



THE LOOKOUT

ETHICS & COMPLIANCE OFFICE



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It is my pleasure to welcome you to the first edition of The Lookout of 2018. Last year, we spent a lot of time and effort communicating our ethics and compliance values and standards focused around the theme "If you see it, say it." We are encouraged that you recognize the value of speaking-up when something does not seem or feel right and hope that continues throughout 2018.

We expect 2018 to be as exciting as last year and have already begun planning for such. This year our focus is on ethical leadership and ensuring our leaders are demonstrating and encouraging ethical behavior. We will launch a guide to Ethical Leadership in partnership with Human Capital and Group Communications. We will also be focusing much of our efforts on ensuring our newly-launched Group Compliance Policies are fully embedded into Mubadala and our UAE assets.

We thank you for your continued support. We look forward to what 2018 may bring across the organization, and, as always, the Ethics & Compliance Office is available to provide advice, guidance and address concerns as they arise.



Winner of the Inspiration Award

At the recent 2018 Mubadala Recognition Awards, Mona Al Zaabi from the Ethics & Compliance Office won the Inspiration Award, a much-deserved recognition of her dedication and support to everything we do and stand for as an organisation.

Within a short period of time, Mona's passion and commitment was a constant source of inspiration to all those around her. Witnessing her going the extra mile above and beyond her role, afforded her the recognition and the credit she deserves.

Mona was instrumental in processing over 8,000 users in the 2017 Code of Conduct Annual Test and assisted in successfully delivering the 2017 Ethics & Compliance Annual Conference and Anti-bribery & Corruption Day.



Compliance Highlights

- Six CPAs charged with stealing PCAOB information to help KPMG
- Former Embraer sales VP pleads guilty to Aramco bribes
- Barclays Bank charged again by SFO over Qatar loan
- Airbus ordered to pay \$99m fine in Eurofighter case





Show Respect: Treating every person with respect regardless of nationality, religion, race, color, gender, or seniority is the foundation upon which Mubadala is built.

Know the Code of Conduct: Not knowing and understanding these risks leaves Mubadala, our reputation, and our sustainability vulnerable.

Do not play favorites: No one is exempt from meeting our ethical standards.



Not all conflicts of interests lead to illegal conduct. But undisclosed connections between third-party suppliers and employees are a gateway to corruption and fraud. The best way to uncover conflicts of interests and harm flowing from them is through data.

Detecting and investigating conflicts is difficult, and most are identified by a whistleblower. Due to the confidential nature of the allegations, and to avoid unnecessary alarm bells should the allegations turn out to be false, covert investigations are often needed to determine the legitimacy of claims.

Apart from undertaking corporate record research on the third-parties mentioned, what can a company do to investigate conflict claims?

[Read full article here](#)



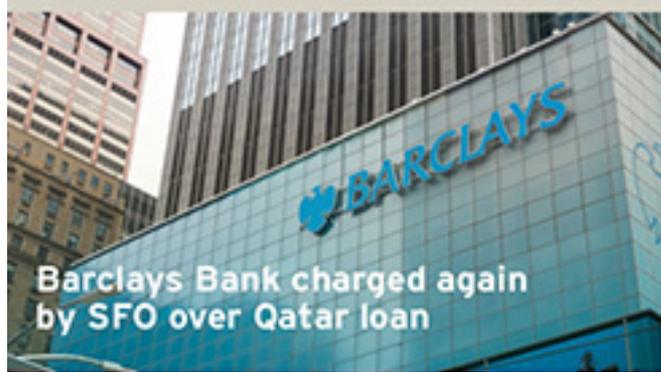
- **23 January 2018:** Training session to nearly 400 BMS employees on developing a Culture of Compliance
- **29 January 2018:** Senior Leadership Engagement: Leadership, Accountability of Ethics featuring Richard T. Bistrong
- **21 February 2018:** Alternative Investments & Infrastructure and Corporate Ethics & Compliance Network
- **27 February 2018:** Healthcare Ethics & Compliance Network
- **20 March 2018:** Presentation on ethics and compliance at the Yawsat Annual Service Partners Forum
- **11-15 March 2018:** Ethics & Compliance roadshow Minesa
- **13 March 2018:** Aerospace, Renewables & ICT Ethics & Compliance Network
- **14 March 2018:** Investigations Training for Non-Compliance personnel
- **21 March 2018:** Technology, Mining & Manufacturing Ethics & Compliance Network



Quiz & Tips

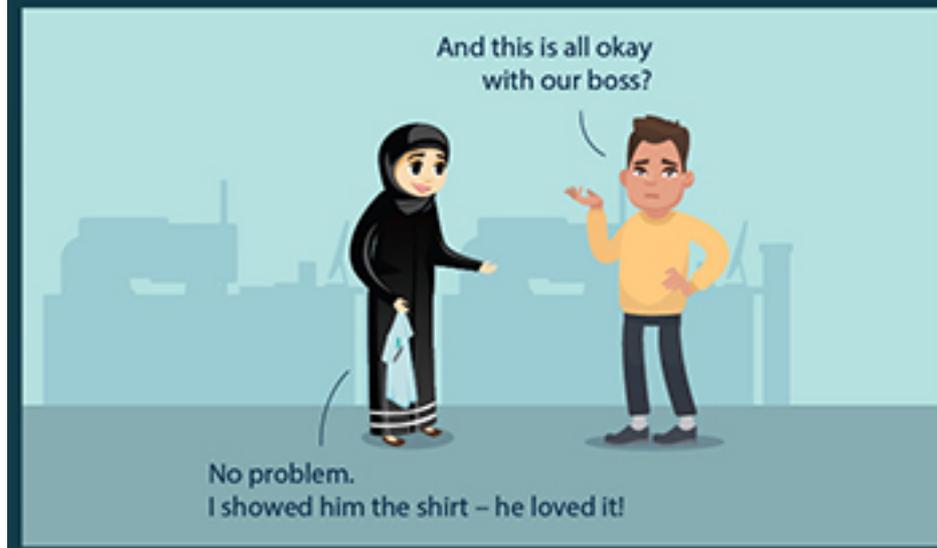
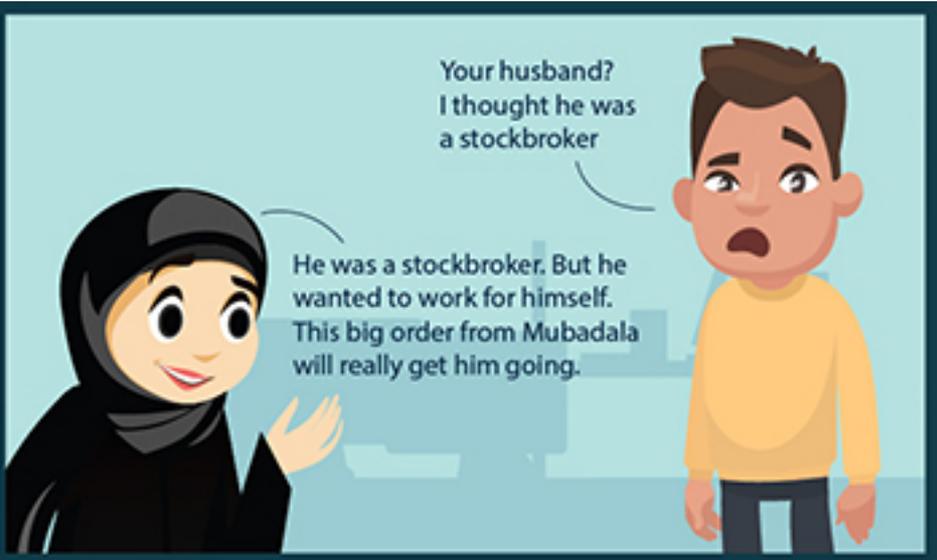
Employees must make sure that Company assets or information are used only for appropriate business purposes.

If you learn that laws or regulations have been



breached, you should report it to your line manager immediately.

Be upfront with your approving supervisor and unit head about your travel plans.



Is there any issue? Moza is using her position at Mubadala to place an order with her husband's company. This could put her personal interest in conflict with Mubadala's best interests - a breach of our Conflict of Interest Policy.

What should Moza do? Before ordering the T-shirts, Moza should discuss the situation with her manager. And disclose the conflict to the Ethics & Compliance Office. Moza should not be involved in any decision or any element of the procurement relating to the t-shirts.