



# CONFLICT OF INTEREST POLICY



## Version Control

|                       |                   |
|-----------------------|-------------------|
| Version               | 2.1/2024          |
| Previous Version      | 2.0/2024          |
| Previous Version Date | 20 October 2024   |
| Review Date           | 23 October 2024   |
| Policy Owner          | Managing Director |

## Authorization and Signature

This Conflict of Interest Policy sets forth Lebon Consulting's approach to identifying, managing, and mitigating conflicts of interest to ensure that all decisions and actions are made in the best interests of our clients and stakeholders.

As the Managing Director of Lebon Consulting, I authorize the implementation of this Conflict of Interest Policy and confirm that it is an integral part of our company's commitment to ethical business practices. The policy outlines the principles and procedures for preventing and addressing conflicts of interest in our operations, ensuring that all employees and representatives conduct themselves with integrity and impartiality.


This policy will be reviewed periodically to ensure ongoing compliance with industry regulations and alignment with our organizational values.

---

### Authorized by:

Shampene Mphaloane  
Managing Director: Lebon Consulting

Signature:

  
[Shampene Mphaloane \(Oct 23, 2024 05:56 GMT+2\)](#)

Date:

23-Oct-2024

---

## Table of Contents

|   |   |
|---|---|
| 1. Introduction .....                                   | 2 |
| 2. General Principles .....                             | 2 |
| 3. Conflict of Interest Policy .....                    | 3 |
| 4. Role of Compliance Officer and Human Resources ..... | 3 |
| 5. Role of all Employees.....                           | 3 |
| 6. Identification of Conflict of Interests .....        | 3 |
| 7. Declaration of Conflicts of Interest.....            | 4 |
| 8. Acceptable Conflicts of Interest .....               | 5 |
| 9. Avoidance of Conflicts of Interest .....             | 6 |
| 10. Controlling of Conflicts of Interest .....          | 6 |
| 11. Disclosure of Conflicts of Interest .....           | 7 |
| 12. Conflict of Interest Management Procedures .....    | 7 |

# 1. Introduction

Lebon is required to maintain and operate effective organizational and administrative arrangements with a view to taking all reasonable steps to identify, disclose and manage conflicts of interest. Lebon aims to avoid, and where this is not possible mitigate, any conflict of interest in the rendering of financial services between us or our Representatives and the client.

This policy provides for the management of conflicts of interest in compliance with the provisions of the Financial Advisory and Intermediary Services Act, 2002 (“FAIS”) which the authorized Financial Services Providers within Lebon are subject to.

A conflict of interest is defined in the General Code of Conduct for Authorised Financial Services Providers and Representatives (as amended) (“General Code of Conduct”) as follows:

- 1.1. **“Conflict of interest”** means any situation in which a provider or a representative has an actual or potential interest that may, in rendering a financial service to a client, -
  - 1.1.1. influence the objective exercise of his, her or its obligations to a client; or
  - 1.1.2. prevent a provider or representative from rendering an unbiased and fair financial service, or from
- 1.2. **“Acting in the Interest of that Client”**  
Including but not limited to:
  - 1.2.1. A financial interest
  - 1.2.2. An ownership interest
  - 1.2.3. Any relationship with a third-party
- 1.3. **“Financial service”** means any service contemplated in paragraph (a), (b) or (c) of the definition of “financial services provider” in the FAIS Act, including any category of such services.
- 1.4. **“Financial services provider”** means any person, other than a representative, who as a regular feature of the business of such person
  - 1.4.1. furnishes advice; or
  - 1.4.2. furnishes advice and renders any intermediary service; or
  - 1.4.3. renders an intermediary service.

This policy records the steps to be taken to identify conflicts of interest before engaging with new clients. It also sets out what should be done when potential conflicts become apparent.

It is vitally important that potential conflicts of interest are identified as soon as possible, as conflicts of interest affecting clients could undermine the integrity and professionalism of our business. Identifying conflicts at an early stage will encourage confidence in Lebon’s ethical standards.

## 2. General Principles

Our aim is to identify and manage potential or actual conflicts of interest, relating to the rendering of a financial service, before any client becomes aware that there is a potential or actual conflict of interest and to ensure that our clients are not unduly prejudiced.

### 3. Conflict of Interest Policy

- 3.1. When engaging with a new client we must inform the client of our conflict-of-interest management policy and how it may be accessed.
- 3.2. A conflict of interest may be difficult to define and is assessed in relation to all the circumstances. This policy is specific to the regulated entities in South Africa and the rendering of financial services.
- 3.3. Given Lebon's aim of encouraging long term, deep relationships with clients, it is preferable to have a low threshold for identifying a potential conflict of interest.

### 4. Role of Compliance Officer and Human Resources

- 4.1. Compliance officer and HR officer will be responsible for oversight of the activities of Lebon and are also responsible for implementing appropriate processes and procedures for the effective risk management of conflicts of interest and other risks arising within their divisions.
- 4.2. It is the responsibility of the Managing Director to implement the conflict-of-interest policy

### 5. Role of all Employees

- 5.1. All Lebon employees are obliged to report actual, perceived or potential conflicts of interest. The failure of employees to notify the Compliance officer of the potential conflict of interest may result in disciplinary action being taken against the affected individual/s.

### 6. Identification of Conflict of Interests

- 6.1. A conflict of interest is a situation in which the interests of Lebon or of its associates, in the exercise of its activities, and the interests of its clients, are directly or indirectly in competition, and which could significantly prejudice the client's interests.
- 6.2. A conflict of interest exists if an employee can make or influence a decision about whether and how to proceed with a proposed transaction and has an affiliation with any other party to the transaction. An apparent conflict is one that a member of the public might reasonably believe might cause that employee's decision to be tainted by self-interest.
- 6.3. In determining whether there is an actual or potential conflict of interest, we must consider whether the conflict may influence the objective performance of our obligations or prevent us rendering an unbiased and fair financial service to the client, considering whether Lebon or a Representative, associate or employee –
  - 6.3.1. Is likely to make a financial gain, or avoid a financial loss, at the expense of the client.
  - 6.3.2. Has an interest in the outcome of a service provided to the client or of a transaction carried out on behalf of the client, which is distinct from the client's interest in that outcome.
  - 6.3.3. Has a financial or other incentive to favour the interest of another client, group of clients or any other third party over the interests of the client.



- 6.3.4. Receives or will receive from a person other than the client, an inducement in relation to a service provided to the client in the form of money, goods or services, other than the legislated commission or reasonable fee for that service.
- 6.3.5. Any rebate, retrocession or related payment whereby remuneration benefits are paid by product suppliers or Discretionary Financial Services Providers to Lebon.
- 6.3.6. Personal account dealing/staff trading – this is dealt with in terms of our Personal Account dealing policy.
- 6.3.7. The use of sensitive or privileged information.

## 7. Declaration of Conflicts of Interest

7.1. To ensure proper corporate governance and transparency, relevant employees are required to declare any private interests that might affect the performance of their duties. They are also required to take steps to resolve any conflicts that arise in a way that protects the public interest. To fulfil this requirement, any relevant interests must be declared in the Register of Interests. Relevant interests include a financial interest; an ownership interest or any relationship with a third party – these definitions are included below:

- 7.1.1. **“Financial interest”** means any cash, cash equivalent, voucher, gift, service, advantage, benefit, discount, domestic or foreign travel, hospitality, accommodation, sponsorship, other incentive or valuable consideration,
  - 7.1.1.1. other than an ownership interest.
  - 7.1.1.2. training, that is not exclusively available to a selected group of providers or representatives, on
    - 7.1.1.2.1. products and legal matters relating to those products
    - 7.1.1.2.2. general financial and industry information
    - 7.1.1.2.3. specialized technological systems of a third party necessary for the rendering of a financial service; but excluding travel and accommodation associated with that training
- 7.1.2. **“Immaterial financial interest”** means any financial interest with a determinable monetary value, the aggregate of which does not exceed R1, 000 in any calendar year from the same third party in that calendar year received by
  - 7.1.2.1. a provider who is a sole proprietor; or
  - 7.1.2.2. a provider, who for its benefit or that of some or all its representatives, aggregates the immaterial financial interest paid to its representatives
- 7.1.3. **“Ownership interest”** means –
  - 7.1.3.1. any equity or ownership interest, for which fair value was paid by the owner, other than equity or an ownership interest held as an approved nominee on behalf of another person; and
  - 7.1.3.2. includes any dividend, profit share or similar benefit derived from that equity or ownership interest
- 7.1.4. **“Sign-on bonus”** means –

- 7.1.4.1. any financial interest offered or received directly or indirectly, upfront or deferred, and with or without conditions, as an incentive to become a provider; and
- 7.1.4.2. a financial interest referred to in paragraph (a) includes but is not limited to –
  - 7.1.4.2.1. Compensation for the-
  - 7.1.4.2.2. potential or actual loss of any benefit including any form of income, or part thereof; or
  - 7.1.4.2.3. cost associated with the establishment of a provider's business or operations, including the sourcing of business, relating to the rendering of financial services; or
  - 7.1.4.2.4. A loan, advance, credit facility or any other similar arrangement.
- 7.2. Relevant employees (which would include Key Individuals, Representatives, management and Directors) must consider whether they need to disclose personal involvement with persons or organisations or business interests that might influence their judgement, deliberation or action as employees, or which might be perceived by a client as doing so. The purpose of this disclosure is to be able to provide information to clients about the relevant interests of the regulated entity and the key persons.
- 7.3. The types of conflicts of interest to be recorded would include, inter alia, gifts and financial interests (to be recorded in the Gift Register). No employee should obtain any material personal benefits or favours because of their position within Lebon. The Lebon Gift and Gift Acceptance policy addresses the circumstances in which gifts made to employees of Lebon may be accepted, and the procedure in terms of which gifts are to be entered in the Gift Register.
- 7.4. It is each affected employee's responsibility to inform the Compliance Officer of any relevant changes as they occur and to register their interests in the Register.
- 7.5. Where there is uncertainty about whether a particular interest should be declared, advice should be sought from the Compliance Officer and/or senior management.

## 8. Acceptable Conflicts of Interest

- 8.1. In terms of Section 3A (1) of the General Code of Conduct, Lebon and its Representatives may only receive or offer the following financial interest from or to a third party.
  - 8.1.1. Commission authorised under the Long-term Insurance Act, the Short-term insurance Act or the Medical Schemes Act, as applicable.
  - 8.1.2. Fees authorised under the Long-term Insurance Act, the Short-term insurance Act or the Medical Schemes Act, if those fees are reasonably commensurate to the service being rendered
  - 8.1.3. Fees for the rendering of a financial service in respect of which commission or fees referred to above are not paid, if those fees are specifically agreed to by a client in writing and may be stopped at discretion of the client.
  - 8.1.4. Fees or remuneration for services rendered to a third party, if those fees are reasonably commensurate to the service being rendered.

8.2. An immaterial financial interest as defined.

8.2.1. A financial interest for which a consideration, fair value or remuneration that is reasonably commensurate to the value of the financial interest is paid by Lebon or the Representative at the time of receipt thereof.

## 9. Avoidance of Conflicts of Interest

9.1. To avoid conflicts of interest, Lebon does not permit the practice of offering any financial interest to Representatives for:

9.1.1. Giving preference to the quantity of business secured for Lebon to the exclusion of the quality of the service rendered to clients; or

9.1.2. Giving preference to a specific product supplier, where the Representatives may recommend more than one product supplier to the client: or

9.1.3. Giving preference to a specific product of a product supplier, where the Representative may recommend more than one product of that product supplier to the client.

9.1.4. Lebon does not permit the practice of offering or providing a sign-on bonus by any of its Financial Services Providers nor receipt of a sign-on bonus by its Category I Financial Services Providers.

9.2. Certain conflicts may have such a serious potential impact for Lebon or its clients that the only way to adequately manage such conflicts will be to avoid them. However, clearly it is not practical to prohibit all conflicts of interest regardless of impact. Therefore, all conflicts of interest must be adequately assessed for impact, they must be reported to the Compliance Officer and/or senior management who will then decide how to proceed, i.e. either to proceed with caution; make the appropriate disclosures; or in severe cases to avoid the conflict altogether.

## 10. Controlling of Conflicts of Interest

10.1. If it is decided to proceed the conflict can be normally managed by a combination of internal controls and appropriate disclosures.

10.2. Depending on the circumstances and the nature of any given conflict, it may be appropriate to:

10.2.1. Disclose the conflict of interest to the client.

10.2.2. Allocate another Representative to provide the service to the client.

10.2.3. Decline to provide a service to the client.

10.2.4. Initiate internal/external disciplinary action (referring matter to the Regulator for instance) where warranted.

10.3. What constitutes an appropriate response to a given conflict of interest will always depend on the circumstances and facts of the case.

10.4. In the event of a conflict of interest being identified and avoidance of this conflict of interest is not possible, the Compliance Officer must be advised of the reasons therefore and what measures the business will implement to mitigate such conflict of interest. Measures to mitigate will include disclosure to clients.



## 11. Disclosure of Conflicts of Interest

- 11.1. At the earliest reasonable opportunity, we must disclose in writing to our client any conflict of interest in respect of that client, including –
  - 11.1.1. The measures taken to avoid or mitigate the conflict.
  - 11.1.2. Any ownership interest or financial interest, other than an immaterial financial interest, that we or our Representatives may be or become eligible for.
  - 11.1.3. The nature of any relationship or arrangement with a third party that gives rise to a conflict of interest, in sufficient detail to our client to enable the client to understand the exact nature of the relationship or arrangement and the conflict of interest.
- 11.2. An appropriate mechanism for disclosure of material conflicts of interests is in the initial disclosure documentation provided to clients in the form of letters of introduction; letters of engagement; mandates; and related disclosure documents. The following information must be disclosed:
  - 11.2.1. the extent to which Lebon (or any associated person) has a legal or beneficial interest in the financial products that are the subject of the service.
  - 11.2.2. The extent to which Lebon (or any associated person) is related to or associated with the issuer or provider of the financial products that are the subject of the service.
  - 11.2.3. The extent to which Lebon (or any associated person) is likely to receive financial or other benefits.
  - 11.2.4. All fees, charges, rebates and benefits applicable to the service

## 12. Conflict of Interest Management Procedures

- 12.1. Senior management have primary responsibility for identifying, recording and managing conflicts of interest. They will be assisted in the management of conflict-of-interest situations by the Compliance Officer.
- 12.2. The take on of new clients should be subject to approval by the Key Account Manager.
- 12.3. The Key Account Manager will consider the existence of a conflict of interests in relation to the client, and if so, will determine (together with senior management and the Compliance Officer, as applicable) how the conflict should be managed.
- 12.4. Where no conflicts are identified the client and matter may be taken on, subject to satisfactory anti-money laundering and other due diligence requirements being met.
- 12.5. Where Lebon cannot take on the matter, the prospective client should be advised of this fact promptly and an offer should be made to refer the prospective client to an alternative firm.
- 12.6. The Compliance Officer will co-ordinate an annual questionnaire to be completed by Directors and relevant staff, requiring them to assess all aspects of their responsibilities and their business relationships, with a view to
  - 12.6.1. identifying actual or potential conflicts (and circumstances that might be perceived as conflicts). Directors, managers and Compliance Officers assess conflicts across the business, while other staff will focus on their individual circumstances.

- 12.7. Even when individuals completing the questionnaire are confident that an objective service will be provided, despite a potential conflict, they should report the conflict.
- 12.8. Senior management together with the Compliance Officer will assess the seriousness of identified possible conflicts and will determine how the conflict should be managed. Typically, this can involve:
  - 12.8.1. Whether current disclosures constitute adequate management
  - 12.8.2. What further disclosures would constitute adequate management.
  - 12.8.3. Whether or not disclosure alone can adequately manage the conflict. Where it cannot, how the conflict should be avoided, or a decision made whether the conflict should be referred for prompt board consideration
- 12.9. The Compliance Officer will maintain records of the conflict-of-interest management process, from identification through to effective resolution of the conflict.
- 12.10. Where there is a complaint received about a failure of by Lebon or its Representatives to disclose a relevant interest, the complaint should immediately be sent to the Compliance Officer for evaluation and response in conjunction with senior management.
- 12.11. The Compliance Officer will prepare a report on the management of conflicts of interest, for the Board to consider at intervals appropriate to the business.
- 12.12. Conflicts of interest will be a standing agenda item for Board meetings.
- 12.13. The conflicts of interest procedures and their efficacy in operation will be reviewed by senior management, in conjunction with the Compliance Officer, at least on an annual basis.

A full-page background image featuring a low-angle shot of the Burj Khalifa skyscraper reaching towards a clear blue sky. In the upper right corner, there is a decorative graphic of a 4x4 grid of small white dots.

**We Are The Way Forward**








# Conflict of Interest Policy V2.1-2024

Final Audit Report

2024-10-23

|                 |   |
|-----------------|---|
| Created:        | 2024-10-23  |
| By:             | Shampene Mphaloane (shampene@lebonconsulting.co.za) |
| Status:         | Signed  |
| Transaction ID: | CBJCHBCAABAAGsR6Efj22a33YP1rPZDuA7-YbRiyCHZu        |

## "Conflict of Interest Policy V2.1-2024" History

-  Document created by Shampene Mphaloane (shampene@lebonconsulting.co.za)  
2024-10-23 - 3:55:37 AM GMT
-  Document emailed to Shampene Mphaloane (shampene@lebonconsulting.co.za) for signature  
2024-10-23 - 3:55:43 AM GMT
-  Email viewed by Shampene Mphaloane (shampene@lebonconsulting.co.za)  
2024-10-23 - 3:55:59 AM GMT
-  Document e-signed by Shampene Mphaloane (shampene@lebonconsulting.co.za)  
Signature Date: 2024-10-23 - 3:56:07 AM GMT - Time Source: server
-  Agreement completed.  
2024-10-23 - 3:56:07 AM GMT