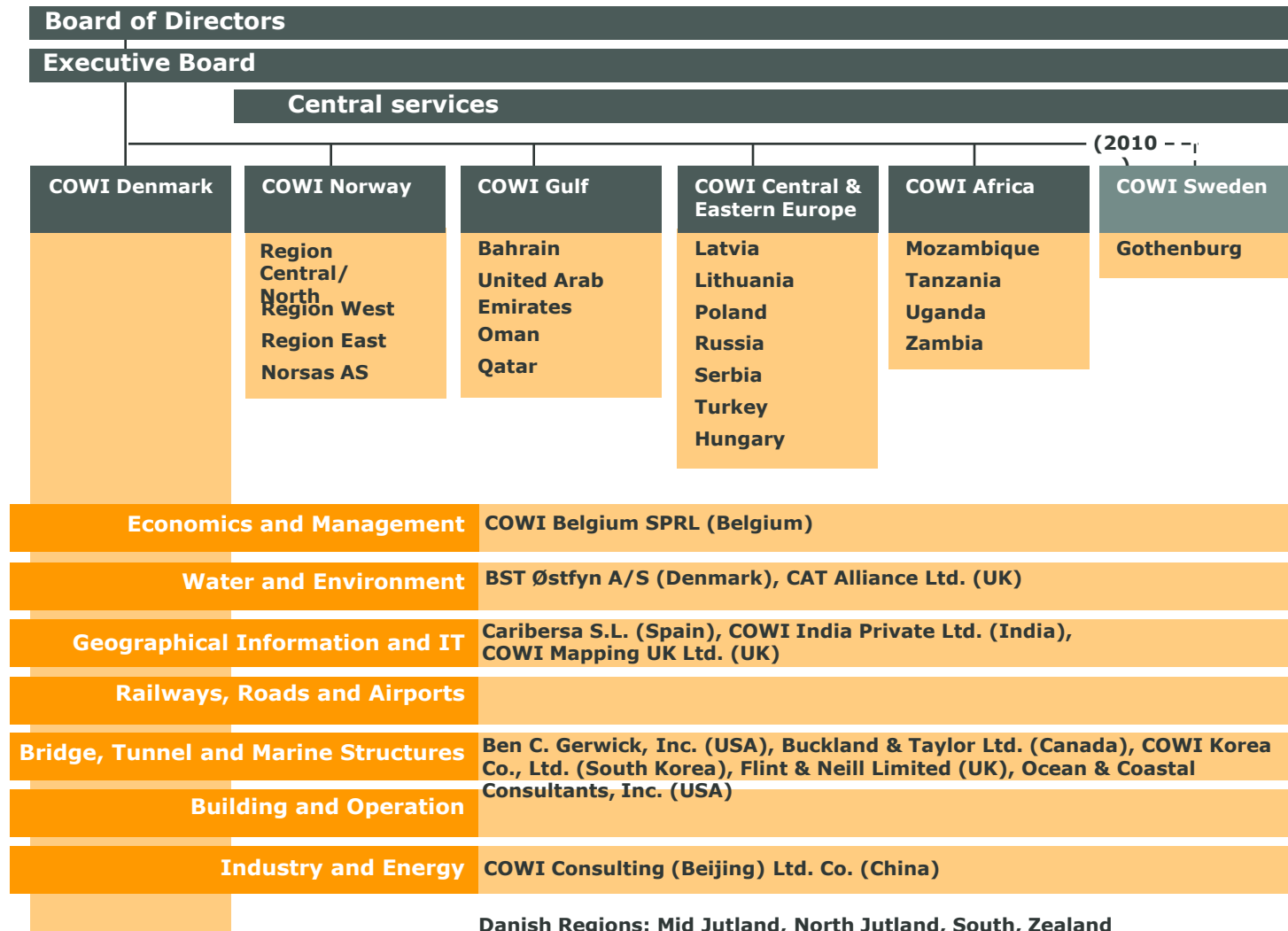


Business Integrity in COWI



Our organisation



Business Integrity in COWI, documents

Code of Conduct (2 p)

Corporate Practice in Business Integrity (13 p)

Cases and Dilemmas, Examples (14 p)

Business Integrity, documents

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Business Integrity Policy

COWI wishes to maintain its impartiality and independence and contribute globally to a fair conduct of business, avoiding extraneous influence on selection, execution or compensation procedures.

We will not in our services or in any other activity, directly or indirectly accept bribery, extortion, fraud, collusion or any other undue business activity.

Corporate Practice on Business Integrity

General issues

Transparency/documentation

Gifts (give/receive, when, how, size)

Entertainment and travel expenses

Handling of conflicts of interest

Facilitation payments

Corporate Practice on Business Integrity

Operational procedures

Engagement of employees

Pre-contract phase

Providing the services

Procurement of services and goods

Accounting and record keeping

Monitoring of project performance

Business Integrity, documents

Code of Conduct (2 p)

Corporate Practice in Business Integrity (13 p)

Cases and Dilemmas, Examples (14 p)

Some key issues

TI Corruption Perception Index

African countries where COWI has offices

Country rank	Country	TI's Corruption Perception Index 2009 Score
99	Zambia	3,0
126	Tanzania	2.6
130	Mozambique	2.5
130	Uganda	2,5

Info pr 10 Jan 2010:

The Tanzanian water and sewerage authority ranks fifth in the corruption 'List of Shame' published by the regional NGO Concern for Development Initiatives in Africa (ForDIA).

The business dilemma

The key issues in all business integrity management systems are

Leadership

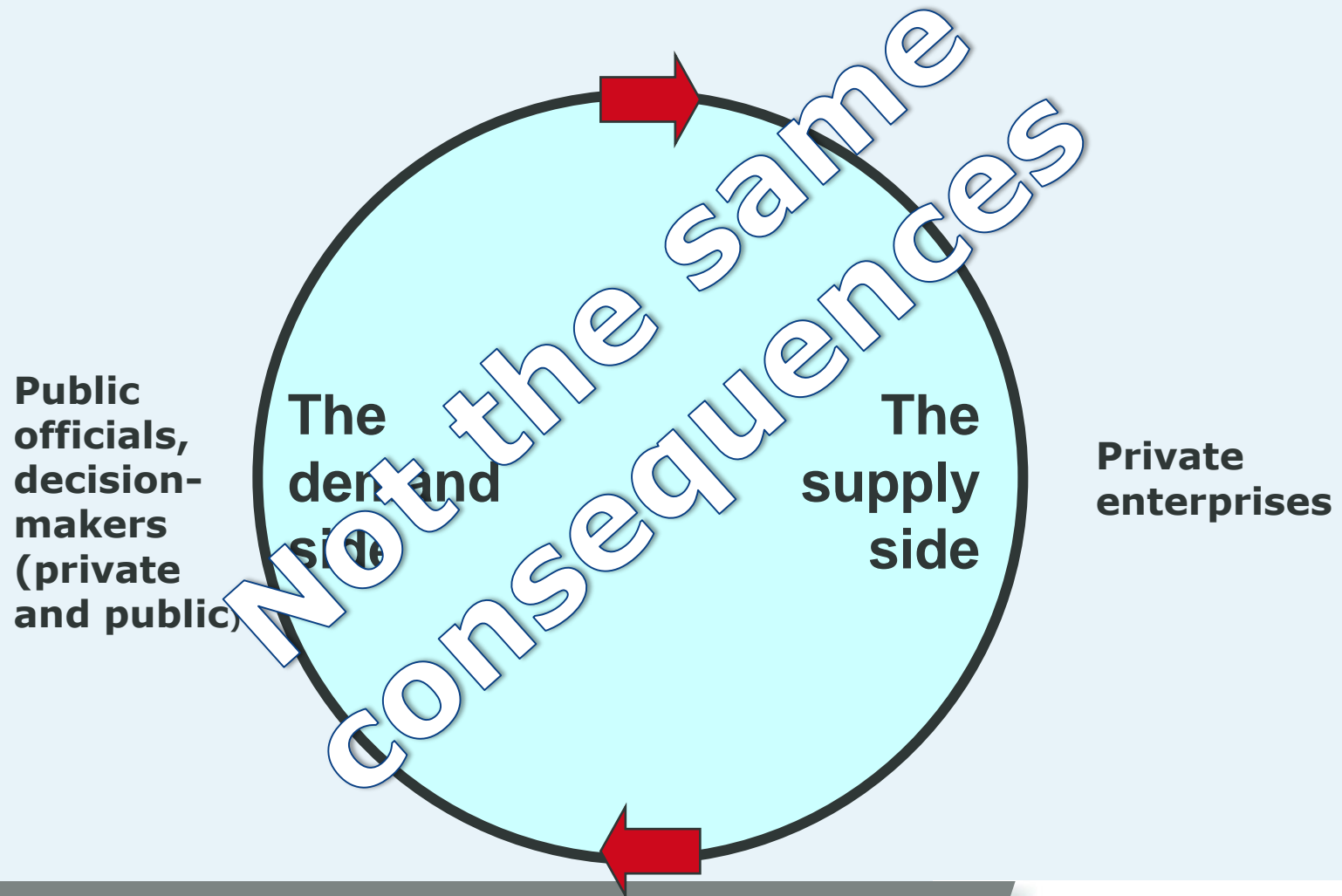
Training

Communication and support

Many business integrity management systems fail due to weak management, promotion means and bonus schemes:

You will be promoted or receive bonus for winning a contract or execute a contract not for coming up with excuses for failure

Two sides of the problem



**A prerequisite to combat corruption
is to align consequences
for the demand side and the supply
side**