



THE LOOKOUT

ETHICS & COMPLIANCE OFFICE




As 2017 draws to a close, I would like to personally thank you for your engagement and enthusiasm throughout the year. While our Office worked hard to produce a smartphone application, provide face-to-face trainings for all Mubadala Group employees, solicit acknowledgement of the Code of Conduct, and engage our extended network—it is your energy and commitment that has made all of the difference. So thank you. In this issue of the Lookout, and in line with International Anticorruption Day, we focus on a key ethics and compliance risk—Anti-Bribery and Corruption. Bribery and corruption remain serious challenges to the economic and social development of societies worldwide. The United Nations has estimated that every year \$1 trillion is paid in bribes, while an estimated \$2.6 trillion are stolen annually through corruption – a sum of more than 5% of the global GDP.



On 9 November, 2017 the Ethics & Compliance Office hosted over 160 ethics and compliance officers, network members, and colleagues from across the world in Abu Dhabi for the 7th Annual Ethics & Compliance Network Conference at the Four Seasons Hotel on Al Maryah Island, Abu Dhabi. The Conference theme was "If you see it, say it" and included interactive workshops, as well as insightful speeches by global ethics and compliance leaders. The Conference concluded with the annual Ethics & Compliance Office awards ceremony. With over 50 nominations for the four award categories:

- Samia Al Rajaby, Assistant Manager HR, National Reference Laboratory for the Listener Award
- Eiman Al Mahri, Senior Specialist Procurement Services, BMS for the Speaker Award
- Rias Lukysari, Attorney Mubadala Petroleum Indonesia for the Supporter Award
- Mounir Barakat, Executive Director ICT, Mubadala for the Award Champion



Highlights

- F1's Regulator Gagged Its Members From Commenting On Conflict Of Interest
- Former Argentine Football Official Commits Suicide After Bribery Accusations
- How to make anti-corruption agencies accountable and independent
- How Olympus was almost brought down by one of the worst corporate scandals
- International Anti-Corruption Day, 14 Dec 2017



Tips



We do not pay to play



We fairly compete for and award



We vet our business partners

Always remember that the only way to deal with fellow employees is with respect, honesty, and integrity

Do not accept any gifts from a vendor or supplier who is bidding on a project you're working on. This is considered a conflict of interest.

Corruption Quiz

PARADISE PAPERS

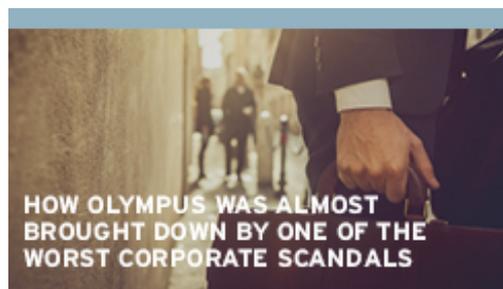
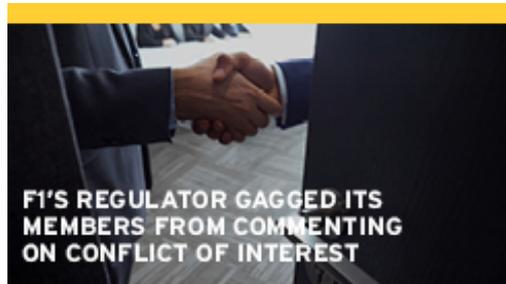


The Paradise Papers are a huge leak of financial documents that throw light on the top end of the world of offshore finance.

A number of stories are appearing in a week-long expose of how politicians, multinationals, celebrities and high-net-worth individuals use complex structures to protect their cash from higher taxes.

As with last year's Panama Papers leak, the documents were obtained by the German newspaper Süddeutsche Zeitung, which called in the International Consortium of Investigative Journalists (ICIJ) to oversee the investigation. BBC Panorama and the Guardian are among the nearly 100 media groups investigating the papers.

[Read full article here](#)





" When I offered the bribe, your Honor, I was just being polite "