

Keeping the Integrity Agenda strong for emerging markets

A focus on Africa

March 2021



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Today's Panellists



Sharon van Rooyen, Africa Forensics Leader, EY

Sharon is the leader of EY's Africa Forensic & Integrity Services ("FIS") practice.

She holds LLB, LLM, BCom degrees And ACII qualifications. She is an admitted advocate of the High Court of SA

She is a member of the Association of Certified Fraud Examiners (International), the Institute for Commercial Forensic Practitioners (ICFP) and the SA Institute of Directors. She is a former Director of the ACFE SA Chapter (2008 – 2014) and the former Deputy Chairperson of the ICFP (2016 - 2018).

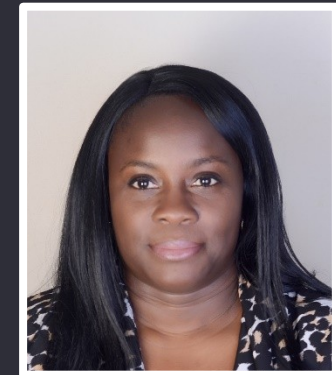
Sharon has over 25 years experience in the forensic field.



Sharon Gebhard, Global Governance and Business Integrity Director Africa, Unilever

Sharon has more than 17 years' experience In Unilever, the first 12 years as a Finance professional within Unilever with roles such as a Global Cost Controller, UK Risk Manager, Sarbanes Oxley Compliance Auditor as well as various cross functional finance and transformation projects at both a local and global level.

She has international experience deploying both systems and process across geographies and knows full well the complexities of landing, educating and embedding change processes within large multinational organisations. For the last 2.5 years Sharon has double hatted a global role and an Africa role, built on a passion for Africa established whilst backpacking from Australia 30 years ago. Investigations, Awareness, embedding a speak up culture and creating a culture where employees feel confident to raise concerns is part of Unilever's commitment to delivering Business with Integrity.




Eno Ebong, Ethics & Compliance Counsel, Sub-Saharan Africa, Nokia

Eno is Compliance Counsel, Sub-Saharan Africa, in the Regional and Business Group Compliance Team of Nokia.

She is a lawyer and compliance professional, with a multi-disciplinary professional background, encompassing corporate and commercial law, intellectual property, media and entertainment, technology law, and dispute resolution.

She joined Nokia Solutions and Networks in 2018, after over seven years working as Legal and Compliance Counsel with Hewlett Packard. Eno has over 18 years' experience covering complex and high-value deal negotiations, litigation, and anti-corruption investigations in Africa and the Middle East. She obtained her LLB from the University of Lagos, Nigeria, and also has an LLM from Queen Mary, University of London.



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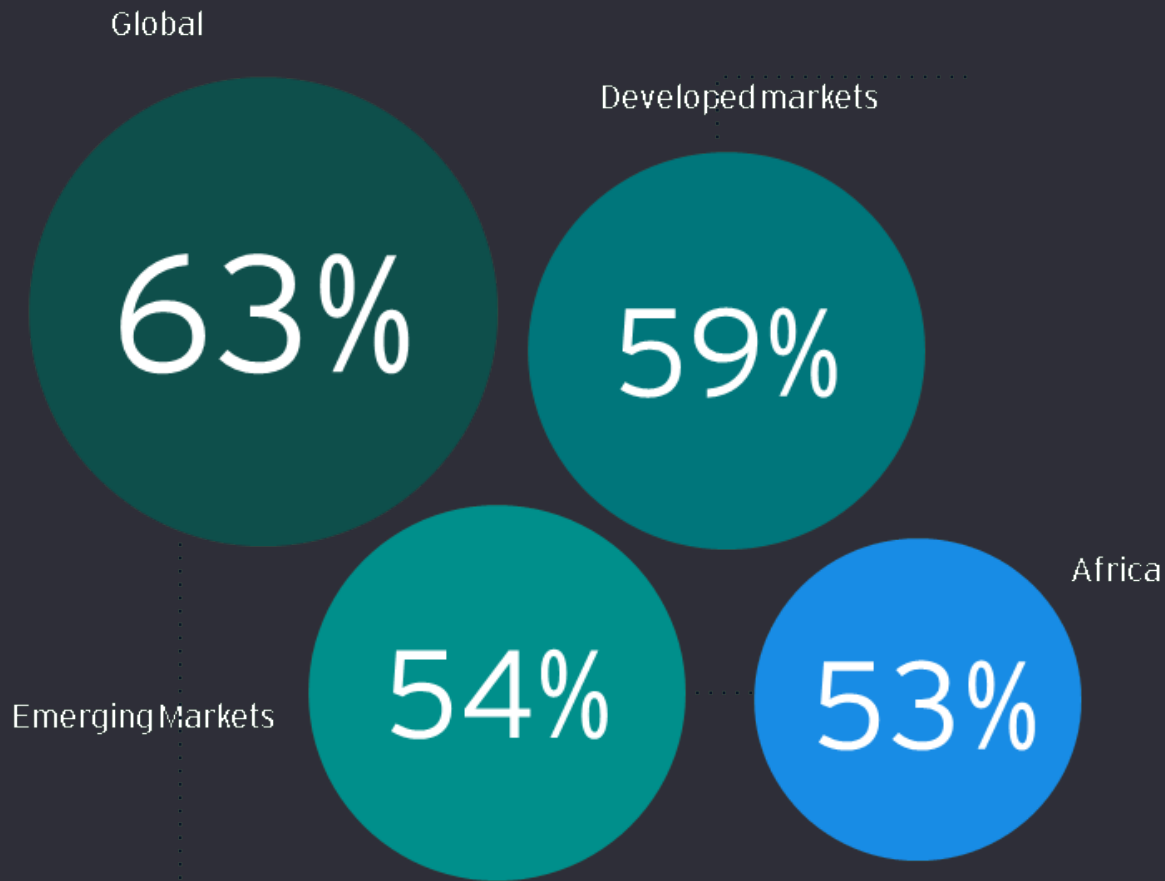
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Maintaining standards of integrity during rapid change is a significant challenge

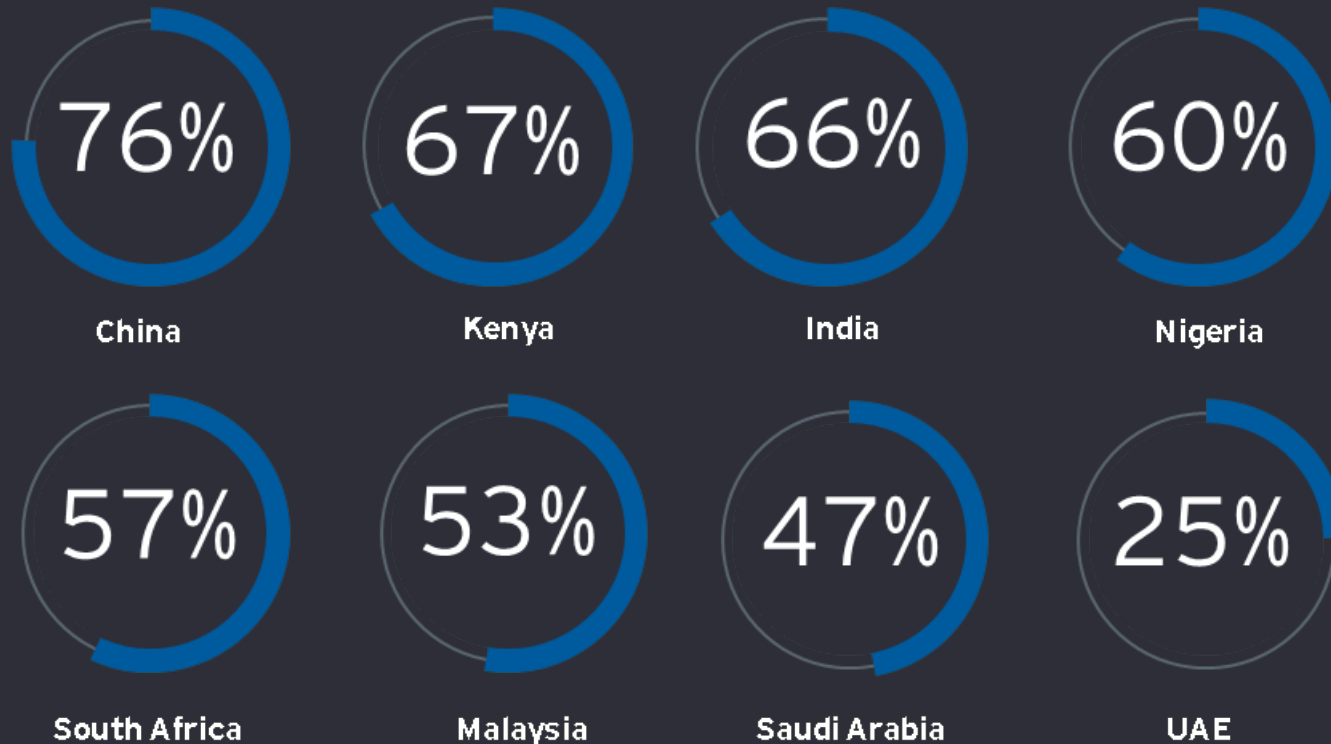


Question: To what extent do you agree or disagree? It is challenging for organizations to maintain their standards of integrity in periods of rapid change or difficult market conditions – Global, Developed and Emerging? Percentage answering 'agreed'.

Base: Global Integrity Report 2020 (2,948); Developed (1,218); Emerging (1,730); India (100), Kenya (45), Malaysia (100), Nigeria (60), Saudi Arabia (75), South Africa (100), UAE (100)

Putting corporate integrity high on the management agenda

Significant country variation in management communicating the importance of acting with integrity

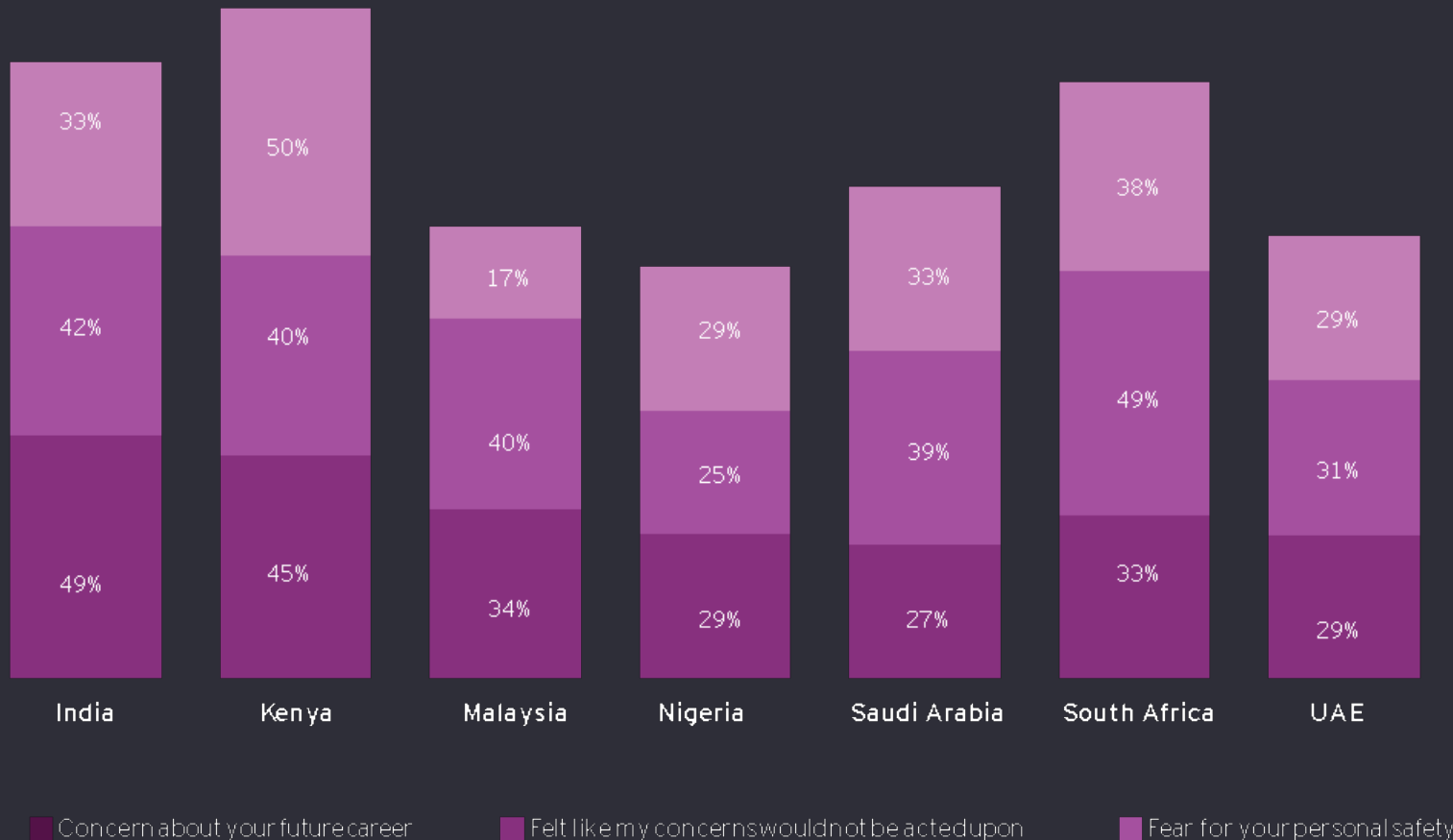


Question: In the last two years, how often have you heard management communicate about the importance of behaving with integrity? Percentage answering 'frequently'
Base: Global Integrity Report (2,948); Emerging (1,730); India (100); Kenya (45); Malaysia (100); Nigeria (60); Saudi Arabia (75); South Africa (100); UAE (100); (China 100)

⁹Harvard Business Review, *The Scandal Effect*, September 2016.

Encouraging employees to blow the whistle on misconduct

Raising the alarm about misconduct still an issue in emerging market countries

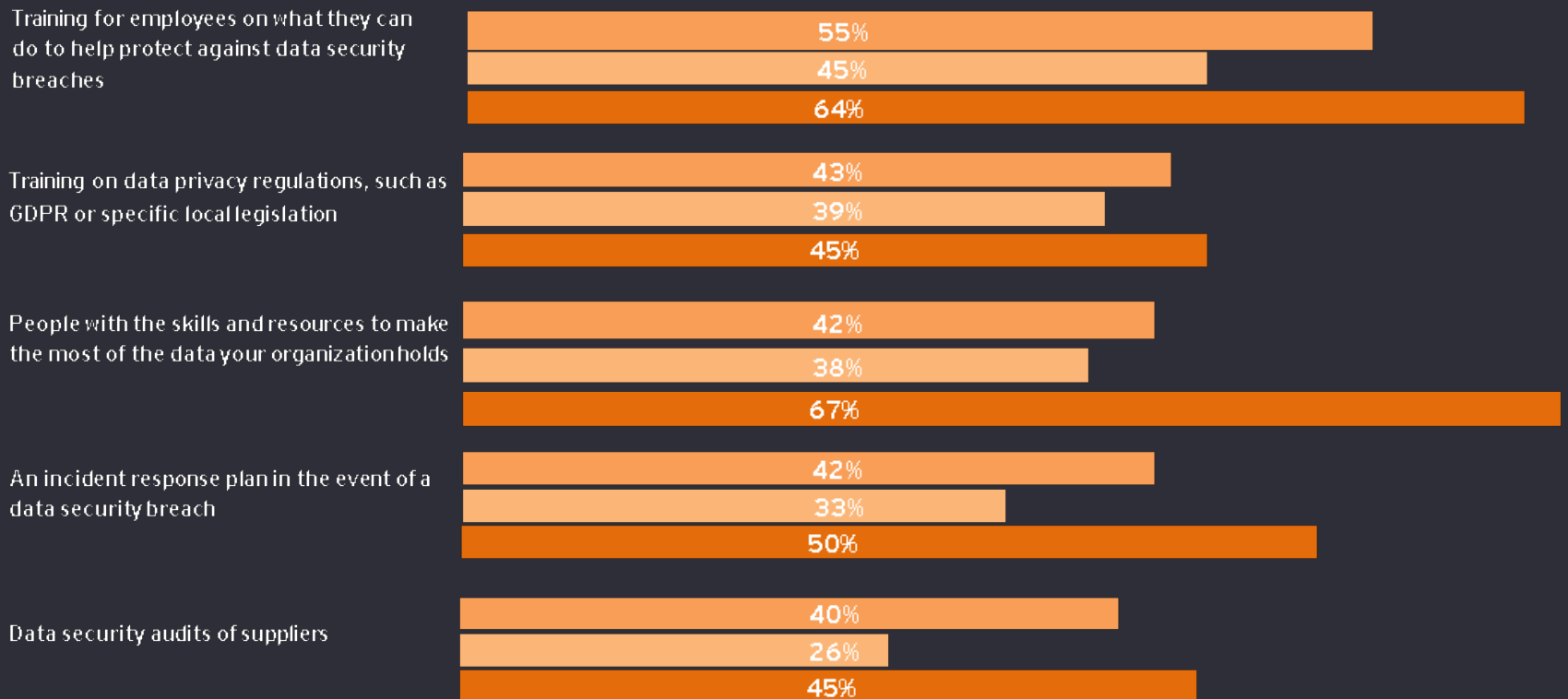


Question: Which, if any, of the following were reasons why you did not report your concerns?

Base: Global Integrity Report (2,948); Emerging (1,730); India (100), Kenya (45), Malaysia (100), Nigeria (60), Saudi Arabia (75), South Africa (100), UAE (100)

Increasing the focus on cyber and data protection

Emerging market countries acknowledging the importance of data protection



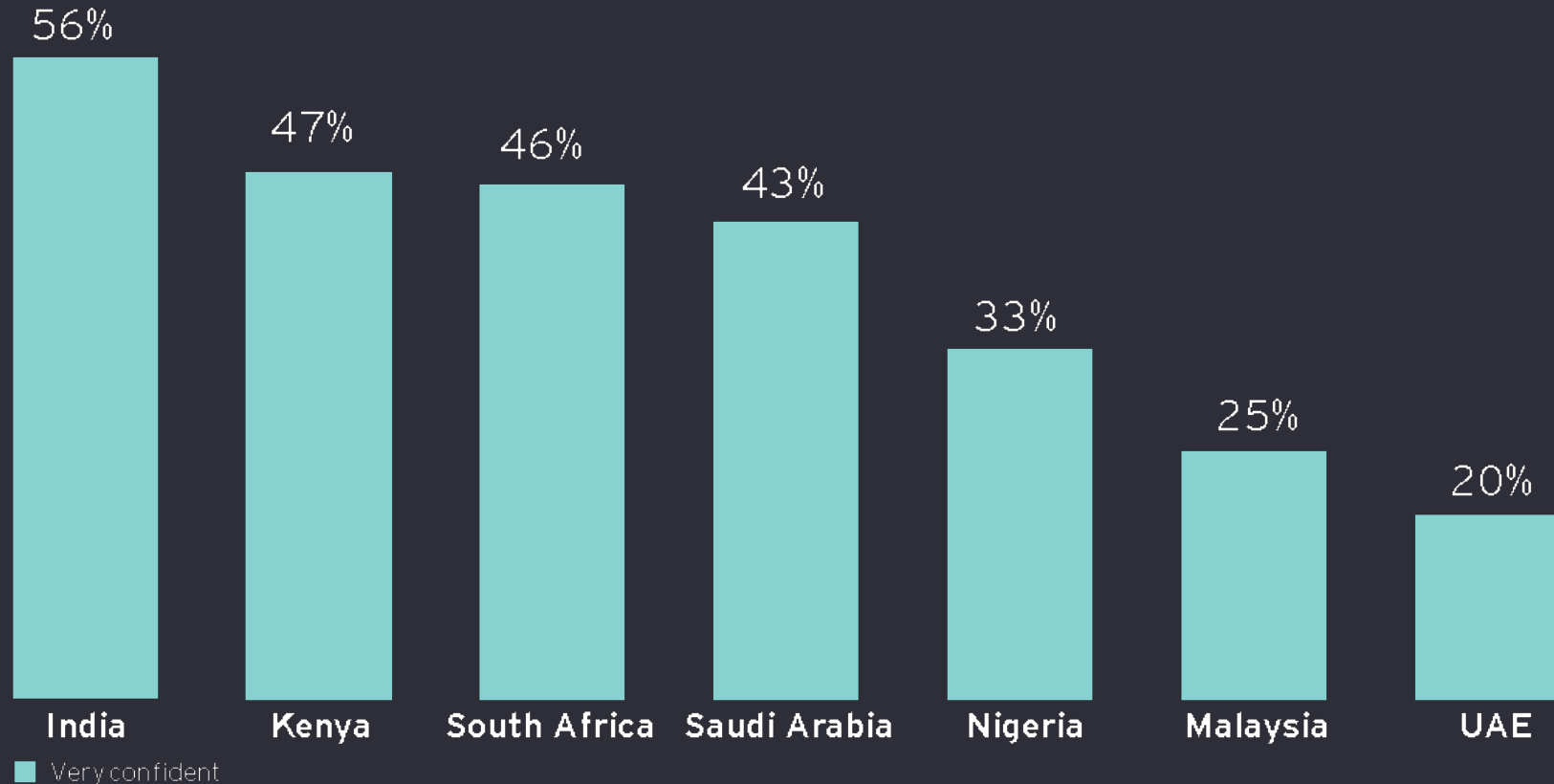
■ Emerging markets
 ■ Developed markets
 ■ Africa

Question: Which, if any, of the following does your organization have in place? Percentage applies.

Base: Global Integrity Report (2,948); Developed (1,218); Emerging (1,730) % applies

Addressing third-party integrity issues

Confidence in third-party conduct varies significantly across emerging markets



Question: How confident are you that...? Our third parties, including suppliers, vendors, partners or consultants demonstrate integrity in the work they do.

Base: Global Integrity Report (2,948); Emerging (1,730); India (100); Kenya (45); Malaysia (100); Nigeria (60); Saudi Arabia (75); South Africa (100); UAE (100)