

## Call for Proposals from UK Universities

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# Scholarships for Women in STEM

### Background

The gender gap in STEM is well documented<sup>1</sup>. But not only do women make up a fraction of the workforce and research teams in STEM, they are published less, paid less and are less likely than their male counterparts to reach positions of leadership<sup>2</sup>, despite being proven to be on average 8% more productive<sup>3</sup>.

Considering “a typical STEM worker now earns two-thirds more than non-STEM workers”<sup>4</sup>, closing the gender gap in STEM can be considered a key strategy in working towards the Sustainable Development Goal (SDG) Five – Gender Equality<sup>5</sup>, and not just in direct terms, but in ways far more wide reaching. For example, there is a robust and positive correlation between women’s authorship of medical research papers, and the likelihood of a study including gender and sex analysis<sup>6</sup> – which is increasingly recognized as a key factor in creating better healthcare, particularly for women and girls.

The British Council has established programmes to support Women and Girls in STEM around the world, designed with a lifecycle approach in mind, from inspiring young girls to stay in STEM to supporting women working in STEM fields reach positions of leadership and network with their peers in their region and the UK.

Expanding on our current work, we’re launching the **British Council Scholarships for Women in STEM**, for women from South and South East Asia, and the Americas.

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<sup>1</sup> <https://www.aauw.org/resources/research/the-stem-gap/>

<sup>2</sup> <http://uis.unesco.org/en/topic/women-science>

<sup>3</sup> <https://publications.iadb.org/en/gender-gaps-and-scientific-productivity-middle-income-countries-evidence-mexico>

<sup>4</sup> [https://www.pewsocialtrends.org/2018/01/09/women-and-men-in-stem-often-at-odds-over-workplace-equity/ps\\_2018-01-09\\_stem\\_1-09/](https://www.pewsocialtrends.org/2018/01/09/women-and-men-in-stem-often-at-odds-over-workplace-equity/ps_2018-01-09_stem_1-09/)

<sup>5</sup> <https://sdgs.un.org/goals/goal5>

<sup>6</sup> <https://www.nature.com/articles/s41562-017-0235-x>

## Objectives

Access to education is one contributing factor leading to the underrepresentation of women in STEM. The objective of this call and programme is to help address this situation by providing opportunities for women from the countries listed below to complete a Master's degree in the United Kingdom:

AMERICAS	SOUTH ASIA	SOUTH EAST ASIA
Argentina	Afghanistan	Cambodia
Brazil	Bangladesh	Indonesia
Colombia	India	Laos
Cuba	Nepal	Malaysia
Jamaica	Pakistan	Myanmar
Mexico	Sri Lanka	Philippines
Peru		Thailand
Venezuela		Vietnam

In particular this project will:

- Significantly increase the number of opportunities for women from the eligible countries able to complete a UK Master's degree in 2021/22 academic year.
- Ensure scholar selection will be based on an individual's academic potential **and** demonstrated case for financial support. We will be particularly encouraging of women whose identities include multiple intersecting factors, including race, class, and religion, and women who are single mothers.
- Provide the selected scholars with a foundation to launch their careers in higher education and research in their home country.
- Enable individuals to promote and enhance science and innovation in their home country through their exposure to the expertise in the UK's renowned in STEM research sector.
- Ensure scholars create strong and lasting connections with the UK through active engagement in the alumni network, directly contributing towards/supporting the success of this programme in future iterations of the Scholarship.
- Provide a platform for the countries included in this call and the UK to work together to address the significant challenge of the gender gap in STEM.

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## Opportunity for UK Universities

This programme consists of 90 full bursaries, covering all academic and living expenses, for women to study full-time, a 1-year Master's programme in the UK, beginning in Sept/Oct 2021.

40 scholars from South Asia

35 scholars from the Americas

15 scholars from South East Asia

This call seeks proposals from UK institutions, with a commitment to Equality, Diversity and Inclusion (EDI) values, who wish to host **a minimum of five Master's Scholars**, in an eligible programme from the following programme areas:

- Health and Life-Sciences
- Climate Change
- Energy Transition
- Environment
- Agriculture
- Industry 4.0
- Conversion masters from BA/MA in a range of disciplines

Please consider that the programmes selected should meet the [spirit of ODA](#), with the potential to focus on outcomes that promote the long-term sustainable growth of countries on the OECD DAC list (all countries included in this Call are on the DAC list).

## Budget

Each **Lot has a value of £175,000**, which the British Council will pay as a grant to the HEI selected for that Lot in December 2020.

For each Lot, the HEI and British Council will select **5 applicants** to be recipients of full bursaries (with an average value of £35,000 per scholar) to study in the UK.

The British Council may increase the number of students per Lot depending on the availability of funding. This would take the form of additional full bursaries.

The Grant is not transferable, and any underspend will need to be returned to the British Council.

**HEIs may apply for up to 3 Lots** – one for each region – but will only be selected as a recipient of a **grant for 1 Lot** (unless no other qualifying HEIs submit applications).

Lots 1-8 are for students **from South Asia**.

	<b>AREA</b> (Conversion masters can be made available in any of the Lots below)	<b>ALLOCATION OF SCHOLARS</b>
Lots 1 and 2	Energy Transition	Of the total 40 scholarships available across all Lots: - 15 allocated to scholars from Bangladesh - 10 allocated to scholars from India - 10 allocated to scholars from Pakistan - the remaining 5 are open to scholars from any of the countries listed for South Asia (except Bangladesh).  Final geographical allocation of scholars across Lots will be agreed with selected HEIs upon awarding the grant, during contracting stage.
Lots 3 and 4	Climate Change	
Lots 5 and 6	Health & Life-sciences	
Lots 7 and 8	Agriculture	

Lots 9 -15 for students **from the Americas** as follows:

	<b>AREA</b>	<b>ALLOCATION OF SCHOLARS</b>
Lots 9 - 15	The Master's programmes must be drawn from the eligible programme areas listed on page 3.  Within each Lot, a range of eligible Master's programmes may be offered by a single institution, including conversion Master's.	No restrictions. Scholarships can be awarded to eligible applicants from any country in the Americas list (page 2).

Lots 16 -18 for students **from South East Asia** as follows:

	<b>AREA</b> (Conversion masters can be made available in any of the Lots below)	<b>ALLOCATION OF SCHOLARS</b>
Lot 16	Energy Transition and Climate Change	No restrictions. Scholarships can be awarded to eligible applicants from any country in the South East Asia list (page 2).
Lot 17	Health & Life Sciences	
Lot 18	Agriculture	

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## Expected Deliverables

The grant given to the university should be administered as a bursary to the 5 selected scholars. The bursary should cover all costs (up to agreed limits for each element) associated with the programme study including:

- Tuition fees
- Up to 15-months monthly stipend at the rate of £1,116 p/month or £1,369 p/month for London metropolitan area to cover costs of living, including accommodation.
- If the scholar is a mother and widowed, divorced or a single parent, the bursary should also cover child allowance of at least £465 p/month for the first child, and £114 p/month for the second and third child under the age of 16, if they are accompanied by their children and are living at the same address in the UK.
- Fees for an up to 3-month pre-sessional English course if required (3 months accommodation and stipend included in the 15-month timeframe stated above)
- IELTS exam fee (for scholars without a valid Test of English)
- Return economy-class travel from home country to UK (this will not reimburse costs of fares for dependants)
- Study-related costs, such as essential travel, materials, equipment, thesis printing etc.
- Visa and insurance / NHS surcharge costs
- Ad hoc costs (heavy baggage allowance, etc.)

UK universities who would like to host students under this scheme would be expected to co-fund the scholarships by way of making up any shortfall in funding, if applicable, for the up-to 15-month period that the £35,000 grant does not cover. This can be cash or in-kind, such as a reduction on the tuition fees or discounted university accommodation.

Host universities, through their international student support structures, would be expected to provide support in the lead up to and throughout the up-to 15-month term. This should include:

- Communications prior to arrival – including support for visa application, arrival to the UK etc.
- Support for the international student experience, including mentoring and welfare support
- Arranging accommodation or housing for the scholar
- General information about adapting to living in the UK
- Opportunities for skills development – including links with industry and networking
- A nominated point of contact for any issues or concerns

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## UK University Participation Criteria

- All participating institutions must be listed on the UK Home Office Register of Student Route Sponsors (approved Education Providers) **and** QAA/OfS/SFC/HEFCW/DfE inspected and approved.
- UK Universities should propose which 1-year Master's programmes fit within each eligible subject area, and which meet the spirit of ODA funding, and will therefore be included in the scheme
- If a course lasts longer than one year, the scholarships will be offered for the first year of study only. The costs of any subsequent years of study **must be guaranteed and covered in full** by the UK institution and to the same level covered by the Scholarship programme in year 1.
- UK Universities should demonstrate how they will support welfare of applicants and the "student experience"
- UK Universities should demonstrate how they will connect scholars with industry partners and provide opportunities for internships, placements or networking for the students – including support for the scholar to stay in the UK via the Graduate Route, if desired.
- Desirable: special consideration will be given to UK Universities that can contribute with cash or in-kind to the overall Scholarship programme (beyond making up any projected shortfall) potentially increasing the number of scholarships available in their Lot, and/or that can demonstrate added value to the overall student study and welfare experience.

## How will the programme be managed?

The British Council will pay a grant of £175k to selected UK HEIs in December 2020, which will then be administered as a bursary to the selected scholars by the UK HEI in the academic year 2021/22.

- The selected UK Universities will advertise the scholarships and encourage applications to their selected programmes.
- The British Council will support, with the wide promotion of the Scholarship programme in the eligible countries.
- The UK Universities will manage the application process, involving the British Council at the stage of making the selection of the scholars. It is important to note that it will be a requirement that the Universities share all Scholarship applicant data with the British Council.
- A coordinated selection panel between the HEI and the British Council will determine which applicants will be awarded the bursaries. Details of the scholar selection process will be agreed at contracting stage.
- Once successful applicants have been confirmed, the HEIs will administer the bursary to each recipient in their Lot, covering all academic and living expenses.

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The British Council may be in a position to increase the number of students available in each of the Lots. This would take the form of additional grants of £35,000. Universities interested in hosting additional students should indicate this in their Expression of Interest.

The UK Universities selected to receive scholars will go through a screening process and shall then sign a Grant Agreement with the British Council. This Grant Agreement will detail all items to be funded, payment methods, monitoring and evaluation, and reporting requirements. A template Grant Agreement can be found in the Annexes of this Call.

The UK Universities will also be responsible for reporting proof of enrollment in the Summer Course (when applicable) as well as from the Master's programme by the end of September 2021.

## **Eligibility and selection of scholars**

A Steering Committee, composed of academic reviewers from the University and Programme Leads from the British Council will select the candidates through a points-based system, encompassing the programme's criteria.

The following guidelines should be considered for the selection of scholars. Scholars must:

- Be a woman (cis-gendered or trans) or identify as non-binary.
- Be a passport holder and permanent resident of one of the eligible countries listed on page 2.
- Have an undergraduate degree that will enable them to gain entry onto one of the pre-selected postgraduate programme at a UK university.
- Demonstrate case for financial support/ socio-economic need
- Not be in receipt of financial support or funding towards their study programme in the UK from any other source
- Have not previously studied at degree level or higher in the UK or lived recently in the UK
- Meet the English language requirement of the UK HEI (or is expected to meet the requirement after a 3-month English Language pre-sessional course)
- Be motivated and academically able to follow and benefit from a UK postgraduate taught course.
- Be active in the field with work experience or with a proven interest in the proposed subject area.
- Be willing to demonstrate future contribution to capacity-building and socio-economic advancement through the benefits achieved after graduating from UK higher education.
- Agree to maintain contact with the British Council and act as an ambassador for the UK and engage with activities as part of a Scholarships for Women in STEM alumnus during and after their studies in the UK.

- Demonstrate a plan and a passion to engage other women and girls in STEM from their home country.
- Agree to their personal data being shared with the British Council as a condition of applying for the bursary

## Timeline

Please consider the following timeline for the implementation of this programme:

DATE	ACTION
23 October 2020	Deadline for questions
6 November 2020	Deadline for submission of bids
12 November 2020	The British Council to inform bidding institutions of results
16 November 2020	Institutions to provide confirmed scholarship details and any other promotional content
November 2020	Production of campaign promotional materials and landing pages
By 1 December 2020	Grant agreements signed between the British Council and participating institutions
2 December 2020	Launch of the Scholarships marketing campaigns in all eligible countries listed in this call.  The marketing campaigns will run in all markets until 08 March 2021.
By 23 December	Lot funding allocation of 175k issued by the British Council in the UK to participating institutions on receipt of relevant financial documents (including bank details)
9 - 12 March 2021	Selection of bursaries in each Lot (in process which involves HEI and British Council agreeing scholars)
15 March 2021	Bursaries awarded to selected scholars
By 15 April	Bursaries confirmed and finalized. IELTS tests taken.
June 2021	Pre-sessional English Courses
June 2021	Promotion / case-studies of selected candidates (central stories coordinated by alumni programme)
September/October 2021	Course start in the UK
13 October 2021	TBC: Women in Science day event to gather all scholars (British Council to organize).



## Proposals and selection criteria

In order to participate in this call, UK institutions are requested to send the required supporting documents listed below to [UK.Scholarships@britishcouncil.org](mailto:UK.Scholarships@britishcouncil.org), with the subject line “Scholarships for Women in STEM - EoI” by 6 November 2020 (12.00 GMT), and complete the online [Expression of Interest form](#).

The templates for your supporting documents are linked to below.

- [SD01\\_Application to Lots](#)
- [SD02\\_Track record](#) (plus folder of evidence)
- [SD03\\_Budget calculator](#)

**UK Universities participating in the call must submit the online form and all three supporting documents. Submissions which are incomplete or have made in a format other than the templates provided will be dismissed.**

The following selection criteria will be used:

CRITERIA	%
Selection and suitability of Master’s programmes	35%
Holistic support offered to Scholars and university’s commitment to EDI values	20%
Professional/Industry and networking opportunities for the Scholars, linked to programmes	20%
Track Record in administering similar scholarship/bursary schemes	15%
Cash or in-kind contributions to the programme	10%

If eligible institutions are awarded evaluation scores within 5% of each other, the British Council reserves the right to award the grant with consideration to the geographical spread of institutions across the UK.

All participating institutions will be informed of the results of the bid, and written feedback will be provided upon request. Appeals can be received by Monday 16<sup>th</sup> November and will be reviewed by Wednesday 18<sup>th</sup> November. Any complaints will be taken seriously and processed in line with our [Global complaints policy](#).

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## Annexes

Annex 1: [Draft Grant Agreement](#)

Annex 2: [Privacy policy](#)

Annex 3: [Data protection policy](#)

Annex 4: Other important and relevant British Council policies

## COUNTER-TERRORISM AND MONEY LAUNDERING POLICY

The British Council is a UK organization for cultural relations and educational opportunities.

As a non-profit organization, the British Council must comply with applicable Brazilian law, including by making sure that its assets are protected and properly used to meet its objectives. We also have a duty to protect the public funds we receive. The funds must not be used to support criminal or terrorist intentions, or in any way that violates the applicable penalties.

This policy applies to all British Council operations worldwide, unless the local legal requirements are more stringent, or if the enforcement of the policy is unlawful under local regulations.

The British Council will assess the risks of becoming involved in terrorism and money laundering, and of violating applicable penalties. It will implement proportional measures to manage these risks, while continuing to work in difficult and challenging places.

The British Council undertakes to:

- Have systems, procedures, and controls in place, to make sure the risks of becoming involved with the funding or support to terrorist activity, money laundering, or violation of penalties are managed;
- For the highest-risk negotiations, check whether the funds that the British Council receives or works with are not on lists of banned terrorist groups or persons, lists of financial penalties, or other lists of regulatory compliance, and assessing the risks, if any;
- Train its team to be aware of the risks related to terrorist activity, money laundering or violation of penalties;
- Make sure that its staff understands their obligations to report any actual or suspected terrorist or money laundering activity; and
- Comply with its obligations, informing the external authorities when necessary.

We require that all funds received by the British Council comply with this policy, to make sure that funds and assets are not used to fund or support terrorist or money laundering activity.

The British Council will review this global policy annually, to reflect new legal and regulatory developments and ensure the adoption of best practices.

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## EQUALITY, DIVERSITY AND INCLUSION POLICY

The British Council creates opportunities for people from the UK and other countries and builds a relationship of trust between them around the world. The British Council seeks to work effectively with diversity and promote equal opportunities, and this is an essential part of the work.

The British Council is committed to ensuring that there is no unjustified discrimination in the recruitment, retention, training and development of employees based on age, disability, gender (including transgender), HIV/AIDS, marital status (including steady union), pregnancy and maternity, political opinion, race/ethnicity, religion and belief, sexual orientation, socioeconomic history, criminal background, trade union membership, work pattern, existence of dependents or any other data irrelevant to the function performed.

It also aims at respecting and promoting egalitarian legislation, following the laws and intentions they express in this area and seeking to avoid unjustified discrimination, recognizing that discrimination is a barrier to equality, diversity, inclusion and human rights.

The British Council undertakes to:

- understand, value and work with diversity, in order to allow fair and integral participation in our work and activities;
- ensure that there is no unjustified discrimination in our recruitment and selection processes, among others;
- promote equality, including checks on conditions of equality and impact assessments of policies and functions, as well as progressive action plans aiming at diversity;
- treat everyone with whom we work with justice, dignity and respect; and
- do our part to remove barriers and correct imperfections caused by inequality and unjustified discrimination.

The British Council requires all employees to ensure that their behavior is consistent with this policy. It also asks that customers, users, partners and suppliers be aware of this policy and act accordingly.

The British Council will provide appropriate and adequate resources to implement this policy, and make sure that it is communicated and understood.

The British Council will review this policy annually, to reflect new legal and regulatory developments and ensure the adoption of best practices.

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## ADULTS AT RISK GLOBAL POLICY

Adults at Risk are people aged 18 years or over who:

- identify themselves as unable to take care of themselves or protect themselves from significant harm or exploitation;
- or are understood to be at risk, which may be due to frailty, homelessness, mental or physical health problems, learning or physical impairments, and/or impacted by disasters or conflicts.

Any adult anywhere can become at risk as a result of abuse of many different types or may be at risk as a result of a temporary or permanent situation. Abuse is a violation of an individual's human and civil rights by any other person or persons.

Commonly recognised types of abuse include:

- Physical abuse (including assault, rough handling, pushing, hitting, slapping, punching, kicking, biting)
- Domestic violence (controlling, threatening, degrading or violent behaviour between people who are or have been, intimate partners or family members)
- Sexual abuse (including rape, attempted rape or sexual assault, inappropriate touching, sexual teasing or innuendo or sexual harassment)
- Psychological abuse (including use of threats, humiliation, bullying, swearing or verbal abuse or enforced social isolation)
- Modern slavery (including people trafficking, forced labour and forced domestic servitude)
- Discrimination (for example with regard to disability, age, gender, sexual orientation, ethnicity or race, religion or belief)
- Institutional abuse (maltreatment of a person in a care facility or other institution).

In the context of the British Council, Adults at Risk may include customers who pay for our services, participants in our programmes, end-users or beneficiaries of projects that we manage, and users of our online or social media products.

### Principles

The principles below govern this policy and its application:

- Empowerment – a person-centred approach that ensures that those affected feel involved and informed
- Mitigation – through planning, risk assessment and other measures minimising and managing situations where abuse could occur

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- Protection – supporting victims so they can take action 1 In line with guidance from the UK Office of the Public Guardian (November 2015) we use the term ‘adult at risk’ in this policy in place of the term ‘vulnerable adult’.
  - Responding quickly to suspected cases of abuse
  - Proportionality – making sure what we do is appropriate to the situation and for the individual
  - Accountability – making sure all organisations and individuals understand their role and accountabilities.

## **Standards**

### **Mitigating measures**

In every situation we will actively work together with relevant organisations and individuals to take all appropriate measures to safeguard adults at risk and to respond to allegations and disclosures.

Where responsibilities are shared with or transferred to partners or other organisations the responsibility will be clearly identified and documented.

Risk assessments will be carried out to identify adults who may be at risk; the potential risks to them; and to identify measures to mitigate these risks. Risks and mitigating measures will be monitored and reviewed at appropriate intervals.

Roles which involve regulated activity (work which involves close and unsupervised contact) with adults who are or may be at risk must comply with safer recruitment policy and guidance.

Awareness training will be provided to all staff; additional training and support will be provided for staff who are more likely to have direct or indirect contact with adults at risk or potentially at risk.

### **Disclosures, allegations and incidents**

All disclosures and allegations related to an adult at risk will be acted upon; all incidents will be reported and recorded in line with the procedures.

Any immediate safety and protection needs will be prioritised.

Our processes, actions and decisions will be informed by the need to take into account the wishes of the individuals at risk, and we will be mindful of the danger of increasing risk through our actions.

Where there is evidence a criminal offence has taken place, or a crime may be about to be committed, we will contact the appropriate authorities immediately.

We will strictly observe the provisions of data protection legislation and be mindful of other relevant UK and local legislation.

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## CHILD PROTECTION POLICY

The British Council is the United Kingdom's international organisation for cultural relations and educational opportunities.

We believe that child protection requires everyone to take responsibility and that every child matters. We recognise that the care, protection and welfare of children is paramount and that all children have the right to be protected from all types of harm.

The British Council also recognizes that it has a fundamental duty of care towards all children with whom it interacts, including the duty to protect them from abuse. This goal is achieved through compliance with all applicable legislation on the protection of children, as well as compliance with the 1989 UN Convention on the Rights of the Child (UNCRC).

We aim to achieve this through compliance with UK child protection laws and the relevant laws in each of the countries where we operate and by adhering to Article 19 of the United Nations Convention on the Rights of the Child (UNCRC) 1989.

A child is defined in the British Council as anyone who has not reached their 18th birthday (UNCRC 1989) irrespective of the age of majority in the country where the child is, or in their home country.

The British Council is committed to:

- valuing, respecting and listening to children
- ensuring all necessary checks are made when recruiting staff
- maintaining strong child protection systems and procedures for staff
- training its staff and providing a common understanding of child protection issues to inform planning and practice
- sharing information about child protection and good practice with children and parents/carers
- sharing information about any concerns with the relevant agencies and involving parents and children appropriately
- providing effective management for staff through clear processes, supervision and support.

We will provide adequate and appropriate resources to implement this policy and will ensure it is communicated and understood.

The British Council will review this global policy statement annually to reflect new legal and regulatory developments and ensure good practice.

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## ENVIRONMENTAL POLICY

The British Council creates opportunities for exchange of knowledge between nations and the United Kingdom, creating a relationship of trust with the nations where it is based. Its operations and activities have an impact on the environment and, as such, it is committed to manage and reduce the impact of the organization on the environment.

The Environmental Management System (EMS) has been awarded the ISO14001 certificate in the UK and the environmental action plan aims at reducing carbon footprint in the United Kingdom.

The British Council uses a tool called the Environmental Framework Tool (EFT), to manage its environmental impact in more than 100 countries where the British Council operates.

In Brazil, efforts are being made to improve environmental performance by using this tool, which requires the British Council to report progress in specific areas, including employee awareness and their understanding of the environmental impact of activities and behaviors.

The British Council undertakes to:

- evaluate, understand and control the environmental impacts arising from its activities;
- ensure compliance with all relevant national environmental legislation;
- define environmental objectives and targets for activities with significant impact, taking into account the aspirations of the partners;
- communicate progress in reducing environmental impact to stakeholders within and outside the British Council; and
- monitor and reduce the impact of corporate travel on the environment.

The focus of the British Council will be to:

1. Reduce the use of power and water and the carbon emissions resulting from its activities;
2. Reduce the production of garbage, reinforcing practices to reduce use, reuse of materials and recycling;
3. Choose sustainable options during the procurement of goods and services;
4. Monitor and reduce the environmental impact of business travels and explore innovative mechanisms to further develop cultural relations in countries where it operates in an effective manner;
5. Use its creativity and global position to promote sustainability through commitment to the climate change agenda.

The responsibilities of the British Council are the following:

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- Responsibility for the environmental policy falls on the National Officer
  - The EFT National Coordinator is responsible for:
    - managing the implementation of the EFT in Brazil
    - leading the implementation team, called the Green Team Champions
    - completing the EFT evaluation process and submitting a report to the Regional Coordinator
  - The implementation team, called the Green Team Champions, shall be responsible for:
    - working with the National Coordinator to promote environmental awareness
    - contributing to the development of the British Council's environmental policy and action plan for the country
    - leading specific tasks aligned with the EFT

The entire British Council team is responsible for adjusting to the new environmental policy and adjusting its actions to support the improvement of its environmental performance. Officers will be responsible for including in the induction of every new employee an introduction to the environmental policy.



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## ANTIFRAUD AND CORRUPTION POLICY

The British Council creates international opportunities for people from the UK and other countries and builds relationships of trust between them around the world.

As a nonprofit organization, the British Council must comply with the applicable Brazilian law, including by making sure that its assets are protected and properly used to meet its objectives. The British Council also receives British aid funds (through the Foreign and Commonwealth Office), and it needs to take steps to preserve these public funds.

The British Council has a policy of "zero tolerance" with regard to fraud, bribery and corruption. Always investigating and seeking to take disciplinary and/or legal measures against those who commit or assist someone to commit, fraud or any other improper activity in their operations.

The British Council undertakes to:

- Develop an anti-fraud culture throughout the organization;
- Seek to minimize opportunities for occurrence of fraud, bribery and corruption;
- Have effective systems, procedures and controls in place, which enable the prevention and detection of fraud, corruption and bribery;
- Make sure that its team is aware of the risks of fraud, bribery and corruption and that it understands its obligations to report any actual or suspected incidents of fraud, bribery or corruption;
- Analyze all reports of fraud, bribery and corruption seriously, and investigate them proportionately and appropriately; and
- Fulfill its obligations by reporting any incidents of fraud, corruption and bribery to the appropriate external authorities.

The British Council will provide appropriate and adequate resources to implement this policy and make sure that it is communicated and understood.

The British Council will review this global policy annually, to reflect new legal and regulatory developments and ensure the adoption of best practices.