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## **USAT Board of Directors and Volunteer Code of Ethics and Conduct**

### **Contents**

I. Introduction

II. Purpose of the Code

III. Responsible Care

IV. Leadership Responsibilities

A. Open Communication

B. Legal and Regulatory Compliance

C. Conflict of Interest

D. Relationships with Vendors and Suppliers

E. Use of Organization Resources

F. Business Courtesies – Gifts & Entertainment

G. USA Triathlon Information

H. Contact with Outside Attorneys

I. Conduct

V. Resolving Ethical issues

VI. Whistleblower Policy

VII. USA Triathlon Ethics Committee

VIII. USAT Bylaws Article XVIII: Conflict of Interest

Appendix: *Ethics Policy Receipt and Conflict of Interest Disclosure Statement*

## **I. Introduction**

As the national governing body of the sport of triathlon, USA Triathlon desires and is expected to conduct its business employing the highest ethical standards. This document is intended to clarify the principles and procedures for defining, preventing, disclosing and remediating violations of ethics. This includes, but is not limited to potential, real or perceived conflicts of interest, unethical conduct, and conduct detrimental to USA Triathlon and/or Objects and Purposes as set forth in the Bylaws (“Objects and Purposes”) by colleagues of USAT.

## **II. Purpose of the Code**

Our Code of Ethics and Conduct (the “Code”) provides a set of expectations, a set of rules, and general guidance, and applies to all USA Triathlon directors, officers, regional council members, committee members, volunteers, agents, members, staff, employees, and representatives of USA Triathlon member organizations when dealing with USA Triathlon (collectively “colleagues” or “USAT colleagues”) as defined in Section C.2.c. below. The Code’s aim is to help ensure that we all carry out our daily activities within appropriate ethical and legal standards consistent with the best interests of USA Triathlon and Objects and Purposes. These obligations apply to our relationships and interactions with athletes, member organizations and organizations to which we belong, third-party payers, subcontractors, independent contractors, vendors, consultants, governments, the public, and one another. The Code is a critical component of our overall ethics, conduct, and compliance program and is designed to ensure we meet our ethical standards and comply with applicable laws and regulations while conducting ourselves in a professional manner. The Code is intended to be comprehensive and easily understood but it is not intended to be exhaustive or complete. In some instances, the Code deals fully with the subject covered. In many cases, however, the subject addressed has either so much complexity or some unique and unanticipated characteristics that additional guidance is needed. To obtain additional guidance, you may use the resources referenced throughout the Code or listed at the end. The standards set forth in the Code are mandatory and must be followed. Our Code operates in tandem with the policies and procedures of our organization, our staff and with all applicable U.S. and foreign laws and regulations. Where differences exist because of local customs, norms, laws and regulations, we ask our colleagues to use the highest standard of behavior or the most restrictive requirement that applies.

## **III. Responsible Care**

All USA Triathlon operations must be conducted in a manner that protects the health and safety of our colleagues and all people in the communities where they operate, and that follows all applicable rules and laws.

## **IV. Leadership Responsibilities**

All USA Triathlon colleagues are obligated to follow this Code. However, all persons in the organization with leadership roles must exercise that responsibility in a manner that is kind, sensitive, thoughtful, and respectful. We expect each leader to create an environment where all team members feel free to raise any concerns and/or new ideas regarding USA Triathlon's Code of Ethics. We also expect that leaders will ensure those on their team have sufficient information to comply with laws, regulations, and policies, as well as the resources to resolve ethical issues. They must help to create a culture within the Federation that promotes the highest standards of ethics and compliance. This culture must encourage everyone in the organization to share concerns with appropriate personnel when they arise. We must never sacrifice ethical and compliant behavior in the pursuit of other organizational objectives.

### **A. OPEN COMMUNICATIONS**

Open and honest communication is one of the cornerstones of a productive business environment. At USA Triathlon we put a premium on communication that encourages new ideas and participation at all levels of the organization. Every USAT colleague is encouraged to contribute. We can all suggest changes and refinements to our business practices that could result in better work product, reduced costs or enhanced service to our constituents. Effective communication is a product of listening as well as talking. USAT colleagues are encouraged to listen first, and then ask questions, discuss options and make informed decisions that incorporate appropriate input from all applicable organizational units. We must all work diligently to create an environment where asking questions and challenging the status quo is encouraged and rewarded.

### **B. LEGAL AND REGULATORY COMPLIANCE**

USA Triathlon may provide varied services in many states. In all cases, these services must be provided within appropriate federal, state, and local laws and regulations. Such laws, regulations, and conditions of participation vary widely. We have developed policies and procedures to address many legal and regulatory requirements. However, it is impractical to develop policies and procedures that encompass the full body of applicable law and regulation. Obviously, those laws and regulations not covered in organization policies and procedures must be followed. Anyone aware of violations or suspected violations of laws or regulations, or organization policies and procedures must report them immediately to the Executive Director or President.

### **C. CONFLICT OF INTEREST**

#### 1. Purpose

The purpose of the conflict of interest policy is to protect USA Triathlon's interest when it is considering a transaction or arrangement that might benefit the private interest of a USAT colleague. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

## 2. Definitions

a. Interested Person: Any director, council member, member of a committee, or other colleague who has a direct or indirect financial interest, as defined below, is an interested person.

b. Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

(1) An ownership or investment interest in any entity with which USA Triathlon has a transaction or arrangement,

(2) A compensation arrangement with USA Triathlon or with any entity or individual with which USA Triathlon has a transaction or arrangement, or

(3) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which USA Triathlon is negotiating a transaction or arrangement.

Compensation includes direct and indirect payment as well as gifts or favors in excess of limitations established in Section F "Receiving Business Courtesies".

A financial interest is not necessarily a conflict of interest.

c. Colleagues:

(1) For all Ethical matters and issues, Colleague shall mean all USA Triathlon directors, officers, regional council members, committee members, volunteers, agents, and representatives of USA Triathlon member organizations when dealing with USA Triathlon.

(2) For all Conduct matters and issues, Colleague shall mean all USA Triathlon directors, officers, regional council members, committee members, volunteers, members, employees, staff, agents, interns, and representatives of USA Triathlon member organizations when dealing with USA Triathlon.

## 3. Procedures for Identifying and Addressing Conflicts of Interest

The following procedures shall be followed when a potential conflict of interest arises regarding any colleague.

a. Upon learning that USA Triathlon, any USA Triathlon Region, any USA Triathlon Committee, or any subordinate entity of USA Triathlon is proposing to enter or has entered into a contractual arrangement or agreement that may be a potential conflict of interest, any

colleague shall promptly notify the Ethics Committee of the existence of the potential conflict, and the Executive Director shall disclose immediately the potential conflict to those vested with considering and making any decision on the arrangement or agreement. In addition, any Regional Council Chair shall disclose immediately the potential conflict to those vested with considering and making any decision on any arrangement or agreement that takes place with that Regions funds. Additionally, any chair of a USA Triathlon Committee authorized to enter into contractual arrangements shall disclose immediately the potential conflict to those vested with considering and making any decision on any arrangement or agreement that takes place with that committee's funds.

The colleague must disclose:

(1) The existence and nature of the colleague's potential conflict of interest and

(2) All facts known to him or her regarding the subject matter of the transaction or situation that an ordinarily prudent person would reasonably believe to be material to a judgment about whether to continue with the transaction or how to deal with the situation.

b. The USA Triathlon Ethics Committee will examine the potential conflict of interest, whether it violates the By-laws of USA Triathlon (Article XVIII) and, depending on the nature of the conflict of interest, vote on either:

(1) To continue the transaction at issue or,

(2) To address the situation at issue: Colleagues subject to a conflict of interest determination shall be given the opportunity to present their interpretation of the facts, but shall not be permitted to be present or to participate in the deliberations or vote of the Board of Directors with respect to such conflict of interest. Recusal of the colleague shall require such colleague to physically remove themselves from a meeting, conference call, e-mail, listserv, or any other electric communications, or

(3) To refer the matter to the Board of Directors with or without an opinion of whether the transaction or situation rises to a conflict of interest.

c. Conflict of interest transactions or situations referred to the Board of Directors for determination shall be resolved by majority vote of the Board. A majority of all the members on the board remaining after any members are recused under paragraph b.(2), above, constitutes a quorum for purposes of such a vote, and a majority of all the members present after any members are recused under paragraph b.(2), above, constitutes a majority for purposes of such a vote.

d. Resolution of potential conflict of interest transactions or situations, whether by the Ethics Committee or the Board of Directors shall be accomplished by the evaluation of objective, bylaw mandated criteria:

(1) Participation in the evaluation or approval of any contractual arrangement involving USA Triathlon if such individual would financially benefit coming, not-becoming or remaining a party to the arrangement.

(2) If the ability to act in the best interests of USA Triathlon will be or reasonably may be affected by such individual's own financial, business, property, or personal interest

(3) Violation of applicable law

e. When a conflict exists, resolution of the matter may include:

(1) Approving or disapproving any transaction or situation at issue, or

(2) Requiring the colleague to remove himself or herself from positions in which the conflict of interest exists until there is no longer a conflict; or

(3) Requiring the colleague to discontinue, reduce, or modify his or her participation in the board, committees, or task forces where the conflict exists.

f. Evaluations of potential conflicts of interest involving members of the Board of Directors shall be decided upon by majority vote of the Board of Directors remaining after recusal of the interested person(s). Evaluations of potential conflicts of interest involving other colleagues of USA Triathlon shall generally be conducted by the Ethics Committee, with the option to refer to the Board stated in b.(3), above.

g. In addition to the procedures described above, colleagues have an obligation to address any perceived conflict of interest of other colleagues if they are aware of such conflicts regarding matters pertaining to USA Triathlon.

#### 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest regarding an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision whether a conflict of interest actually existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken regarding the proceedings.

### **D. RELATIONSHIPS WITH VENDORS AND SUPPLIERS**

At USA Triathlon, supplier and vendor relationships are managed in a fair, equitable and ethical manner consistent with our Code and all applicable laws and regulations and good business practices.

All USAT colleagues must respect the terms of supplier contracts and licensing agreements and maintain open, honest dialogue consistent with good business practices. USAT Colleagues must also safe-guard all information received from a vendor or supplier, including pricing, technology and proprietary design information, and not disclose it to anyone outside of USA Triathlon without written permission from USAT's Executive Director.

## **E. USE OF ORGANIZATION RESOURCES**

Organizational resources include such things as company time, materials, supplies, equipment, information, electronic mail and computer systems purchased by USAT. As a rule, the personal use of any USA Triathlon asset without prior approval is prohibited. The use of USA Triathlon resources for personal financial gain is strictly forbidden.

## **F. BUSINESS COURTESIES – GIFTS & ENTERTAINMENT**

### 1. General

This section of the Code should not be considered in any way as an encouragement to make, solicit, or receive any type of entertainment or gift. This section of the Code applies to the giving and receiving of gifts by or to colleagues and their spouses and immediate family members. This section of the Code, while generally complete, does not and is not intended to address every possible pattern of conduct. In cases where a colleague has a question or concern about application of this section of the Code to the giving or receiving of a gift, the colleague should discuss that concern or question with a Regional Council Representative, the Executive Director, or President.

### 2. Receiving Business Courtesies

There will be times when a current or potential business associate may extend an invitation to attend a non-business, social event to further develop a business relationship. USAT colleagues may accept such invitations, provided: (1) the cost associated with such an event is reasonable and appropriate and not exceed \$250; and (2) such events are infrequent.

USAT colleagues may accept gift certificates within the limits set forth in this policy, but may not accept cash or financial instruments (e.g., checks, stocks). Under no circumstances may a USAT colleague solicit a gift.

### 3. Extending Business Courtesies

There may be times when a colleague wishes to extend to a current or potential business associate an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. The purpose of the entertainment must never be to induce any favorable business action. During these events, topics of a business nature must be discussed and the host must be present. The cost associated with such an event must be reasonable and appropriate. As a rule, this means the cost will not exceed \$250.00 per person. Moreover, such business entertainment regarding any particular individual must be infrequent, which, as a rule, means not more than four times per year. All such business entertainment must comport with the code of conduct or code of ethics of the recipient's organization, and it must be covered by the appropriate USA Triathlon budget.

The organization will under no circumstances permit or authorize participation in any business entertainment that might be considered lavish.

## **G. USA TRIATHLON INFORMATION**

### **1. Books, Records and Communications**

Each USAT colleague is responsible for the integrity and accuracy of organization documents, communications and financial records. These records serve as a basis for managing our activities and are important in meeting our obligations to vendors, sponsors, government regulators, creditors, the Board, and our athletes.

All financial information must reflect actual transactions and conform to accounting principles generally accepted in the United States of America. USA Triathlon maintains a system of internal controls to assure appropriate authorization, recording and accountability of USA Triathlon's assets. When colleagues are asked to respond to requests by internal auditors, legal staff, independent accountants, the Board, and outside counsel, they must be complete and truthful. Colleagues must include all relevant information, even if the request does not specifically ask that that be done.

It is a violation of the Code to alter or falsify information on any record or document, to intentionally make a false or exaggerated claim to anyone, or to mislead anyone about what we do. Organization documents and records are retained according to the law, and our own record retention policies. No one may remove or destroy records before the specified date without first obtaining permission as out-lined in USA Triathlon's records management policy.

### **2. Intellectual Property**

USA Triathlon vigorously protects our own intellectual property rights as well as rights of others. Intellectual property rights include patents, copyrights, trademarks, and trade secrets. Property rights also include mailing lists, membership data and software programs created by us or other companies that are copyrighted, are trade secrets, or are otherwise restricted.

### **3. Computer Networks and Information**

Use of USA Triathlon information networks and resources is both a necessity and a privilege. USAT Colleagues with access to our networks are responsible for using the highest standards of organization-al and social behavior in all of their usage and communications. Colleagues who use USA Triathlon’s networks from remote locations (e.g., home or other non-USA Triathlon locations) are subject to the same standards of use as are colleagues who use USA Triathlon networks on USA Triathlon premises.

USA Triathlon computer networks are for legitimate USA Triathlon-related business purposes only. Limited personal use may be acceptable if such use is authorized by the President and does not interfere with the performance of the colleague’s normal responsibilities. USA Triathlon reserves the right to periodically monitor, access and disclose the contents of USA Triathlon computer systems and networks and to block access to non-work-related Internet sites.

#### 4. Financial Reporting and Records

We have established and maintain a high standard of accuracy and completeness in documenting, maintaining, and reporting financial information. This information serves as a basis for managing our activities and is important in meeting our obligations to our colleagues and stakeholders. It is also necessary for compliance with tax and financial reporting requirements. All financial information must reflect actual transactions and conform to generally accepted accounting principles. All funds or assets must be properly recorded in the books and records of USA Triathlon. USA Triathlon maintains a system of internal controls to provide reasonable assurances that all transactions are executed according to appropriate authorization and are recorded in a proper manner to maintain accountability of the organization’s assets. We diligently seek to comply with all applicable auditing, accounting and financial disclosure laws.

### **H. CONTACT WITH OUTSIDE ATTORNEYS**

If an attorney contacts you for any reason regarding USA Triathlon, you should refer him or her to the Executive Director and/or Legal Counsel. You should never answer questions or supply documents to attorneys outside of USA Triathlon.

### **I. CONDUCT**

1. Descriptions: Any one or more of the following shall constitute violations of the USA Triathlon Code of Ethics or Conduct:

- a. Drugs and Alcohol – The consumption of alcohol in a way that leads to impaired performance or inappropriate behavior, endangers the safety of others or violates the law is a violation of this Code. The use, possession or distribution of illegal drugs is strictly prohibited and is a violation of this Code.

b. Equal Treatment – USA Triathlon strictly prohibits unlawful discrimination or unlawful harassment of any kind. Treating someone in an unlawful discriminatory or harassing manner is a violation of this Code.

c. Safe Environment – USA Triathlon will not tolerate any level of violence or the threat of violence including obscene language or threatening gestures. Under no circumstances should an object whose purpose is to inflict bodily harm be brought to a USA Triathlon sanctioned event, sponsored conference, meeting or headquarters other than by authorized security personnel. Conduct that may create an unsafe environment is a violation of this Code.

d. Any act of fraud, deception, **improper use of assets (including intellectual property, trade secrets and equipment)**, or dishonesty in connection with any USA Triathlon-related activity.

e. Any non-consensual physical contact, obscene language or gesture, or other defamatory, demeaning, or threatening language (whether written or oral) or conduct directed towards a colleague is a violation of this code.

f. Any other material and intentional wrongful act, conduct or failure to act not provided for above, which is detrimental to the image or reputation of USA Triathlon or its Objects and Purposes.

g. Any material intentional or reckless disclosure of USAT confidential information.

2. Adjudication: The Ethics Committee may consider whether there and been a breach of the Code of Conduct or Ethics when a formal written Complaint of an alleged violation of this Code is submitted to the Ethics Committee.

## V. Resolving Ethical and Conduct Issues

Familiarity with Ethics and Conduct Code: Colleagues have an obligation to be familiar with this Code. Lack of awareness or misunderstanding of an ethical or conduct standard is not itself a defense to a charge of unethical conduct that violates the Code.

Confronting Ethical and Conduct Issues: When a colleague is uncertain whether a particular situation or course of action may violate the Ethics and/or Conduct Code, the colleague ordinarily should consult with other colleagues knowledgeable about ethical and/or conduct issues, with the Ethics Committees, or with other appropriate authorities in order to choose a proper response.

Conflicts Between Ethics, Conduct, And Organizational Demands: If the demands of an organization with which colleagues are affiliated conflict with this Ethics and Conduct Code, colleagues shall clarify the nature of the conflict, make known their commitment to the Ethics and Conduct Code, and to the extent feasible, seek to resolve the conflict in a way that permits the fullest adherence to the Ethics and Conduct Code.

**Informal Resolution of Ethical and/or Conduct Violations:** When colleagues believe that they may have been an ethical and/or conduct violation by another colleague, they should attempt to resolve the issue by bringing it to the attention of that individual if an informal resolution appears appropriate.

**Reporting Ethical and/or Conduct Violations:** If an informal resolution is not appropriate for an apparent violation of the Code or if it is not resolved properly in that fashion, colleagues should take further action appropriate to the situation, including referral to the Ethics Committee.

**Cooperating With Ethics Committee:** Colleagues shall cooperate in ethics and conduct investigations, proceedings, and resulting requirements of USAT. Failure to cooperate is itself an ethics and conduct violation.

**Improper Complaints:** Colleagues shall not file or encourage the filing of ethics and/or conduct complaints that are frivolous and are intended to harm the respondent rather than to elicit or maintain compliance with the Code.

Any colleague who violates or condones the violation of the Code of Ethics and/or Conduct is subject to disciplinary measures as required by the USAT Bylaws, which may include termination of membership and expulsion from governance, committees, councils, commissions or other positions.

## **VI. Whistleblower Policy**

A "whistleblower" as defined by this policy is any USAT Colleague who reports an activity to one or more of the parties specified in this policy that they considers to be illegal, dishonest, unethical or in conflict with the interests of USA Triathlon. Examples of illegal or dishonest activities are:

- Violations of federal, state or local laws,
- Billing for services not preformed or for goods not delivered,
- Other fraudulent financial reporting,
- Undisclosed ethical or conflict of interest activity, or
- Violation of this Code.

If a colleague has knowledge of or a concern regarding such activity, he or she should contact the Ethics Committee, which is responsible for investigation and coordinating adjudication. The colleague must exercise sound judgment to avoid baseless allegation. A colleague who intentionally files a false report of wrongdoing will be subject to sanctions up to and including termination.

"Whistleblower" protections provide confidentiality and prevent retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense, disclosure of identity may be required. USA Triathlon will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of any adverse action. Any "whistleblower" who believes he or she is being retaliated against must contact the Ethics Committee immediately. The right of the "whistleblower" to protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated. USAT colleagues with any questions regarding this policy should contact the Ethics Committee.

## **VII. USA Triathlon Ethics Committee**

The Ethics Committee shall consist of five members: one member may be a Director from the Board of Directors and the four other members shall satisfy the standards of independence for "independent directors" as is set forth in the USAT Bylaws and include at least one individual who has particular knowledge in the area of ethics and ethical conduct, and at least one athlete, as defined by the USOC, eligible to serve on grievance committees. The Ethics Committee shall specifically exclude the President and Executive Director (CEO) from any membership including ex officio.

The Ethics Committee shall: (a) Review reported potential violations of the Code of Ethics and, if appropriate, recommend actions to the Board; (b) Resolve conflict of interest issues for colleagues other than members of the Board of Directors, or prepare recommendations for Board resolution of such conflict issues; (c) Prepare recommendations to the Board of Directors for resolution of conflicts of interest issues involving members of the Board; (d) Review conflict of interest statements of candidates for elected or appointed USA Triathlon colleague positions, and prepare recommendations for Board of Director action to remove any candidate for consideration whose ability to act in the best interests of USA Triathlon will be or reasonably may be affected by such candidate's own financial, business, property, or personal interest.

## **VIII. USAT Bylaws Article XVIII – Conflict of Interest**

Section 1. Except as permitted by and in compliance with one or more provisions of California Nonprofit Corporation Law including one or more of Sections 5233 through 5236, no member of the Board of Directors, officer, or member of any committee of USA Triathlon, and no employee, consultant, agent or representative of USA Triathlon shall participate in the evaluation or approval of any contractual arrangement involving USA Triathlon if such individual would financially benefit, directly or indirectly, from USA Triathlon becoming or remaining a party to the arrangement. No member of the Board of Directors, officer or member of any committee of USA Triathlon, employee, consultant, agent or representative of USA Triathlon, shall be elected to or appointed to any office or position representing USA Triathlon if the Board of Directors

determines that such individual's ability to act in the best interests of USA Triathlon will be or reasonably may be affected by such individual's own financial, business, property, or personal interest. No member shall enter into an agreement with USA Triathlon which would violate applicable law.

Section 2. Upon learning that USA Triathlon is proposing to enter or has entered into a contractual arrangement or agreement which is referred to in Section 1, and is not in compliance with one or more provisions of the California Nonprofit Corporation Law including one or more of Sections 5233 through 5236, each individual named in Section 1 shall promptly notify the President and the Executive Director in writing of the existence of the potential conflict, and the Executive Director shall disclose immediately the potential conflict to those vested with considering and making any decision on the arrangement or agreement which is referred to in Section 1. In the event of an election or appointment which the Board of Directors determines violates the terms of Section 1, and is not in compliance with one or more provisions of the California Nonprofit Corporation Law including one or more of Sections 5233 through 5236, the individual shall resign from or decline the office or appointment. Nothing herein shall, however, permit removal of a Director from the office of Director except by those persons so authorized as elsewhere in these Bylaws.

Section 3. In the event this Article is violated, USA Triathlon shall have the right to recover from the individual in question his/her direct or indirect financial benefit and to void the arrangement.

Section 4. Each year at the first regular meeting of the Board of Directors after each election of directors, each director shall file with USA Triathlon office a disclosure of all activities in which such director or the director's spouse or children held a direct or indirect financial interest, or from which they received compensation during the preceding twelve (12) months, that were directly or indirectly involved with the sports of triathlon or its component sports, or were doing business with USA Triathlon. Such list shall be made available to the public upon request.

***Ethics Policy Receipt and Conflict of Interest Disclosure Statement***

I acknowledge receipt and understanding of USA Triathlon’s Code of Ethics and Conduct, and I pledge compliance with the spirit and the letter of the requirements contained therein.

To the best of my knowledge or belief, I have no actual or potential conflicts of interests, except as stated below. (List any current or potential contractual arrangement involving USA Triathlon from which you would financially benefit, directly or indirectly, from USA Triathlon becoming, not-becoming or remaining a party to the arrangement. In addition, list any financial, business, property or personal interest that will or reasonably may affect your ability to act in the best interests of USA Triathlon. Attach additional pages if necessary). \_\_\_\_\_

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\_\_\_\_\_  
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In addition to the above listed actual or potential conflicts of interest, members of the Board of Directors and candidates for election to the Board of Directors must list all activities in which they or their spouse or children held a direct or indirect financial interest, or from which they received compensation during the preceding twelve (12) months, that were directly or indirectly involved with the sports of triathlon or its component sports. Attach additional pages if necessary: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Print Name \_\_\_\_\_  
Signature \_\_\_\_\_ Date \_\_\_\_\_

**Please list applicable volunteer positions with USA Triathlon:**

- 1) \_\_\_\_\_ 2) \_\_\_\_\_  
\_\_\_\_\_ 3) \_\_\_\_\_  
\_\_\_\_\_ 4) \_\_\_\_\_

National USAT Board members and national volunteers, return to:

Sharon Carns  
USA Triathlon  
5825 Delmonico Drive  
Colorado Springs, CO 80919  
719/597-2121 Fax  
719/597-9090 Phone, ext. 100  
USAT President or ED Initials \_\_\_\_\_  
Ethics Committee Chair Initials \_\_\_\_\_  
[sharon@usatriathlon.org](mailto:sharon@usatriathlon.org)

Regional USAT Council members and other senior regional volunteers, return to:

Event Services Director – Kathy Matejka  
Regional Chair Initials \_\_\_\_\_  
Ethics Committee Chair Initials \_\_\_\_\_