**Corruption indicators**

This list is not exhaustive and the ingenuity of those involved in corruption knows no bounds!  But you should beware of:

* abnormal cash payments
* pressure exerted for payments to be made urgently or ahead of schedule
* payments being made through a third party country - for example, goods or services supplied to country 'A' but payment is being made, usually to a shell company in country 'B'
* an abnormally high commission percentage being paid to a particular agency. This may be split into two accounts for the same agent, often in different jurisdictions
* private meetings with public contractors or companies hoping to tender for contracts
* lavish gifts being received
* an individual who never takes time off even if ill, or holidays, or insists on dealing with specific contractors himself or herself
* making unexpected or illogical decisions accepting projects or contracts
* the unusually smooth process of cases where an individual does not have the expected level of knowledge or expertise
* abuse of the decision process or delegated powers in specific cases
* agreeing contracts not favourable to the organisation either because of the terms or the time period
* unexplained preference for certain contractors during tendering period
* avoidance of independent checks on the tendering or contracting processes
* raising barriers around specific roles or departments which are key in the tendering or contracting processes
* bypassing normal tendering or contracting procedures
* invoices being agreed in excess of the contract without reasonable cause
* missing documents or records regarding meetings or decisions
* company procedures or guidelines not being followed
* the payment of, or making funds available for, high value expenses or school fees (or similar) on behalf of others.

From: UK’s Serious Fraud Office: http://www.sfo.gov.uk/bribery--corruption/corruption-indicators.aspx