

Kaupapa here | Interim Conflict of Interest and Outside Work Policy

Mō wai me te whānuitanga | Audience and scope

This Policy applies to:

- a) all employees of MIT and Unitec, including contracted staff, consultants and secondees providing services for MIT and Unitec, and those on fixed-term contracts (collectively referred to as kaimahi in this Policy); and
- b) where appropriate, Ohu Kaitiaki, which extends to all those operating at a governance level, including Council members and members of council’s advisory committees.

Mokamoka whakaaetanga | Approval details

Version number	1.0	Issue date	1 January 2026
Version history		<i>Reason for amendment/s</i> a)	
Approval authority	Council	Date of approval	8 December 2025
Policy sponsor (has authority to make minor amendments)	People and Culture	Policy owner	People and Culture
Contact person	Director People and Culture	Date of next review	During 2026

Ngā whakatikatika | Amendment history

Version	Effective date	Created/reviewed by	Reason for review/comment
1	1 January 2026	Approved by Tāmaki Transition Group (SLT) Oct 2025. Approved by Council 8 December 2025.	Policy is lift and shift from Te Pūkenga policy required as a compulsory policy into a new entity. Incorporated the Unitec Outside of work policy into this one policy.
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Kaupapa-here | Interim Conflict of Interest and Outside Work Policy

1. Pūtake | Purpose

- 1.1. The purpose of this Policy is to set out the expectation that all conflicts of interest held by MIT|Unitec kaimahi and Ohu Kaitiaki are identified, declared and managed responsibly, and comply with the legal, ethical and good practice expectations regarding the management of conflicts of interest expected of a public sector organization.
- 1.2. Outside work arrangements held by MIT|Unitec kaimahi are identified, declared, managed responsibly, and are consistent with the kaimahi's employment at MIT|Unitec. MIT|Unitec's legitimate interests are protected where kaimahi engage in outside work.
- 1.3. In the course of our work at MIT|Unitec, kaimahi and Ohu Kaitiaki make decisions on behalf of the public about how to spend public funds. To maintain public trust and confidence, we need to assure the public that MIT|Unitec kaimahi and Ohu Kaitiaki are making those decisions:
 - impartially
 - in the public interest; and
 - not to benefit their whanau, friends, business associates, or themselves.
- 1.4. In addition to maintaining public trust, application of this Policy is to protect MIT|Unitec from perceived, potential and/or actual conflicts of interest and legal, commercial, political, and/or reputational risk.

2. Ngā Mātāpono | Principles

- 2.1. All kaimahi and Ohu Kaitiaki have a professional responsibility to act in a fair and impartial manner in all employment dealings, perform their duties honestly and impartially, and avoid situations which may compromise their professional integrity or lead to conflicts of interest.
- 2.2. MIT|Unitec kaimahi and Ohu Kaitiaki are in a position of trust. Accordingly, particular attention needs to be paid to relationships where there is an imbalance of power (which may lead to an abuse of power), intimate and close personal relationships, or the potential for impact on ākonga or less senior kaimahi or Ohu Kaitiaki.
- 2.3. Kaimahi and Ohu Kaitiaki should not participate in processes related to academic progress, assessment, recruitment, selection, promotion, performance appraisal, termination or transfer of any person with whom they have, or have had, a close personal relationship.
- 2.4. Kaimahi and Ohu Kaitiaki enrolled as ākonga have an additional responsibility to model the highest professional conduct as conflicts of interest, or perceptions of conflict, can be common in these situations. Kaimahi and Ohu Kaitiaki enrolled as ākonga must not use their position as a kaimahi or Ohu Kaitiaki (whichever applies) in any way to gain advantage.
- 2.5. Where possible conflicts of interest should be avoided; this includes entering into an intimate

relationship or a close personal relationship with other Ohu Kaitiaki, kaimahi, ākongā or stakeholders, where such a relationship might influence your judgement or ability to make impartial or objective decisions.

- 2.6. As part of good public conduct, all decisions made relating to conflicts of interest should be made with a spirit of:
- a) integrity
 - b) impartiality
 - c) accountability
 - d) trustworthiness
 - e) respect
 - f) responsiveness.
- 2.7 MIT|Unitec is legally entitled to regulate kaimahi activities which are inconsistent with their employment at MIT|Unitec, or which detract from their employment duties and responsibilities. While kaimahi engaged in full-time or part-time employment are not precluded from also doing outside work that is consistent with their employment at MIT|Unitec, MIT|Unitec has a legitimate interest in knowing about and should be given the ability to approve or reject outside work arrangements that might reasonably be expected to affect its interests. In particular, MIT|Unitec is entitled to prohibit or limit the extent to which kaimahi may be involved with outside activities where a kaimahi's involvement compromises or conflicts with Unitec's|MIT's interests and core values.
- 2.8 MIT|Unitec encourages and supports kaimahi to engage in outside activities that:
- a) involve MIT|Unitec in commercial initiatives for the benefit of MIT|Unitec, its kaimahi and students
 - b) provide research and consultancy expertise linked to Unitec's|MIT's activities
 - c) support Unitec's|MIT's strategic direction
 - d) link industry and business, public enterprise and community activities both on and off shore
 - e) link MIT|Unitec to a range of professional boards, committees and professional associations

What is a conflict of interest?

- 2.9. A conflict of interest (as more fully described in the Definitions - Clause 4 below) can be
- a) Actual - A conflict exists now between your official duties and your personal interests or responsibilities
 - b) Potential - A conflict could happen or is about to happen
 - c) Perceived - A situation where other people might think a conflict exists
- 2.10. MIT|Unitec recognises that conflicts of interest will arise from time to time. Proper disclosure and management of conflicts enables MIT|Unitec and kaimahi to remain safe.

Disclosure of conflicts of interest and outside work

- 2.11. MIT|Unitec expects all kaimahi who hold a conflict of interest or outside work to declare that upon commencement of employment with MIT|Unitec or as soon as it arises and in accordance with the Conflict of Interest and Outside Work Procedures. All Ohu Kaitiaki who hold a conflict of interest are expected to declare that upon commencement of their role with MIT|Unitec or as soon as it arises

and in accordance with the Conflict of Interest and Outside Work Procedures. Where a kaimahi or Ohu Kaitiaki is unsure whether something constitutes a conflict of interest, in the interests of transparency they should disclose the conflict of interest.

- 2.12. MIT|Unitec expects managers to remain alert to situations which may create a conflict of interest for kaimahi and ensure that the situation is recognised and handled in accordance with this Policy and its associated Procedures.
- 2.13. MIT|Unitec expects Ohu Kaitiaki to remain alert to situations which may create a conflict of interest and ensure that the situation is recognised and handled in accordance with this Policy and its associated Procedures.
- 2.14. Where conflicts of interest and outside work are disclosed, MIT|Unitec will consider the appropriate actions to take in consideration of the principles in 2.6 and in accordance with the Conflict of Interest and Outside Work Procedures.
- 2.15. MIT|Unitec acknowledges that declarations may involve disclosing personal information. Any information of this nature will be held in line with the Privacy Act 2020 so far as the law allows.

Management of conflicts of interest and outside work

- 2.16. Conflict of interest situations and outside work will be dealt with as soon as reasonably practicable after they are identified.
- 2.17. Decisions on how to manage a conflict of interest and/or outside work are made in accordance with MIT|Unitec Conflict of Interest and Outside Work Procedure on behalf of MIT|Unitec for:
 - a) kaimahi, the manager of the kaimahi who holds the interest in consultation with People, Culture and Wellbeing as appropriate; and
 - b) Ohu Kaitiaki, where the person holding the interest is a Council member, the Council or, where the person holding the interest is a member of an advisory committee, the advisory committee.
- 2.18. MIT|Unitec will implement strategies and monitoring procedures for managing a conflict of interest / outside work. Kaimahi and Ohu Kaitiaki are required to comply with any such procedures.

Breaches of Policy

- 2.19. Kaimahi and Ohu Kaitiaki are encouraged to report any breaches of this policy to their line manager or Chair (as applicable). Kaimahi and Ohu Kaitiaki may alternatively report a breach of this policy in accordance with the Protected Disclosures (Whistleblowing) Policy.
- 2.20. Breaches of this Policy by kaimahi, including failure to declare a conflict of interest and failure to disclose all private paid outside work as defined under this policy, may result in disciplinary action up to and including dismissal, and, in the case of contractors, termination of the contract and/or legal action being taken by MIT|Unitec.

3. Ngā Haepapa | Responsibilities

Role	Responsibilities
All MIT Unitec kaimahi	<ul style="list-style-type: none"> • Declare any conflicts of interest in accordance with this Policy and its related Procedures. • Declare all existing or intended outside work in accordance with this Policy and its related Procedures. • Be alert to any situations where any conflict of interest could exist and declare any further conflicts of interest as soon as they arise. • Where necessary, work alongside their manager to manage a conflict of interest. • Comply with any plans, mitigations or strategies to manage conflicts of interest or outside work as directed by their manager.
Managers	<ul style="list-style-type: none"> • Promote awareness and understanding of MIT Unitec Conflict of Interest and Outside Work Policy and Procedures within their teams. • Ensure their direct reports complete declarations of conflicts of interest and outside work in accordance with this Policy and its related Procedures. • Remain alert to situations where the people that they manage or supervise may have a conflict of interest and ensure that the situation is recognised and managed appropriately. • Assess all conflicts of interest and outside work in accordance with MIT Unitec Conflict of Interests and Outside Work Procedures to determine whether further action is necessary to manage the conflict / outside work. • Where necessary, work with the kaimahi concerned to develop a plan to manage the conflict of interest in consultation with People, Culture and Wellbeing. • Ensure all conflicts of interests / outside work held by kaimahi under their management are recorded in the Interests Register, along with notes relating to assessment and decisions to take (or not take) further action to manage conflicts of interest / outside work.
People Culture and Wellbeing	<ul style="list-style-type: none"> • Support managers in managing conflicts of interest and outside work for kaimahi.

<p>All MIT Unitec Ohu Kaitiaki</p>	<ul style="list-style-type: none"> • Declare any conflicts of interest in accordance with this Policy and its related Procedures. • Be alert to any situations where any conflict of interest could exist and declare any further conflicts of interest as soon as they arise. • Where necessary, work alongside Council or committee members (as applicable) to manage a conflict of interest. • Comply with any plans, mitigations or strategies to manage conflicts of interest as determined by their fellow Council or committee members (as applicable).
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4. Ngā Tikanga | Definitions

Term	Definition
<p>Conflict of Interest</p>	<p>A conflict of interest is where the responsibilities you have as MIT Unitec kaimahi or Ohu Kaitiaki overlap with some other interest you have in your private life.</p> <p>That other interest could be a non-financial interest such as a relationship (family, friends, acquaintances), a financial interest (role in another organisation, or a business interest as a shareholder, partner, director or owner) or other personal commitments or responsibilities. They may also include the interests of whānau or friends if those interests overlap with your own professional duties.</p> <p>It is any situation where your independence, objectivity or impartiality could potentially be doubted or challenged, even if you have no intention of acting improperly.</p>
<p>Financial conflict</p>	<p>A financial conflict of interest is any situation where you stand to gain or lose financially from a decision you are asked to make. A financial interest means anything of monetary value, including but not limited to:</p> <ul style="list-style-type: none"> • Salary or payment for services (for example: consulting fees and honoraria) • Equity interests (for example shares, share options and other ownership interests) • Gifts • Allowances, forgiveness of debts, interests in real estate, or personal property, dividends, rents, capital gains; and • Intellectual property rights (for example: patents, copyrights and royalties from these rights). <p>These interests can be direct (you will gain or lose personally) or indirect (a person close to you will gain or lose).</p>

Non-financial conflict	A non-financial conflict of interest is any situation where you are not affected financially by a decision but are affected in some other way that might make you biased or appear to be biased. A non-financial conflict of interest might arise, for example, from a family relationship, friendship, or any other sort of personal relationship, or if you are involved with another organisation outside of MIT Unitec.
Conflict of roles	A conflict of roles can arise in any situation where you are a decision-maker for two different organisations about the same matter. The question you need to consider is not so much whether your interests conflict, but whether the interests of the two organisations you work for do.
Abuse of power	Abuse of power is where someone uses their position of power or authority in an unacceptable manner. Abuse of power can take various forms and may include, but is not limited to, grooming, manipulation, coercion, putting pressure on others to engage in conduct that they do not feel comfortable with.
Close personal relationship	A close personal relationship is a non-intimate relationship but is of a nature where the connection goes beyond a casual acquaintance. Without limiting the types of relationships, examples include: <ul style="list-style-type: none"> • relatives or close family friends • a relationship of financial dependence • sharing a domestic living arrangement (e.g. a flatting situation).
Intimate relationship	An intimate relationship is a consensual romantic or sexual relationship. An intimate relationship could be brief and includes a one-off or sporadic occurrence.

5. Ngā Hononga ki Tuhinga kē | Links to Other Documents

Ngā Kaupapa-Here e Hāngai ana Related policies <ul style="list-style-type: none"> • Code of Conduct • Interim Privacy Policy • Interim Protected Disclosures Policy
Ngā Tukanga me ngā Hātepe Processes, procedures <ul style="list-style-type: none"> • Interim Privacy Procedure • Interim Protected Disclosures Procedure • Interim Conflict of Interest and Outside Work Procedure

Ture whai take | Relevant legislation / guidance

- [Education and Training Act 2020](#)
- [Privacy Act 2020](#)
- [“Managing conflicts of interest: A guide for the public sector”](#) (a good practice guide published by the Office of the Auditor General under section 21 of the Public Audit Act 2001((June 2020)