may disagree with AIUK's position on an issue for reasons of conscience. In this case the Board member is expected to refrain from commenting on this issue when acting in his/ her official role as Board member, and/ or may wish to avoid situations where such conflicts of conscience are likely to arise.

Where Board members are asked to take on a particular role at events, e.g. speaking to particular guests, they will be fully briefed by staff in advance. Otherwise they should assume that they are there to enjoy the event and mix generally with guests.

### **3.5 Participation in Other Public Activity**

If a member of the Board is invited or wishes to undertake an activity that is related to AIUK's field of work or is to take place in connection with others or under circumstances that could possibly lead to a perception related to AIUK, s/he should ensure that an appropriate disclaimer is made clarifying that s/he is not acting in his/her capacity as a Board member of AIUK.

If the activity is specially sensitive s/he should first consult the Chair and Director for advice on how best to avoid any such confusion. If there is any doubt about how to proceed or a difference of opinion as to whether the activity under the particular circumstances is appropriate for a Board member, the Chair will place the question before the Board by whatever means s/he deems most appropriate in the circumstances, in consultation with the Director.

Former Board members should be aware that their public activities may cause confusion as to whether such activities relate to AIUK. When any confusion seems possible, they should make every effort to have an appropriate disclaimer made and/or published.

### **3.6 Media Comment**

If a Board member is invited or wishes to speak to the media or participate in a public event in the name of AIUK he/she must first discuss the matter with the Director. If a Board member is speaking to the media on a subject that is totally unrelated to AIUK's field of work and in his/her non-AIUK capacity, s/he should make every effort to ensure that s/he is not identified with AIUK.

Board members may be asked to speak to the media in an Amnesty role other than that of Board member, and in this instance should seek advice from the Press Office.

Any fees received for broadcasting or writing on behalf of AIUK in the course of service as a Board member shall be paid over to AIUK.

### **3.7 Acceptance of Awards**

If a Board member is offered an award or honour (with or without monetary value) in which their work for AIUK is prominently cited, the Chair and the Director must be consulted before a decision is taken as to whether or not the award should be accepted.

### **3.8 Reimbursements**

Board members are expected to respect all existing procedures that regulate travel arrangements and expenses. As part of the function of leadership, s/he is expected to be exemplary in this regard.

### **3.9 Confidentiality**

While AIUK is committed to transparency and will make Board minutes and papers available to members, there are some circumstances, set out in the Open Information Policy where maintaining some appropriate confidentiality is essential for the effective running of AIUK. The Chair may decide the appropriate level of confidentiality.

Appropriate confidentiality must be maintained by Board members during and after the term of office, in respect of all unpublished information gained by any Board member during the course of his/her service on the Board.

Such unpublished information may not be used in any other way except in the proper course of that Board member's duties. This applies also to electronic communication.

### **3.10 Copyright**

The property and copyright throughout the world of all material written, compiled or produced by a Board member on behalf of AIUK in connection with his/her service on the Board vests with AIUK. In this regard, acceptance of membership of the Board is held to constitute a present assignment of future copyright to AIUK of any such material.

### **3.11 Gifts and Hospitality**

Board members should not accept any gifts or hospitality which could be seen as a way of exerting influence over the AIUK's decisions.

Board members must not solicit nor accept cash from any supplier who provides, or may wish to provide, goods or services to AIUK.

If Board members are offered a gift as an inducement for preferential treatment, it must be refused or returned as appropriate. They may accept gifts which are offered by organisations as part of their normal marketing activities on the condition that your acceptance of that gift cannot be misconstrued.

Board members may also accept gifts of hospitality in the form of lunches, dinners and social events provided that:

1. they are not placed under any obligation
2. the acceptance could not be misconstrued, however unfounded"

### **3.12 Conflicts of Interest**

A conflict of interest arises when a personal, professional or other interest of a Board member:

- is actually or potentially at odds with the best interests of the AIUK; or
- could give the appearance of being in conflict with the best interests of the AIUK.

Such conflicts of interest can pose potential and/or actual risk and/or harm to AIUK. To avoid such risk and/or harm the following is proposed.

All Board members should register their relevant interests annually with the AIUK. This should include details of executive and non-executive positions.

If a Board member decides that there may be a conflict of interest in relation to a specific matter under deliberation, the Board member should inform the Chair and withdraw from the room for the discussion of the matter creating the conflict. The nature of the conflict should be noted in the minutes.

If the Board member is unsure whether there is a conflict or not, s/he shall inform the Chair who shall decide the matter.

If a Board member is concerned that another Board member has a conflict of interest, the initiating Board member should in the first instance discuss it with the other Board member. If there is no resolution then it should be discussed with the Chair, whose decision shall be final.

### **3.13 General standards of conduct**

It is essential that Board members are not involved in any action or activity which might bring AIUK into disrepute, even where they are acting outside their role as Board members.

Examples might be:

Discrimination or harassment

Violence, actual or threatened against another person

Theft, fraud or other serious crime

However, this list is not intended to be exhaustive, and Board members should not engage in any other activities, which are likely to bring AIUK into disrepute.

## **APPENDIX A:**

### **Procedure for Implementing the Code of Conduct or Grievance**

#### **Section One: Principles**

1.1 All Board members have a responsibility to act in accordance with the Code of Conduct. However, the Officers of the Board, led by the Chair, have a particular responsibility to ensure Board members' behaviour is consistent with the Code.

1.2 Every attempt should be made to deal with breaches of the Code of Conduct informally in the first instance. Members of the Board have voluntarily taken on a position of considerable responsibility at AIUK, and it should be assumed that they are acting from good intentions, in particular that they intend to act in accordance with the Code of Conduct.

1.3 It is essential that the position of the Board is not undermined, therefore all potential breaches of the Code of Conduct must be dealt with in confidence. Only those directly involved in the particular issue under consideration should be informed.

1.4 Issues should be dealt with as quickly as possible, while allowing for a fair process and taking into account that Board members will almost always have responsibilities and commitments outside AIUK.

1.5 All those involved in this procedure should treat each other with courtesy and respect.

#### **Section Two: The Procedure**

##### **Stage 1 ( Informal)**

2.1 Concern about the behaviour or actions of a Board member may arise in a number of ways. There may be an official complaint, either internal or external. On the other hand concerns may have been raised by other Board members, or the Chair himself/ herself or it may be that an individual Board member has a grievance against the way they have been treated

2.2 As the Chair will be responsible for initiating the procedure and ensuring that it is carried out, s/he must decide whether concerns raised with him/ her represent a breach or possible breach of the Code of Conduct. For example, an external complaint could be made about a Board member when in fact s/he was simply stating AIUK's position on a particular issue. On the other hand, the Chair may notice behaviour on the part of a Board member which is inconsistent with the Code of Conduct, although no complaint has been made.

( It is important that complaints are resolved effectively, to the satisfaction of the complainant, and the process for ensuring this is described in AIUK's Complaints Procedure).

2.3 If the Chair decides that the behaviour of a Board member is inconsistent with the Code of Conduct, s/he will arrange to meet informally with the Board member. The emphasis of the meeting should be on joint problem solving rather than apportioning blame. The purpose of the meeting is to discuss the issues which have arisen, decide whether or not there has been a breach of the Code of Conduct, and agree any actions needed to avoid future problems.

2.4 These might include:

- The Board member undertaking to change his/her behaviour, or make more specific changes, for example if the issue concerns conflicts of interest
- Providing the Board member with information/ training or other support to enable him/her to undertake his/her role more effectively

2.5 If the Chair concludes that there has been a breach of the Code of Conduct, and the Board member does not accept this and is unwilling to change his/ her behaviour, the Chair or the Board member may decide to move to Stage 2 ( The Formal Stage).

### **Stage 2 ( Formal)**

2.6 The decision to instigate a more formal process may arise in the following circumstances:

- At the request of the Board member, following an informal discussion
- If after the informal discussion no agreement has been reached and the Chair is concerned that future breaches of the Code of Conduct will occur
- If after an informal discussion there are no improvements or further breaches
- If the Chair feels at the outset that the issue or grievance is sufficiently serious to justify moving directly to a formal process

NB The formal process has been introduced to ensure that issues are resolved fairly and openly. However, the emphasis should still be on problem solving rather than apportioning blame. The ultimate aim of the procedure is to maintain the reputation and credibility of the Board, and its ability to act effectively.

### **The Procedure**

2.7 If the Chair decides to instigate a formal procedure, s/he will establish a sub-committee to investigate the breach of the Code of Conduct or grievance. The sub-committee will consist of three Board members, who are not Officers of the Board. The Chair will report to the Board that s/he has established this sub-committee.

2.8 The role of the sub-committee is to investigate the facts surrounding the alleged breach or grievance and make a recommendation to the Chair or Board ( see below).

2.9 In order to undertake the investigation the sub-committee should speak to:

1. The Board member concerned and any witnesses s/he may wish to speak on his/her behalf
2. The Chair and any witnesses s/he may wish to speak on his/her behalf.

They should also examine any written information which either side may wish to present.

2.10 Following this investigation, the sub-committee may decide:

1. That there has been no breach of the Code of Conduct. This decision should be reported by the sub-committee to the Chair and Board, usually within 10 days of being asked to undertake the investigation.
2. That there has been a breach of the Code of Conduct.

2.11 If the sub committee decides that there has been a breach of the Code of Conduct, they may decide:

- 1) To recommend actions to avoid further breaches, with a review date by which these actions should be completed.
- 2) To recommend that the Board member should be dismissed from the Board.
- 3) In extreme cases, to recommend that membership of AIUK should be withdrawn.

2.12 The sub-committee should usually send its recommendation to the Board member concerned and to the Chair within 10 working days of being asked to undertake the investigation. However, this period can be extended with the agreement of both parties.

2.13 If the outcome is 1), a recommendation for further action, the Chair should write to the Board member to confirm a date for the review.

2.14 If at the review the Chair feels there has been no improvement, s/he can then recommend that the Board member should be removed from the Board.

### **Section Three: Removal from the Board**

3.1 The Memorandum and Articles of Association of AIUK provide that:

“ The office of a Director shall be vacated if:

.....he or she engages in an act of serious misconduct or otherwise brings the Company into disrepute and the Board passes a resolution, by a majority of at least two thirds, that he or she be removed from office” ( 31.1.9)

3.2 If the sub committee ( or the Chair following a period of review) recommends that the Board member concerned should be removed from the Board, they should submit a motion to the

next Board meeting, provided that 28 days have elapsed between the notification of their recommendation to the Board member, and the date of the Board Meeting.

3.3 The Board member will be invited to attend the closed session of the Board, at which the issue will be discussed, if they wish to do so.

3.4 The motion should call on the Board to vote to remove the member from the Board, outlining briefly the nature of the breach of the Code of Conduct and the findings of the sub-committee's investigation. The Board member, if present at the meeting, will be given an opportunity to present his or her response. S/he should then be asked to leave the room and a vote taken. If there is a two thirds majority in favour of removal from the Board the Board will pass a resolution that the member will be removed, but with a right of appeal to the Members' and Directors' Appeals Committee.

3.5 The Board member will be notified of the outcome of the vote as soon as possible by the Chair, and this will be confirmed in writing within 5 working days of the Board meeting. If the decision is to remove the member from the Board, s/he will also be notified of his/ her right to appeal.

3.6 If the Board member does not notify his/her intention to appeal within the specified time limit, s/he will be removed from the Board, with the removal to take effect from the date of the Board meeting which voted for his/her removal.

#### **Section Four: Appeals**

4.1 The Memorandum and Articles of Association of AIUK state that:

“ The Members' and Directors' Appeals Committee shall consider any appeal made by any individual.....who has ceased to be a Director by virtue of a resolution of the Board under Article 31.1.9.”

4.2 A Board member who wishes to appeal against removal from membership of the Board must notify the Chair of his/her intention to appeal within 10 working days of the date on which the Board's decision was notified to him/ her.

4.3 The Chair will convene a meeting of the Members' and Directors' Appeals Committee to hear the appeal. This meeting should usually take place no more than 10 working days after the Board member notifies his/her wish to appeal, but this period may be extended with the consent of both parties.

4.4 At the meeting of the Members' and Directors' Appeals Committee a member of the Board sub-committee will present the findings of the sub-committee's investigation and the reasons for the Board resolution. The Board member will then have an opportunity to present the reasons why s/he should not be removed from the Board. Both parties will retire and the Members' and Directors' Appeals Committee will decide whether or not to uphold the decision of the Board that the Board member should be removed. The decision will be notified to the Board member and the Chair of the Board within 5 working days of the meeting.

4.5 The decision of the Members' and Directors' Appeals Committee is final ( Memorandum and Articles of Association, Para 11.4.)

4.6 If the decision of the Committee is to confirm the removal of the Board member the removal will take effect from the date of the Committee meeting.

4.7 If the decision of the Committee is that the Board member should remain on the Board, all Board members will be notified by the Chair and the Board member will continue to undertake the full role of a Board Director with immediate effect. However, this does not preclude further action being taken if there are breaches of the Code of Conduct in future.

### **Section Five: Expulsion from AIUK**

5.1 In extreme cases the Board sub-committee investigating the breach of the Code of Conduct may find that there has been such serious misconduct on the part of the Board member, that s/he should be expelled from membership of AIUK. This is only likely to occur where serious measurable damage has been directly caused to AIUK's reputation and/ or ability to operate effectively by the actions of the Board member.

5.2 In this case the Board sub committee may wish to combine the motion proposing that the member be removed from the Board, with a motion proposing their expulsion from membership of AIUK, as outlined in paragraph 8.1.4 of the Memorandum and Articles of Association. In this case the process would be as described in Paragraph 3.4 of this procedure, but at least half the Directors of the Board must be present at this Board meeting for the expulsion to be valid.

5.3 As with removal from the Board, a Board member expelled from AIUK has the right to appeal to the Members' and Directors' Appeals Committee, and the process would be as outlined in Section Four of this procedure.

### **Section 6: Breaches of the Code of Conduct by the Chair or grievance against the Chair**

6.1 The procedure outlined above applies to all members of the Board, including the Officers,. It is the responsibility of the Vice-Chair and the Treasurer of the Board to ensure that the Chair is acting in accordance with the Code of Conduct. If they have concerns about the conduct of the Chair, or concerns or grievances are raised by others, which they feel may be justified, they should appoint a sub-committee to investigate, and follow the procedure as outlined above. During the period of the investigation they may recommend to the Board the suspension of the Chair, and the Chair will be suspended until the outcome of the investigation is known, if a majority of Board members agree.

Appendix B

**GUIDANCE ON PROCEDURE AND IMPLEMENTATION OF REGISTER OF INTERESTS**

**1 Reporting and Resolving Conflicts of Interest.**

- 1.1 Complying with the principles of selflessness and accountability enshrined in the Code of Conduct requires clear procedures on how AIUK will report and resolve conflicts between the private interests of individual Board Members and the interests of AIUK.
- 1.2 By adopting the Code of Conduct Board Members have committed themselves to creating a register of interests which will record the private interests of Board Members which have a bearing on their Board Membership of AIUK.
- 1.3 Board Members will complete a “interests declaration” which will be reviewed annually and updated by Board Members as and when their interests change.
- 1.4 The register will include sections on the following interests:
  - Directorships
  - Remunerated employment or office
  - Voluntary offices or positions held
  - Political affiliation
  - Shareholdings
  - Any other interests
- 1.5 Where Board Members are uncertain as to the existence of an actual or potential conflict of interest they should seek the advice of the Chair of AIUK.
- 1.6 Where a conflict of interest arises the Board Member will declare the interest when the agenda item in question is reached. Such disclosure will be reflected in the minutes of the meeting. The Board Member will then normally withdraw from the room and not vote on the item. However, the Chair shall have powers to include the Board Member in discussion of the item. Under no circumstances will the Board Member declaring the conflict of interest vote or seek to influence the final decision of the Board.
- 1.7 The Directorate will produce an annual report on conflicts of interest showing any relevant contracts or grants awarded, or decisions made, affecting Board Member interests and the occasions when Board Members have declared conflicts of interest at Board meetings.
- 1.8 The principle of declaring and recording interests and producing annual reports will apply to all Board Members.

## **CREATING A REGISTER OF INTERESTS.**

### **BOARD MEMBER DECLARATION.**

Board Members have a duty to avoid conflicts between their personal interests and those of AIUK. In addition it is important for public confidence that NGOs and charities are seen to operate to the highest standards of integrity and honesty.

With this in mind AIUK has adopted a policy which requires each Board Member to advise the organisation of any **actual** or **potential** conflicts of which they are aware.

Please complete the following declaration. You will be asked to update this form on an annual basis. However, if in the intervening period you become aware of any new **actual** or **potential** conflict of interest you should advise the Directorate. The results of the questionnaire will be used to create a register of interests which will be kept by the Directorate, and be made available to the public on request.

If in doubt as to whether an actual or potential conflict of interest exists Board Members should consult the Chair of AIUK.

**Note: Only where there is an actual or potential conflict of interest with the aims and goals of AIUK need be registered.**

**1 Directorships.**

**Are you a Director of any public or private company where there may be an actual or potential conflict with your role as a Board member of AIUK?**

Yes  No

Please tick the appropriate box. If yes, please list the name of the companies in the details space below, briefly stating the nature of the business of the company in each case a whether a Director or Non-executive Director and if they are remunerated posts.

**Details**

**2 Remunerated employment, office, profession etc.**

**Do you have any employment, office, trade, profession or vocation for which you are remunerated or in which you have a pecuniary interest, where there may be an actual or potential conflict with your role as a Board member of AIUK?**

Yes

No

Please tick the appropriate box. If yes, please set out the details below. When registering employment with a company or firm, please indicate the nature of its business.

**Details.**

**3 Voluntary work.**

**Are you a Board Member of a charity, board member of any not for profit organisation, or holder of any voluntary position in any public, private, voluntary or charitable organisation, including professional associations or trade unions, where there may be an actual or potential conflict with your role as a Board member of AIUK?**

Yes

No

If yes, please list below the positions held and the names of the organisations. Please indicate the nature of the work and mission of the organisation.

**Details.**

**4 Political affiliation.**

**Do you hold any elected or voluntary office in any political party or have you every held an elected position in any parliament or local authority? Have you been a major donor (defined as someone who makes a donation of over £5,000 in any single year) to a political party, or funded any research which seeks to advance the interests of a political party, in the last five years? Have you funded any individual(s) seeking election to a representational office? Have you made any speeches or public pronouncements in support of a political party in the last five years?**

Yes  No

If yes please provide details below. Ordinary membership of a political party need not be disclosed.

**5 Shareholdings.**

**Do you have (either yourself or with or on behalf of your spouse or dependent children) interests in shareholdings in any public or private company or other body.**

Yes  No

If yes, please list each company or body below, indicating in each case the nature of its business.

**Details.**

**6 Any other interests.**

**Are there any other matters, which in your judgement, could cause a conflict of interest with your position as a Board Member of AIUK?**

Yes

No

**Details**

## **BOARD MEMBER DECLARATION**

I declare that:

- I undertake to fulfil my responsibilities and duties as a Board Member of AIUK in good faith and in accordance with the law and within AIUK's objects and purposes
- I have registered any financial or personal interests which might conflict with those of AIUK
- I have read and will abide by the AIUK Code of Conduct for Board Members

Name:

Signed:

Date: