



Monitoring and Review

Companies should monitor, review and adjust their policies and procedures designed to prevent an associate from bribing foreign public officials. This will assist to test the effectiveness of existing policies and procedures and to adapt them to changes in the business environment.

The bribery risks that a company faces are likely to change over time, so the procedures required to mitigate those risks are also likely to change. Entering new markets, changes to the companies' activities, a bribery incident or changes in the governmental or regulatory environment in which the corporation operates are also events that may prompt an evaluation.

Monitoring and Review Mechanisms

The following internal and external mechanisms may assist in monitoring the effectiveness of a companies' policies and procedures:

- Having staff and other stakeholders participate in surveys to test awareness of the companies' policies and procedures.
- Providing confidential and anonymous channels for staff and other associates to report concerns about bribery risks (for example through an online form).
- Collecting feedback about the effectiveness of existing anti-bribery mechanisms.
- Formal periodic reviews conducted by suitable experts (internal or external) to be provided to top-level management.
- Commissioning an independent report of the effectiveness of anti-bribery mechanisms by an external provider.

Record Keeping

Companies should keep records of all steps they have taken regarding compliance activities. Such records will assist a corporation if allegations are ever made against them regarding the adequacy of existing procedures. Maintaining accurate and appropriately detailed records of transactions and assets is itself an indication that a corporation has adequate procedures in place, as this further enables the identification of improper conduct.

Independent Reports

Engaging an independent third party to evaluate and report on the effectiveness of the corporation's anti-bribery mechanisms and procedures can assist in identifying areas for improvement. This will also help demonstrate the corporation's commitment to compliance.



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However, corporations must be willing to respond to the findings of an independent report. If a report identifies issues with the corporation's approach to anti-bribery obligations – and the corporation does not attempt to remedy the issues – this is likely to indicate that a corporation is not committed to ensuring that they do have adequate procedures in place.

Finding Assistance

Assistance will be most worthwhile and effective if it is provided by experience and expert sources. Competitive tender processes can be undertaken where corporations may seek submissions from appropriately qualified experts. This process allows the corporation to compare the expert firms to identify who may be best qualified, and most suited to meet their needs. The following list is a starting point for seeking guidance and advice, and for obtaining expressions of interest for suitable services.

- Auditors,
- Investigators
- Law firms

Further information and independent guidance can be obtained by contacting the Australian Trade and Investment Commission <https://www.austrade.gov.au/contact/contact>