



# THE LOOKOUT

## ETHICS & COMPLIANCE OFFICE



+971 2 413 3333  
ethics@mubadala.ae

Over the past year the region has witnessed an increased focus on anti-bribery and corruption. Here in the UAE, evidence of that has been seen in the local media where there has been a significant increase in publicized corruption cases resulting in criminal sanctions. Further evidence of this is demonstrated through increased emphasis on anticorruption initiatives. Earlier this year, in conjunction with the Association of Certified Fraud Examiners, the Abu Dhabi Accountability Authority hosted their Middle East Fraud Conference in Abu Dhabi where a number of entities including Mubadala were invited to attend and speak. With such a commitment to combat fraud and corruption in the region, it is no surprise that the monitoring organization GAN Integrity and Transparency International describe the corruption environment in the UAE as low-risk, and rate the UAE highly with regard to anti-corruption efforts both regionally and globally.

As one of the leading organizations in the region Mubadala has played a significant role in contributing to this positive reputation. Through our world class Ethics & Compliance program and unwavering commitment to transparency and anti-bribery and corruption, Mubadala maintains the highest possible rating by the Linburg-Maduell Transparency Index, putting it alongside the top ten most transparent sovereign wealth funds in the world.

Your individual contributions towards upholding our values is an essential part of our efforts to maintain this reputation and ultimately reduce fraud and corruption risk in the region at large.



Khalid Al Murar  
Ethics & Compliance Director



## Sheikh Zayed's Inspirational Leadership

2018 marks 100 years since the birth of our late founding father, Sheikh Zayed bin Sultan Al Nahyan. Sheikh Zayed was held in high regard globally and particularly by other Arab leaders, and was often invited to act as a mediator. Building on this, he laid the foundations of a foreign policy defined by balance, moderation, cooperation, unstinting support for justice, and a language of peaceful dialogue. This balanced policy is now a hallmark of the UAE.

Some well-known and regarded quotes about leadership, work ethics and impact on society by Sheikh Zayed include:

**"The Ruler should not have any barrier which separates him from his people."**

**"It is my duty as the leader of the young people of this country to encourage them to work and to exert themselves in order to raise their own standards and to be of service to the country. The individual who is healthy and of a sound mind and body but who does not work commits a crime against himself and society."**

**"To treat every person, no matter what his creed or race, as a special soul, is a mark of Islam."**

Sheikh Zayed was a man – a person – who dug into his own beliefs, his own history and values and chose tolerance, charity and progress at a time when such choices required bold and visionary leadership. In addition, he did so consistently, day in and day out, for many decades, until those beliefs were ingrained in the nation and its people to which he gave birth. The late Sheikh Zayed's principles will continue to inspire leadership, sacrifice and sincerity, and provide future generations with an on-going learning experience from his school of thought.



**Lead with Accountability**  
Have a team meeting regularly and discuss ethical or compliance challenges



**Lead with Inspiration**  
Have a defined method for staying updated on regulations affecting your business



**Lead with Partnership**  
Use real life case studies to demonstrate your support to those that raise ethical concerns



**Lead with Integrity**  
Show respect and demand respect be shown to everyone alike



## Mubadala Healthcare Ethics & Compliance Leadership Event

On 3 July, the Healthcare Ethics & Compliance team organized a leadership offsite attended by more than 70 leaders across Mubadala Healthcare. The event focused on the role of leaders in building an ethical culture, how compliance adds value to a business and the direct link between values and the achievement of successful business outcomes.

Shahzad Khan introduced the Mubadala Ethical Leadership Guide and guest speaker – Steve Priest – talked about role of the leaders in shaping organization culture.



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Former Colombian Government Official pleads guilty to bribery



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## Ethics & Compliance Highlights

- Misuse of power lands Sharjah Government Official in jail
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## Training & Events

- **8 August 2018:** Alternative Investments & Infrastructure and Corporate Ethics & Compliance Network Meeting #3
- **26 September 2018:** Healthcare Ethics & Compliance Network #2

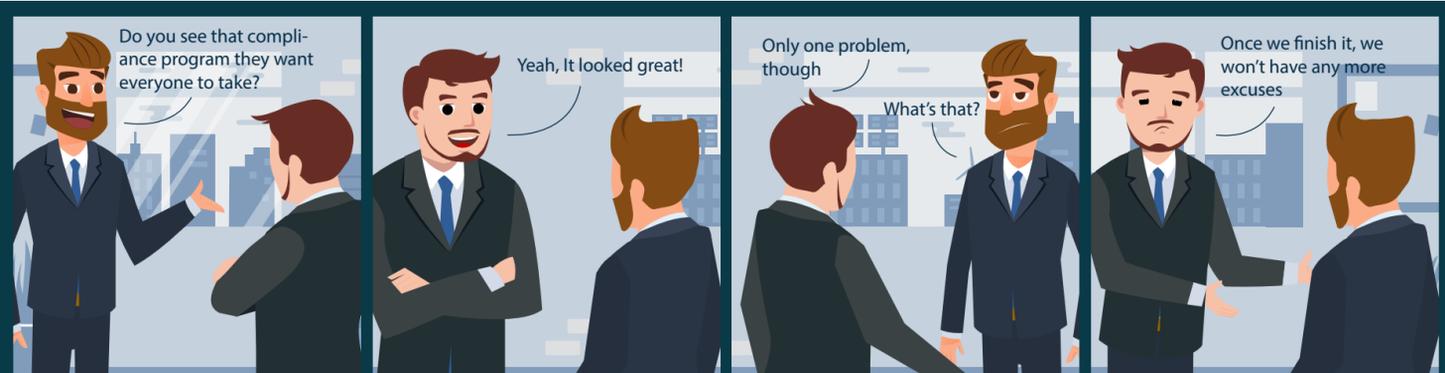
### Upcoming Training & Events

- **October 2018:** Launch of 2018 Ethics & Compliance eLearning and Code of Conduct Acknowledgement
- **8 November 2018:** 8th Annual Ethics & Compliance Network Conference: Enabling & Strengthening Ethical Leadership



## Ethical Leadership Guide

As leaders and managers, you have a unique responsibility to foster a professional, inclusive and supportive environment by modeling ethical behavior. In that spirit, the Ethics & Compliance Office has developed the 'Ethical Leadership Guide' which underpins our ability to behave in a manner consistent with our values.



Do you see that compliance program they want everyone to take?

Yeah, it looked great!

Only one problem, though

What's that?

Once we finish it, we won't have any more excuses