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E-GUIDE



CLUB WEMBLEY

THE WOW FACTOR

How the new networking will help you create high-value business relationships and inspire employee motivation



INTRODUCTION

WHY YOU NEED TO DO MORE TO IMPRESS IN 2013

Managers who have led their businesses through the last couple of years will be hardened to recent indications the UK could be heading for a triple-dip recession. The companies that have weathered the last few years are leaner, more efficient and therefore stronger than they were pre-recession. But you will almost certainly still be facing the fall-out from the never-ending stream of gloomy economic news: clients shrinking their budgets; customers being more reluctant to make major purchases; suppliers and buyers looking elsewhere to find better deals. According to research by American Express from December, 14% of UK companies aim to cut budgets over the next year.

Yet 51% of business owners questioned in the same survey expect their business to grow in the coming 12 months. This is the perfect storm that enterprising companies face: your revenue threatened by smaller customer budgets (across B2B and consumer), while rival businesses are hungry to expand, grabbing market share as they go.

How do you excel in this ultra-competitive environment? It's a given that your goods or services are up to the mark. You wouldn't have survived the last couple of years if they weren't – and neither





would your competitors. What growth depends on in today's world, in a word, is relationships. The people who will continue to come to you first are those who most enjoy working with you and trust you – the people who are loyal to your business, because they have history with you.

So how do you foster that loyalty? How do you create and nurture relationships that run deeper than the merely transactional? Long lunches at the local Italian don't even come close to cutting it. You need the new networking.

The new networking is about a blurring of the boundaries between business and social life. You can see it literally in the palm of your hands. Like virtually all professionals in today's world, you use your phone for both work and personal calls and email. If you have a Twitter account, you'll be followed by both friends and business contacts. If you're on Facebook, you'll have noticed more and more professional contacts putting in friend requests to you in this previously friends-only space – and you'll have non-work friends as contacts on LinkedIn, historically a business-only arena.

Of course, you don't need reminding that business is about people, and that good relationships have always been at the root of all high-value, win-win



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commercial deals. But the convergence of our business and personal lives in today's world means the bar has been significantly raised for business relationships. It has subtly reshaped our approach to the professional network: people today expect relationships with their suppliers, customers and colleagues to operate on a



sociable, friendly level, beyond just swapping business cards and signing contracts.

You'll have witnessed another tributary in the current of the new networking. Workplaces are fostering cultures of friendship rather than the more distant – and increasingly outdated – professionalism. Creative agencies and innovative start-ups have led the trend, resplendent with ping-pong tables, staff sport networks and chill-out areas for employees to forge closer relationships with each other. Team days out have grown from a few hurried after-work drinks to adventure activities, spectacular sporting events, and holidays. The result is a closer-knit team who want to work harder out of loyalty to each other and the business as a whole, rather than simply scraping through half-heartedly just enough to earn their salary.

The new networking is about what's happening



inside your organisation as much as outside, and it creates more unified, happier, and more motivated teams. This is vital in our post-recession world, in which staff turnover cost UK businesses £42bn in 2010, according to PricewaterhouseCoopers.

At the heart of the new networking are experiences. Experiences that bring people together – experiences with the wow factor. It's about getting out of the boardroom, shaking off that corporate image and having fun together. The new networking is about showing each other your real personalities. Having a laugh. Being awed. And then sharing an unforgettable, inspiring memory that takes your relationship to that next level, where you've bonded beyond just business.

Are you ready for the wow factor? Read on to find out how you should be capitalising on – and enjoying – the new networking.



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This e-guide is brought to you by
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CLUB WEMBLEY

THE NEW CORPORATE HOSPITALITY

How high-octane memories create
high-value relationships





So you've realised you need to wow clients to capitalise on the new networking? You're not the only one. Businesses like yours have been realising the importance of investing in relationships for years. The corporate hospitality sector has been growing steadily since the old-fashioned, monotonous business entertaining of the eighties and nineties. According to Mintel, the sector grew by 5-7% a year between 2003 and 2007, and it's continued to thrive since then.

What does that mean for you? The wow factor is harder to achieve now than it was 10 or 20 years ago, because any business that wants to excel is chasing it. You need to put on a truly sensational day to wow in today's world.

How and where to achieve the wow factor **The adventure**

You can spot the clients who like the great outdoors a mile off – they always manage to mention their recent iron man training, or their off-piste heli-skiing trip in the remoter



corners of Canada. You need to offer a similar injection of adrenaline if you want to win their attention and loyalty. Think rock-climbing the most beautiful faces of the Peak District, catamaran racing round the Solent, or testing out Bedford's indoor skydiving tunnel. Of course, you'll need the courage to match their thrill-seeking. If it all sounds too much, there are, fortunately, plenty of other wow factor days on offer (which may also better preserve your dignity).

The spectacular show

Taking clients to an eye-popping extravaganza of entertainment is an easy win. You get the pre-event buzz of anticipation, the sing-a-long camaraderie of shared experience, and you're never short for conversation afterwards as you all run through your favourite moments. But personal tastes will always be a limiting factor in enjoyment. Take a client to an act or show they dislike, and you're going to see more



squirming than squealing with delight. Of course, there are some global superstars that everyone wants to see: the likes of Madonna, Take That, Coldplay. All played goliath shows at Wembley over the last few years. Not to say you can't find big acts elsewhere – but Wembley is built to deliver them.

► Find out more about Club Wembley membership options.*

The sport event, electrified

The wow factor can't be achieved through just any old sports event. You need to be in the biggest stadium in the UK, with the best views, surrounded by the knee-trembling surge of 90,000 fans roaring at successes and failures on the pitch. Then, as soon as you want to retire for a moment, you'll want immediate access to fine dining, delicious drinks, and a quiet spot where you can have those all-important talks about the business at hand. There's only one place you can get all that: Wembley, through Club Wembley.

► Find out more about Club Wembley membership options.*

Fine dining in a room with a view

A nice meal is exactly that – nice. To elevate it to the wow factor, you should elevate yourselves – literally. Sensational views over London provide the kind of backdrop to a meeting that makes it memorable – and that's what you need to get hearts pumping. Restaurants like The OXO Tower, Sushisamba (Heron Tower) and Rhodes Twenty Four (Tower 42) offer some of the best views of London. If you take a private box as part of your Club Wembley membership, you can offer similarly breath-taking views over the nation's most hallowed turf, whether



enjoying a menu that caters perfectly for your needs, cooked by some of the UK's most exciting chefs, or to host a meeting in a room with a dramatic difference.

How to bring business into the entertainment

Enjoyment is at the epicentre of the best client entertainment days, but a message about your business can be subtly woven in to help you capitalise on the day, and create a strong hook for follow-up communications.

For example, to underline your commitment to great leadership and unity, you might want to bring a client to breakfast with the England manager, as offered by Club Wembley. The exclusivity and excitement of an event like this will give them life-long memories. And you can talk to them on the day about how important you feel leadership is on a project, and how the right management can achieve new heights. This gives you the foothold for moving onto business matters. You





might then send an email after your day out that reinforces your commitment to strong leadership by making allusions to the performance of the manager.

You'll want to ensure that whatever is happening on the pitch or the stage, your day still offers the opportunity for those key conversations to take place. Taking a private box at Club Wembley gives you an elegant space, customisable to your own tastes or brand, that creates the impression you want and the quiet moments you need to make business happen. It's the perfect combination of business and pleasure – you bond in new ways through the informality of the entertainment, while reinforcing your professionalism through the luxurious setting and dining.

It's crucial to plan out your day internally. Make sure each person in your team knows who they need to be spending their time with, and what conversations should and should not take place. Know as a business or department what you are trying to get out of the day. You don't want to be selling, but



each team member needs to understand how they should be nurturing relationships. If your guests are existing clients, use this time to discover what is and isn't working for them. Ensure your team have done their homework before the event: social media profiles of invitees help unlock personal interests and career experience, so you always have something to talk about on the day. Have a clear idea of how you will structure the day. Send an email to your

guests at least a fortnight before the event that lays out transportation, activities, mealtimes and dress-code – and since you've designed a day with the wow factor, each of these elements will create the buzz and excitement you're striving for too. Get RSVPs in early so you can make transport as seamless as possible. (The very best hospitality packages, such as Club Wembley's, will provide a complimentary train service or even car parking.)



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CLUB WEMBLEY

WOWING EMPLOYEES TO INCENTIVISE ACHIEVEMENT





Think your staff are happy and loyal? You'd be surprised. One in three UK employees is currently looking for a new job, according to recent research from Lane4. Younger generations in particular seem hard-wired to job-shift every couple of years. Research from McCrindle conducted in Australia indicates that Generation Y-ers

tend to leave jobs because there is not enough reason to stay, rather than because there is any particular reason to leave.

It's not just staff retention problems threatening business growth in today's world. A reduction in staff motivation drags down productivity, and, more critically, turnover. Research from HayGroup found

that "organisations in the top quartile on engagement demonstrate revenue growth 2.5 times that of those in the bottom quartile."

These statistics show just how critical the threat of unmotivated staff can be to your bottom line. Of course, you'll need little reminding that driven, engaged staff who enjoy their work are going to be more dedicated, and so produce better results for your company.

But how do you engage them enough? Employees flourish when they feel valued. The new networking means nurturing the relationships not just outside your organisation, but within it too: making sure you show staff how much you care about them, and rewarding them for great performance. This is where the wow factor comes in. Because a pint after work hardly says, "Thanks for sacrificing your last three weekends to complete that major project," does it? You need to craft rewards for staff that give them memories for life – experiences that will foster deep loyalty. ➤



Creating the wow factor for staff

When it comes to rewarding performance, you can leave the leadership lessons in the office. Staff want to enjoy themselves – and an unforgettable day out, if curated with panache and sophistication, is the kind of benefit that will help you retain your top talent.

Think watching The Killers, Bruce Springsteen, or The FA Cup Final. Take those a step further: add in some of the best food and drink London has to offer, an intimate space to have discussions, and an unbeatable atmosphere intensified by the roaring of 90,000 electrified fans. That's the wow factor.

There's only one place in London that

offers all these experiences: Wembley Stadium – the Foster + Partners-designed London icon and the elite destination for true excitement and enjoyment. Club Wembley offers a super range of packages that accommodate any business budget, giving you access to the UK's highest-profile sporting and music events and exclusive access to sporting legends that money can't buy.

Club Wembley membership enables you to make staff feel as important to you as your most valued clients. By laying on the hospitality and excitement for your employees that you would give your customers, you're showing them that you

understand how vital a part they play in the success of the business.

So how should you structure incentives as meaningful as this? Three-month, six-month and 12-month performance targets for individuals give them enough opportunity to create their own personal strategies for achievement. With Club Wembley membership, you can let them plan in advance which events they would most like to see – whether it's an FA Cup semi or Robbie Williams that'll get them going. Monitor performance against the targets you've set each month – you may find your original objectives were either unattainable or overly easy. It's crucial to





ensure targets stretch employees, but aren't so tough they demotivate them. Make sure you or another manager is available to talk through performance objectives at given times each week or fortnight. You need to help them create plans to achieve – and that support will foster the culture of caring that will encourage them yet more to work hard for your business.

You might also want to set department targets, or even group people together to create some friendly competition in the bids for a day out with the wow factor. After all, what better motivator for the marketing team is there than the idea of an exclusive meal of some of the finest dining London has to offer, followed by a breath-taking show from some of the best seats in the house? Again, Club Wembley membership will create an atmosphere of true awe and luxurious hospitality that will make your staff feel like royalty.

Days like these also work hard to foster loyalty among team members. Your business as a whole, or departments in their entirety,

“
Employees
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need time to bond, to build friendships with one another, to care about the culture of their workplace. Loyalty to colleagues is often more powerful than to the company.

Don't forget that employees will want to have conversations with their managers outside the office environment too. Shifting things to a social setting helps you bond, but also affords staff an often much-wanted

opportunity to be more honest about how they are finding their job. Having your own private space can therefore be a hugely valuable addition to a staff day out. If you have your own box through Club Wembley membership, you can use it as an inspiring space on non-event days – for giving annual internal company performance updates, say, or facilitating a truly creative brainstorm and planning session with a backdrop of the greatest stadium on earth to inspire ambition and hope.

Because Club Wembley tickets can be easily transferred to anyone of your choice if you're unable to use them, you can also use membership as an ongoing staff benefit – allowing employees to bid for an event you won't be attending with clients or team members, for example, or allowing staff who hit a significant anniversary at the company to use the corporate box or business' tickets to take their family on an unforgettable day out.

Sound good? The next two chapters will explain more about what Club Wembley has to offer.



WEMBLEY STADIUM EVENTS 2013

FEBRUARY

England v Brazil	Wednesday 6th
Capital One Cup Final	Sunday 24th

MARCH

The FA Trophy Final*	Sunday 24th
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APRIL

Johnstone's Paint Trophy Final *	Sunday 7th
The FA Cup Semi Final 1	Saturday 13th
The FA Cup Semi Final 2	Sunday 14th

MAY

The FA Vase Final*	Saturday 4th
Blue Square Conference Play-off Final*	Sunday 5th
The FA Cup Final	Saturday 11th
League 2 Play-off Final*	Saturday 18th
League 1 Play-off Final*	Sunday 19th
UEFA Champions League**	Saturday 25th
Championship Play-off Final	Monday 27th
England v Republic of Ireland	Wednesday 29th

JUNE

Bruce Springsteen*	Saturday 15th
The Killers*	Saturday 22nd
Robbie Williams*	Saturday 29th and Sunday 30th

JULY

Robbie Williams*	Tuesday 2nd and Friday 5th
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AUGUST

England v Scotland	Wednesday 14th
RFL Challenge Cup Final	Saturday 24th
The FA Community Shield	date TBC

SEPTEMBER

England v Moldova (World Cup Qualifier)	Friday 6th
Roger Waters 'The Wall'*	Saturday 14th
NFL International Series – Pittsburgh Steelers v Minnesota Vikings*	Sunday 29th

OCTOBER

England v Montenegro (World Cup Qualifier)	Friday 11th
England v Poland (World Cup Qualifier)	Tuesday 15th
NFL International Series – Jacksonville Jaguars v San Francisco 49ers*	Sunday 27th

NOVEMBER

Rugby League World Cup Semi Finals (Double Header)**	Saturday 23rd
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CLUB WEMBLEY

MEMBERSHIP LEVELS

ALL MEMBERSHIP LEVELS

- › For all membership levels (apart from Club Wembley International), a guaranteed seat for all England Senior home games, The FA Cup Final, both The FA Cup Semi Finals, the Football League Cup Final, The FA Community Shield and the Rugby League Challenge Cup Final. Club Wembley International seat licence holders receive seats for all England senior home games only
- › Exclusive access to the 1km-long Club Wembley members' concourse, featuring champagne and seafood bars, the stunning Atrium Restaurant for a formal dining experience, and long bars for light refreshments and sumptuous snacks
- › The chance to attend exclusive members events such as watching the England team train, the chance for your child to be a mascot, press conferences, breakfast with the England manager, The FA Cup Legends Event, golf days and networking events
- › Access to Club Wembley Connections offering you exclusive offers and discounts with top name brands and events away from Wembley
- › Dedicated Club Wembley members' website
- › Exclusive opportunities to attend Club Wembley golf days and networking events
- › If you can't attend an event you can make your ticket available for re-sale through Club Wembley. Subject to availability you may also purchase additional tickets from other members





PRIVATE BOX

- › Access to all England Senior home games, The FA Cup Final, both FA Cup Semi Finals, The FA Community Shield, The Football League Final, The Rugby Challenge Cup Final, world class concerts and other sporting events
- › Opportunity to use your private box on non event days
- › Dedicated members' website and account management team
- › Priority access to world-class events
- › Intimacy and comfort of your own private space, where you can entertain a number of guests with exquisite food and drink
- › Menu to match any appetite, from pizzas to elegant fine dining
- › Option to use a specialist interior design service to tailor your Private Box to suit your needs
- › The chance to attend exclusive members events such as watching the England team train, the chance for your child to be a mascot, press conferences, breakfast with the England manager, The FA Cup Legends Event, golf days and networking events
- › Available for both corporate and personal use, thanks to the ease in which tickets can be transferred via the e-ticket system

ARCHITECTURAL MAGNIFICENCE ›

Foster + Partners redesigned Wembley Stadium to be the largest covered football stadium in the world. The 133-metre-high, 315-metre-long arch is visible across London, and is the longest single roof structure in the world. The sliding roof ensures the pitch retains its famously high standard.

BOBBY MOORE CLUB

- › All-inclusive premium seat option
- › The ultimate seats with unbeatable views from the half way line, between the dugouts, inches away from the teams walking through the crowd to collect their honours
- › Exceptional pre-match refreshments include an exquisite three-course meal and the finest champagnes, wines or a selection of beers, with a backdrop of live music on your own private table
- › The chance to attend exclusive members events such as watching the England team train, the chance for your child to be a mascot, press conferences, breakfast with the England manager, The FA Cup Legends Event, golf days and networking events
- › Entitlement of social membership at one of Britain's finest country clubs, Stoke Park Club
- › Greeted at the private Bobby Moore Club entrance, and access to the exclusive members' room
- › Complimentary train service and car parking allocation



GOLD

- › Exceptional seats located on the half way line
- › Exclusive use of three bars for Gold members and complimentary bars at half time (beer, wine and soft drinks)
- › Priority access to world-class events
- › Complimentary train service from London Marylebone and one parking space for four seats, subject to availability
- › Priority booking for Club Wembley restaurants
- › Dedicated entrances to the Club Wembley members' concourse
- › Option to buy tickets or hospitality packages for other world-class sport and music events

SILVER

- › Superb seats and views from the wings
- › Priority booking for Club Wembley restaurants
- › Dedicated entrances to the Club Wembley members' concourse
- › Complimentary train ticket for core events for scheduled services from London Marylebone
- › Priority access to world-class events
- › Option to buy tickets or hospitality packages for other world-class sport and music events

SUSTAINABILITY ›

Wembley Stadium is committed to reducing its carbon footprint. It's powered by 100% green energy, and has reduced electricity use by 32% since 2007. Its 2,618 toilets use 'short flush' cisterns to save water, and it's a 'zero waste to landfill' venue. Some 75% of event day waste is recycled.





CLUB

- › Great views from behind the goals
- › Priority access to world-class events
- › Dedicated entrances to the Club Wembley members' concourse
- › Option to buy tickets or hospitality packages for other world-class sport and music events
- › Complimentary train ticket is available for core events for scheduled services from London Marylebone

INTERNATIONAL

- › Superb seats in the north east/ west wings for all England Senior International home games
- › Priority access to world-class events
- › Leave your car at home and use the complimentary train service
- › Access to purchase Club Wembley re-sale tickets for other events, subject to availability
- › Dedicated entrances to the Club Wembley members' concourse

DINING ›

Wembley Stadium offers five restaurants within Club Wembley areas. The restaurants are available for Club Wembley guests and can be booked on an event-by-event basis. For all other option events please call 0844 980 0038.





CLUB WEMBLEY

MEMBERSHIP PRICING

ANNUAL OPTION

	2012/13 Option 2 Fee **	Annual Option (price per person per event)
International Seats	£1,117	£186
Club Seats	£2,659	£222
Silver Seats	£3,844	£320
Gold Seats	£5,620	£468
Bobby Moore Club Seats	£10,648	£887
Corporate Box (8,12,20)	£43,352†	£452

Annual Option

Instead of a one-off licence fee, you can choose to pay for your Club Wembley seat(s) on an annual basis. Payments are due approximately two months before the start of each season until 2018

Upfront option

Pay a one-off fee plus your first annual season fee. The season fee is due approximately two months before the start of each season until 2018. If you join Club Wembley after 1st August your season fee and licence fee will be worked out based upon the approximate number of core events for which you are eligible

UPFRONT OPTION

	2012/13 Licence Fee *	2012/13 Season Fee *
International Seats	£1,215	£893
Club Seats	£3,368	£1,994
Silver Seats	£4,826	£2,882
Gold Seats	£7,257	£4,033
Bobby Moore Club Seats	£13,902	£7,866
Corporate Box (8,12,20)	n/a	n/a

*All prices include VAT at the then current rate and may be rounded up to whole pounds

**The Club Wembley fee incorporates a proportion of the licence fee in addition to the annual season fee

†Starting price for an 8-seat Corporate Box

Prices correct at time of going to print



CORPORATE HOSPITALITY AND THE BRIBERY ACT

Do's and don'ts

Companies are understandably nervous about the Bribery Act, which came into effect in July 2011. Although understanding of the Act is improving, many managers are still unsure where corporate hospitality fits in legally and if it infringes the Bribery Act in any way. Our quick-fire guide will help clarify.

DON'T panic: Hospitality is allowed

Understandably, business owners and managers were worried about the Bribery Act before it came into force in July 2011 – many were unsure whether they were allowed to continue entertaining clients, as the Act was seen as much stricter than any previous legislation that might have touched this area of corporate life. But luckily fears were overblown: the Ministry of Justice has

always been very clear that “hospitality is not prohibited by the Act” [LINK]. In October 2012, the Serious Fraud Office (SFO) released a new statement that caused concern for managers, as it seemed to be cracking down harder on Bribery Act infringements. But the main point of October's update was less leniency towards facilitation payments in other countries (payments made to public officials so they carry out the activities they should usually do anyway). The SFO did say that it would determine whether an act of bribery conducted under the guise of corporate hospitality will be prosecuted on the basis of whether there is “a realistic prospect of conviction” and whether “it is in the public interest to do so”, but these incidences are still limited to corporate hospitality being obviously inappropriate. The SFO clearly reiterated that legitimate

corporate hospitality is absolutely fine, saying: “Bona fide hospitality or promotional or other legitimate business expenditure is recognised as an established and important part of doing business.” Its quick guide to the Act further reassures companies that: “The Government does not intend that genuine hospitality or similar business expenditure that is reasonable and proportionate be caught by the Act, so you can continue to provide bona fide hospitality, promotional or other business expenditure.”

DO use common sense

The Ministry of Justice explicitly says: “You can continue to provide tickets to sporting events, take clients to dinner, offer gifts to clients as a reflection of your good relations, or pay for reasonable



travel expenses in order to demonstrate your goods or services to clients if that is reasonable and proportionate for your business.” The “reasonable and proportionate” bit is key. Taking valued clients on a fantastic day out to an FA Cup semi-final or to a Bruce Springsteen concert at Wembley are clearly reasonable ways to show them your relationship is important. Lavishing an individual with expensive gifts to sway them to act improperly is more suspicious. In essence, if you know that the hospitality you or your colleagues are providing is not intended to sway guests to act improperly, and is a fitting way to show them you value them, you’re fine.

DO know the law

The Ministry of Justice states: “The Act is concerned with bribery. Very generally, this is defined as giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.”

DO know whether you need a policy in place

The government says that the need for a written anti-bribery policy is proportionate to the risk that business faces of bribery. It states: “If there is very little risk of bribery being committed on behalf of your organisation then you may not feel the need for any procedures to prevent bribery. If, having assessed the position, there is a risk of bribery then, if you want to rely on the defence, the procedures you adopt should be proportionate to that risk.” Although it’s unlikely you or your colleagues will use corporate hospitality as a guise for bribery (we hope!), training employees to understand what is and is not appropriate will help make sure all your employees know the lie of the land. The larger your business is, the more in-depth your training and any company policy will need to be. Read up on the [government’s guidance on preventing bribery](#) [LINK] and conduct a risk assessment (which will be very simple if you only do business in countries like the UK



where corruption levels are very low). The government [states](#) [LINK] that you shouldn’t need to employ consultants or lawyers to advise on procedures or risks as long as you are confident that the risk your business faces of committing bribery is low or non-existent. There is no legal need for external verification of anti-bribery measures. If you do business in countries where corruption is more commonplace, you are more likely to need a proper policy in place, but corporate hospitality hosted in the UK is not really affected by this.

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