



Navigating today's complex business risks

Europe, Middle East, India and Africa Fraud Survey – findings for Romania

June 2013

Survey approach and participant profile

- ▶ Between November and December 2012, our researchers conducted 3,459 interviews with employees in 36 countries, divided into 34 result groups, covering Europe, Middle East, India and Africa
- ▶ A sample of the largest companies¹ in each country was interviewed. Employees interviewed included board directors, senior management, other management and other employees. Interviews were conducted on an anonymous basis in the local language by telephone, online or in person. Details of the full survey are shown below

| Number of employees globally | % of respondents | Role within organization | % of respondents |
|------------------------------|------------------|--------------------------|------------------|
| Above 5,000 | 43 | Board director | 1 |
| 1,500 – 4,999 | 20 | Senior management | 6 |
| 1,000 – 1,499 | 11 | Other management | 22 |
| 500 – 999 | 10 | Other employee | 65 |
| Less than 500 | 7 | Other | 6 |
| Don't know | 9 | | |

- ▶ 100 interviews were conducted in Romania
- ▶ Results are compared with findings for Eastern Europe², Developed³, Rapid-growth⁴ and All respondents
- ▶ Please note that, due to rounding or the omission of percentages to allow better comparison, some figures may not sum to 100%

¹ Large companies are defined as those with more than 150/250/500/1,000/1,500 employees depending on the country, or as quoted on a stock exchange or is a multinational

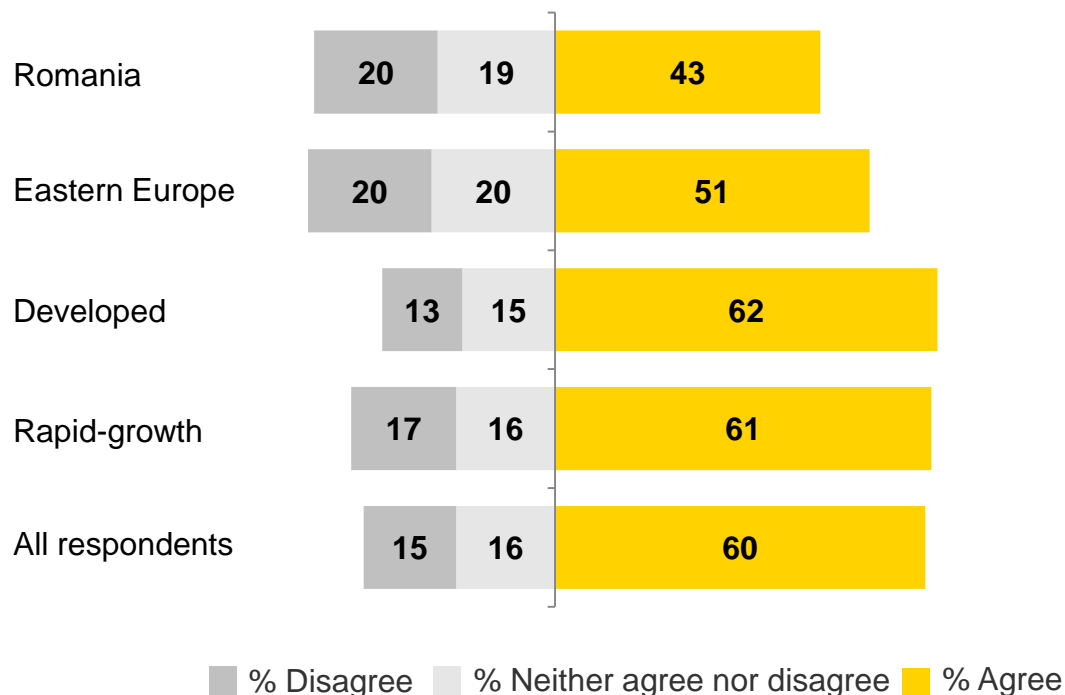
² Eastern Europe results are based on 1,256 interviews across 12 countries – Baltic States, Croatia, Czech Republic, Hungary, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey and Ukraine.

³ Developed results are Based on 1,500 interviews across 15 countries – Austria, Belgium, Finland, France, Germany, Greece, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and United Kingdom.

⁴ Rapid-growth results are based on 1,103 interviews across 11 countries – Czech Republic, Egypt, India, Nigeria, Poland, Russia, Saudi Arabia, South Africa, Turkey, UAE and Ukraine.

Management under pressure

Managers at our business will be under increased pressure to deliver good financial performance over the next 12 months



Q: To what extent do you agree or disagree with the following statement.

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Management under pressure (cont'd)

Managers at our business will be under increased pressure to deliver good financial performance over the next 12 months

| Country | % Agree |
|--------------|---------|
| Ireland | 80 |
| South Africa | 79 |
| Kenya | 79 |
| UK | 75 |
| Nigeria | 75 |
| Egypt | 74 |
| India | 74 |
| Norway | 74 |
| Slovenia | 67 |
| Greece | 66 |
| Italy | 65 |
| Russia | 65 |
| UAE | 65 |
| Croatia | 64 |
| Sweden | 63 |
| Hungary | 62 |
| Netherlands | 62 |

| Country | % Agree |
|----------------|---------|
| Switzerland | 60 |
| Finland | 60 |
| Saudi Arabia | 58 |
| Belgium | 57 |
| Poland | 57 |
| France | 54 |
| Portugal | 54 |
| Spain | 54 |
| Slovakia | 53 |
| Austria | 52 |
| Germany | 52 |
| Czech Republic | 49 |
| Ukraine | 44 |
| Romania | 43 |
| Serbia | 40 |
| Baltic States | 39 |
| Turkey | 32 |

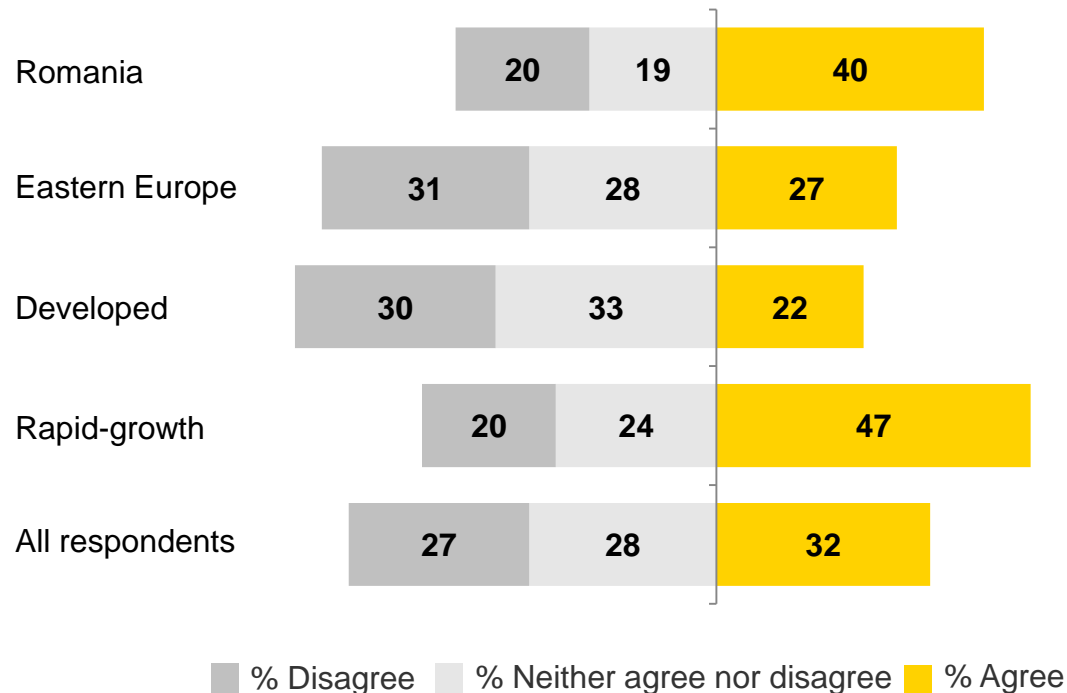
Average of all respondents – 60%

Q: To what extent do you agree or disagree with the following statement.

Base: All respondents (3,459)

Pessimism about future market conditions

Market conditions for our business will improve over the next 12 months









Q: To what extent do you agree or disagree with the following statement.

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Downward pressure on remuneration





| | Romania | Eastern Europe | Developed | Rapid-growth | All respondents |
|---------------------------------------|--|----------------|-----------|--------------|-----------------|
| Pay freezes |  32% | 22 | 27 | 17 | 23 |
| Reduction of bonuses |  26% | 23 | 17 | 24 | 21 |
| Pay rises below the rate of inflation |  19% | 18 | 14 | 28 | 20 |
| Pay cuts |  30% | 23 | 17 | 17 | 19 |
| Removal of bonuses |  17% | 18 | 15 | 18 | 17 |
| Aware of at least one of these |  79% | 66 | 52 | 61 | 59 |

Q: Are you aware of any of the following affecting people at the department or division of the company you work for in the last 12 months?
 Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

Downward pressure on remuneration (cont'd)

| Pay freezes | | Reduction of bonuses | | Pay rises below the rate of inflation | | Pay cuts | | Removal of bonuses | |
|----------------------------|----|----------------------------|----|---------------------------------------|----|----------------------------|----|----------------------------|----|
| Ireland | 57 | India | 43 | India | 44 | Greece | 79 | Portugal | 34 |
| Portugal | 54 | Hungary | 39 | Hungary | 42 | Slovenia | 52 | Ireland | 31 |
| Spain | 46 | Slovenia | 39 | Saudi Arabia | 42 | Spain | 44 | UAE | 31 |
| UK | 44 | Russia | 35 | Egypt | 40 | Ireland | 42 | Slovenia | 30 |
| Greece | 42 | Egypt | 34 | Kenya | 36 | Portugal | 35 | Spain | 30 |
| Czech Republic | 34 | Portugal | 31 | South Africa | 34 | Croatia | 31 | Greece | 26 |
| France | 33 | Slovakia | 31 | UK | 33 | Romania | 30 | Saudi Arabia | 26 |
| Baltic States | 32 | UK | 29 | Turkey | 32 | Czech Republic | 28 | Hungary | 26 |
| Romania | 32 | Saudi Arabia | 28 | UAE | 30 | Egypt | 26 | Baltic States | 24 |
| Serbia | 31 | Italy | 27 | Russia | 29 | Serbia | 26 | Poland | 23 |
| Italy | 27 | Spain | 26 | Austria | 26 | Baltic States | 23 | Russia | 22 |
| Poland | 27 | Romania | 26 | Ukraine | 23 | Saudi Arabia | 21 | Czech Republic | 19 |
| Hungary | 24 | UAE | 26 | Germany | 23 | Turkey | 21 | Egypt | 19 |
| UAE | 23 | Ireland | 25 | France | 20 | Average of all respondents | 19 | India | 19 |
| Average of all respondents | 23 | Poland | 25 | Average of all respondents | 20 | India | 19 | Slovakia | 18 |
| Croatia | 22 | South Africa | 23 | Romania | 19 | Kenya | 19 | Average of all respondents | 17 |
| Netherlands | 22 | Average of all respondents | 21 | Spain | 17 | Russia | 17 | Romania | 17 |
| Austria | 20 | Greece | 20 | Ireland | 17 | Italy | 17 | Belgium | 17 |
| Nigeria | 19 | France | 19 | Serbia | 17 | UAE | 14 | Italy | 16 |
| India | 19 | Czech Republic | 17 | Norway | 15 | Ukraine | 14 | Serbia | 15 |
| Belgium | 18 | Croatia | 17 | Czech Republic | 13 | Slovakia | 14 | Germany | 15 |
| Saudi Arabia | 18 | Ukraine | 17 | Nigeria | 13 | Hungary | 12 | South Africa | 15 |
| Slovakia | 17 | Kenya | 16 | Portugal | 12 | Nigeria | 11 | UK | 14 |
| Switzerland | 17 | Switzerland | 15 | Switzerland | 12 | Poland | 10 | Croatia | 13 |
| Egypt | 15 | Serbia | 14 | Poland | 11 | Germany | 8 | Austria | 12 |
| Slovenia | 15 | Belgium | 14 | Baltic States | 9 | UK | 7 | Nigeria | 12 |
| Russia | 10 | Germany | 12 | Sweden | 9 | Austria | 6 | Netherlands | 11 |
| Germany | 9 | Norway | 11 | Slovenia | 8 | South Africa | 4 | Kenya | 9 |
| Turkey | 8 | Nigeria | 11 | Netherlands | 8 | France | 4 | Ukraine | 9 |
| Finland | 7 | Austria | 10 | Italy | 7 | Norway | 4 | France | 8 |
| Kenya | 7 | Turkey | 10 | Croatia | 7 | Switzerland | 4 | Switzerland | 8 |
| Norway | 7 | Netherlands | 9 | Slovakia | 5 | Sweden | 3 | Norway | 7 |
| South Africa | 7 | Finland | 8 | Belgium | 5 | Netherlands | 3 | Turkey | 5 |
| Ukraine | 7 | Baltic States | 5 | Finland | 5 | Belgium | 3 | Finland | 2 |
| Sweden | 1 | Sweden | 3 | Greece | 4 | Finland | 2 | Sweden | 1 |

Unethical conduct by organizations

| | Romania | Eastern Europe | Developed | Rapid-growth | All respondents |
|--|--|----------------|-----------|--------------|-----------------|
| Revenues recorded before they should be to meet short-term financial targets |  5% | 8 | 7 | 13 | 9 |
| Under-reporting of costs incurred to meet short-term financial budgets |  4% | 9 | 6 | 9 | 8 |
| Customer required to buy unnecessary stock to meet short-term sales targets |  5% | 7 | 4 | 10 | 6 |
| Have heard of at least one of the above happening at our company |  10% | 20 | 13 | 26 | 20 |

Q: Which of the following, if any, have you heard of happening at your company in the last 12 months?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

Unethical conduct by organizations (cont'd)

Revenues being recorded before they should be

| | |
|----------------------------|----|
| India | 37 |
| UAE | 16 |
| Serbia | 15 |
| Egypt | 15 |
| Kenya | 15 |
| Saudi Arabia | 14 |
| Ukraine | 13 |
| Poland | 12 |
| Greece | 10 |
| Nigeria | 10 |
| Average of all respondents | 9 |
| Austria | 9 |
| Croatia | 9 |
| Ireland | 9 |
| Italy | 9 |
| South Africa | 9 |
| Turkey | 9 |
| Baltic States | 8 |
| Germany | 7 |
| Russia | 7 |
| Slovenia | 7 |
| Spain | 7 |
| Belgium | 6 |
| Czech Republic | 6 |
| France | 6 |
| Netherlands | 6 |
| Norway | 6 |
| Sweden | 6 |
| Switzerland | 6 |
| UK | 5 |
| Romania | 5 |
| Slovakia | 5 |
| Finland | 4 |
| Hungary | 3 |
| Portugal | 2 |

Under-reporting of costs incurred

| | |
|----------------------------|----|
| India | 26 |
| Croatia | 24 |
| Serbia | 14 |
| Kenya | 13 |
| Ukraine | 12 |
| Slovenia | 12 |
| Turkey | 11 |
| Baltic States | 11 |
| Greece | 11 |
| Russia | 11 |
| Austria | 11 |
| Italy | 9 |
| South Africa | 9 |
| Sweden | 9 |
| Average of all respondents | 8 |
| Egypt | 8 |
| Nigeria | 8 |
| Saudi Arabia | 6 |
| Ireland | 6 |
| Portugal | 6 |
| Czech Republic | 6 |
| UAE | 5 |
| Norway | 5 |
| Switzerland | 5 |
| Belgium | 5 |
| Germany | 5 |
| France | 5 |
| Slovakia | 5 |
| Finland | 5 |
| Spain | 4 |
| Romania | 4 |
| UK | 4 |
| Netherlands | 3 |
| Poland | 2 |
| Hungary | 1 |

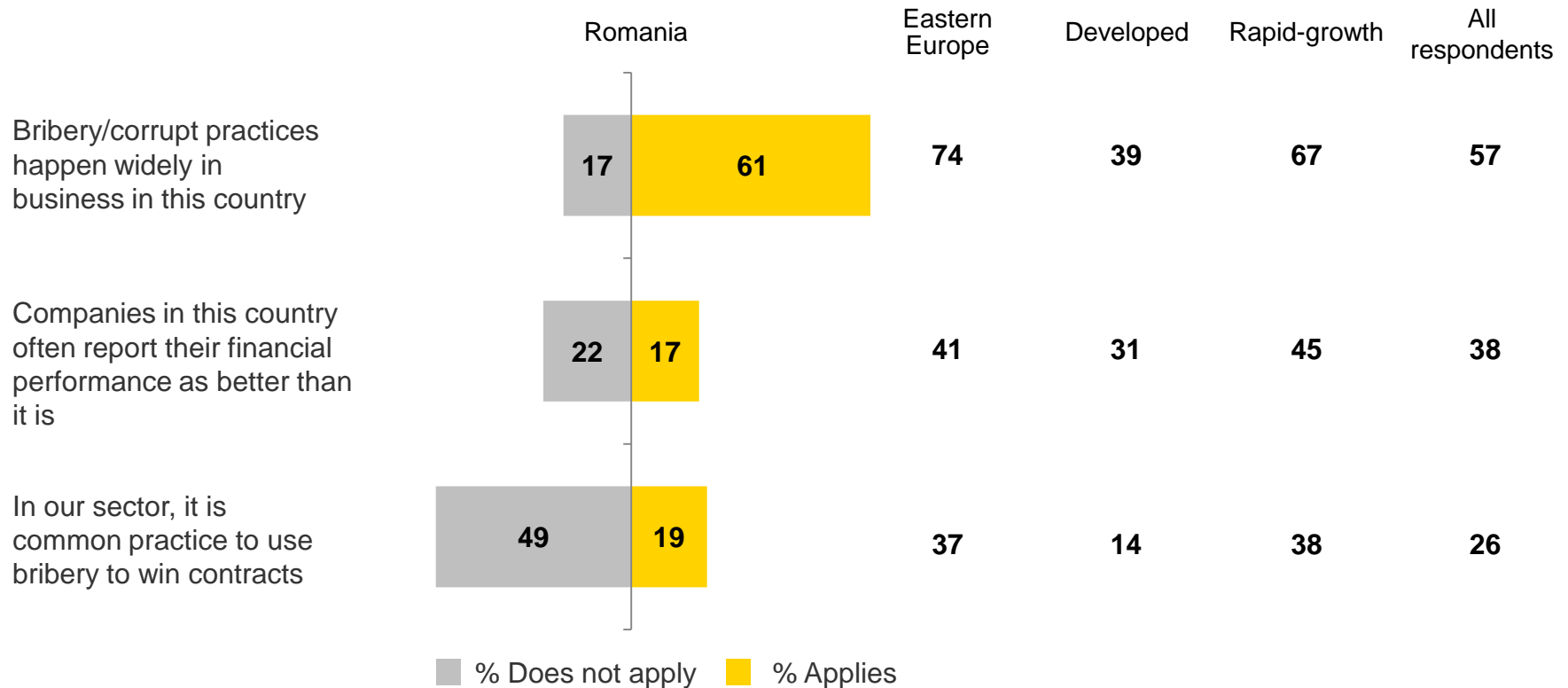
Customers being required to buy unnecessary stock

| | |
|----------------------------|----|
| India | 21 |
| Egypt | 18 |
| Turkey | 15 |
| Serbia | 13 |
| Ukraine | 11 |
| Nigeria | 11 |
| UAE | 10 |
| Baltic States | 10 |
| Kenya | 8 |
| Poland | 8 |
| Greece | 8 |
| Russia | 7 |
| Spain | 7 |
| Norway | 7 |
| Average of all respondents | 6 |
| Saudi Arabia | 6 |
| Italy | 6 |
| Ireland | 5 |
| Switzerland | 5 |
| Romania | 5 |
| Portugal | 5 |
| Austria | 4 |
| Czech Republic | 4 |
| Belgium | 3 |
| Hungary | 3 |
| South Africa | 2 |
| Slovenia | 2 |
| Netherlands | 2 |
| Sweden | 2 |
| Croatia | 1 |
| Germany | 1 |
| France | 1 |
| UK | 1 |
| Slovakia | 1 |
| Finland | 1 |

Have heard of at least one of these happening

| | |
|----------------------------|----|
| India | 59 |
| Serbia | 35 |
| Kenya | 33 |
| Egypt | 30 |
| Ukraine | 30 |
| Turkey | 27 |
| Croatia | 27 |
| Nigeria | 26 |
| UAE | 26 |
| Baltic States | 25 |
| Greece | 25 |
| Austria | 21 |
| Russia | 21 |
| Italy | 20 |
| Average of all respondents | 20 |
| Saudi Arabia | 19 |
| Ireland | 19 |
| Poland | 19 |
| Slovenia | 18 |
| South Africa | 18 |
| Norway | 14 |
| Spain | 14 |
| Sweden | 13 |
| Czech Republic | 12 |
| Switzerland | 12 |
| Belgium | 12 |
| Slovakia | 11 |
| Portugal | 11 |
| France | 10 |
| Romania | 10 |
| Germany | 10 |
| Netherlands | 8 |
| Finland | 8 |
| UK | 7 |
| Hungary | 6 |

Bribery, corruption and financial misstatement perceived as widespread



Q: For each of the following, can you indicate whether you think it applies, or does not apply, to your country or industry?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Bribery, corruption and financial misstatement perceived as widespread (cont'd)

% Applies: Bribery/corrupt practices happen widely in business in this country

| | |
|----------------------------|-----------|
| Slovenia | 96 |
| Kenya | 94 |
| Croatia | 90 |
| Nigeria | 89 |
| Ukraine | 85 |
| Greece | 84 |
| Slovakia | 84 |
| Serbia | 83 |
| Russia | 82 |
| Czech Republic | 73 |
| Portugal | 72 |
| Egypt | 71 |
| Hungary | 70 |
| India | 69 |
| Saudi Arabia | 66 |
| South Africa | 65 |
| Spain | 65 |
| Romania | 61 |
| Italy | 60 |
| Poland | 59 |
| Average of all respondents | 57 |
| Turkey | 55 |
| Belgium | 51 |
| Baltic States | 47 |
| Austria | 46 |
| Ireland | 43 |
| UK | 37 |
| Germany | 30 |
| France | 27 |
| UAE | 24 |
| Netherlands | 23 |
| Norway | 17 |
| Finland | 12 |
| Sweden | 12 |
| Switzerland | 10 |

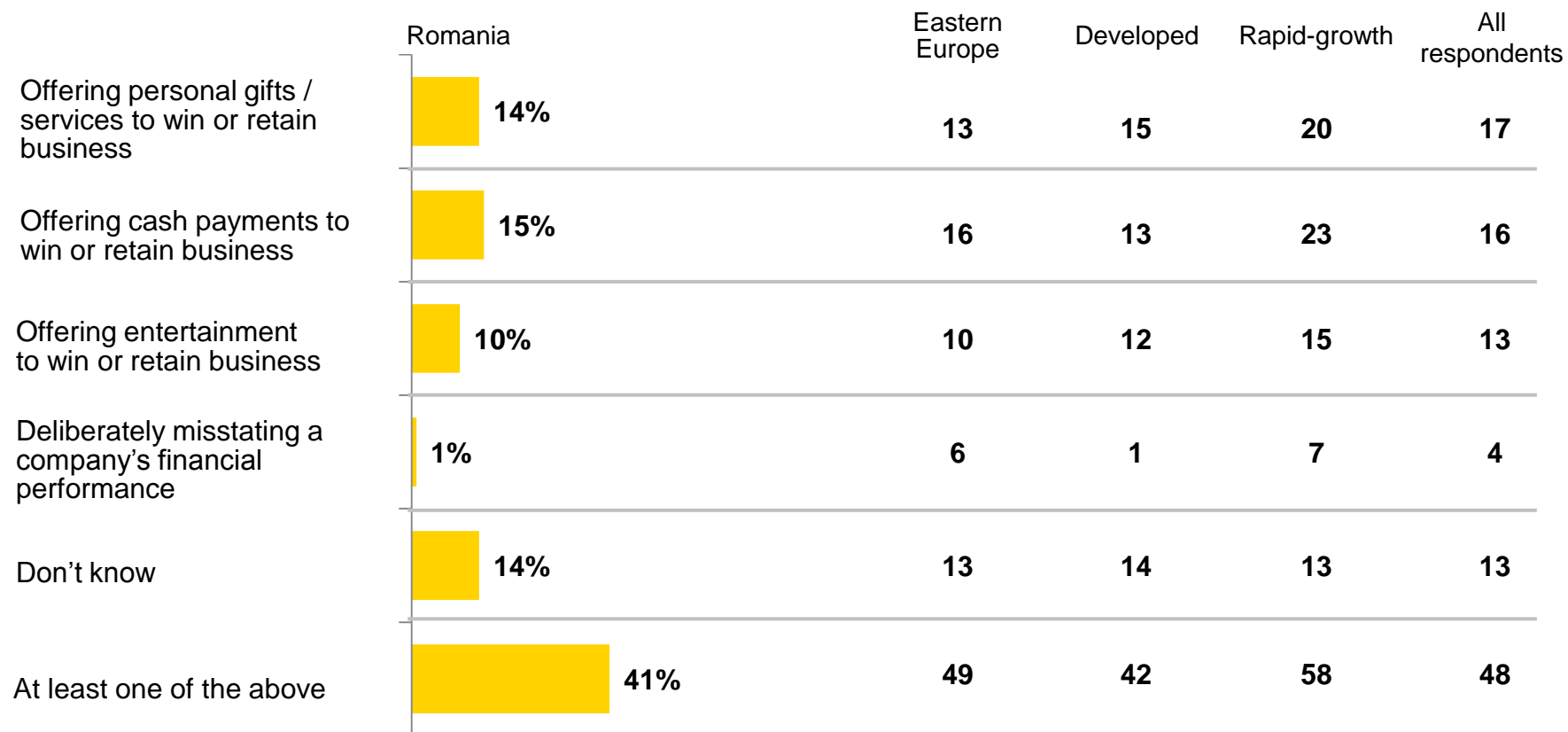
% Applies: Companies often report their financial performance as better than it is

| | |
|----------------------------|-----------|
| Nigeria | 68 |
| Slovenia | 66 |
| Russia | 61 |
| Spain | 61 |
| Croatia | 58 |
| India | 54 |
| Serbia | 54 |
| Kenya | 53 |
| Austria | 51 |
| Ukraine | 49 |
| Saudi Arabia | 48 |
| Greece | 46 |
| Turkey | 45 |
| Portugal | 43 |
| Poland | 42 |
| Egypt | 40 |
| Italy | 40 |
| Ireland | 38 |
| Average of all respondents | 38 |
| South Africa | 35 |
| Belgium | 34 |
| Germany | 34 |
| Slovakia | 33 |
| Baltic States | 28 |
| UK | 27 |
| UAE | 26 |
| Czech Republic | 25 |
| Netherlands | 23 |
| Hungary | 19 |
| Sweden | 18 |
| Romania | 17 |
| France | 16 |
| Switzerland | 16 |
| Norway | 10 |
| Finland | 7 |

% Applies: In our sector, it is common practice to use bribery to win contracts

| | |
|----------------------------|-----------|
| Russia | 56 |
| Ukraine | 54 |
| Nigeria | 50 |
| Saudi Arabia | 46 |
| Slovenia | 46 |
| Serbia | 44 |
| India | 44 |
| Slovakia | 41 |
| Croatia | 40 |
| Turkey | 39 |
| Egypt | 37 |
| Kenya | 34 |
| Czech Republic | 31 |
| Greece | 29 |
| Hungary | 29 |
| Spain | 29 |
| Italy | 27 |
| Average of all respondents | 26 |
| Portugal | 24 |
| Poland | 22 |
| Baltic States | 21 |
| UAE | 20 |
| Belgium | 19 |
| Romania | 19 |
| South Africa | 19 |
| Ireland | 17 |
| Austria | 15 |
| Germany | 9 |
| Finland | 8 |
| France | 7 |
| Switzerland | 7 |
| UK | 6 |
| Netherlands | 4 |
| Sweden | 4 |
| Norway | 2 |

Unethical practices seen in organizations



Q: Which, if any, of the following do you feel can be justified if they help a business survive an economic downturn?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

Unethical practices seen in organizations (cont'd)

Offering personal gifts / services to win or retain business

| | |
|----------------------------|----|
| Kenya | 40 |
| Saudi Arabia | 32 |
| Spain | 31 |
| Nigeria | 28 |
| Greece | 27 |
| India | 27 |
| Egypt | 25 |
| UAE | 22 |
| Belgium | 22 |
| Turkey | 21 |
| Ireland | 21 |
| Italy | 20 |
| Slovakia | 20 |
| UK | 19 |
| Poland | 19 |
| Hungary | 18 |
| Average of all respondents | 17 |
| South Africa | 17 |
| Ukraine | 15 |
| Norway | 15 |
| Baltic States | 14 |
| Romania | 14 |
| Portugal | 13 |
| Sweden | 13 |
| Germany | 12 |
| Switzerland | 11 |
| Russia | 10 |
| Netherlands | 9 |
| Serbia | 8 |
| Czech Republic | 8 |
| Austria | 8 |
| Croatia | 7 |
| Finland | 5 |
| France | 5 |
| Slovenia | 4 |

Offering cash payments to win or retain business

| | |
|----------------------------|----|
| Greece | 54 |
| India | 34 |
| Ukraine | 34 |
| Saudi Arabia | 29 |
| UAE | 28 |
| Turkey | 27 |
| Serbia | 22 |
| Egypt | 20 |
| Ireland | 20 |
| UK | 19 |
| South Africa | 19 |
| Baltic States | 19 |
| Kenya | 17 |
| Russia | 16 |
| Average of all respondents | 16 |
| Poland | 15 |
| Romania | 15 |
| Norway | 14 |
| Switzerland | 14 |
| Spain | 13 |
| Czech Republic | 13 |
| Nigeria | 13 |
| Italy | 10 |
| Slovakia | 10 |
| Austria | 10 |
| Croatia | 9 |
| Portugal | 7 |
| Germany | 7 |
| Slovenia | 7 |
| Netherlands | 6 |
| Hungary | 5 |
| Sweden | 5 |
| Finland | 5 |
| Belgium | 3 |
| France | 1 |

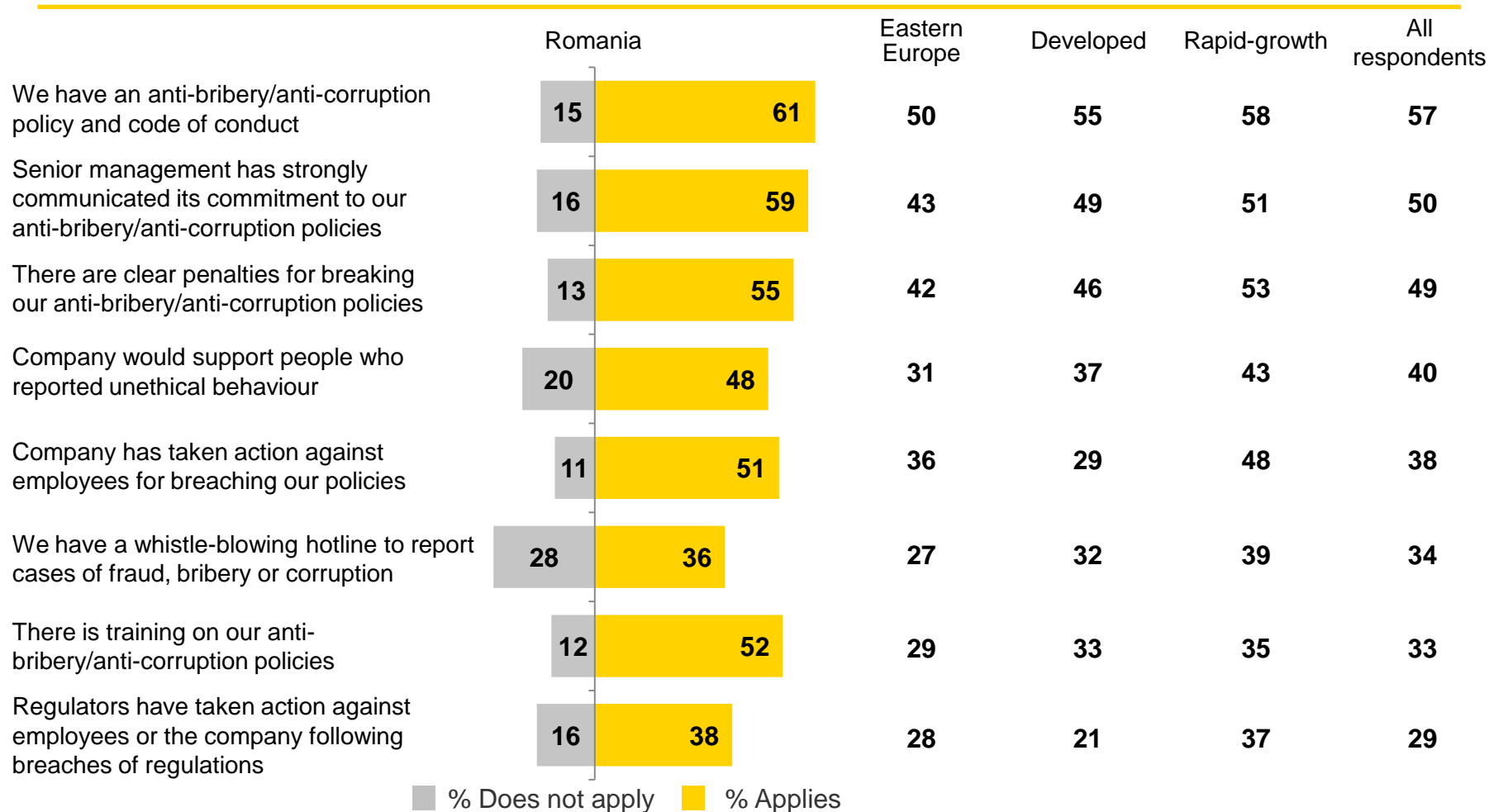
Offering entertainment to win or retain business

| | |
|----------------------------|----|
| Slovakia | 38 |
| Egypt | 30 |
| Kenya | 26 |
| Saudi Arabia | 22 |
| Spain | 22 |
| UAE | 20 |
| India | 17 |
| Ireland | 17 |
| Belgium | 16 |
| UK | 15 |
| Poland | 15 |
| Germany | 15 |
| Nigeria | 15 |
| South Africa | 14 |
| Switzerland | 14 |
| Turkey | 13 |
| Average of all respondents | 13 |
| Greece | 12 |
| Austria | 12 |
| Netherlands | 12 |
| Ukraine | 10 |
| Romania | 10 |
| Baltic States | 9 |
| Portugal | 9 |
| Italy | 8 |
| Norway | 7 |
| Sweden | 7 |
| Serbia | 6 |
| Hungary | 6 |
| France | 5 |
| Russia | 4 |
| Finland | 3 |
| Czech Republic | 2 |
| Croatia | 2 |
| Slovenia | 1 |

Deliberately misstating a company's financial performance

| | |
|----------------------------|----|
| Ukraine | 22 |
| Serbia | 12 |
| Russia | 12 |
| India | 11 |
| Egypt | 6 |
| Saudi Arabia | 6 |
| Baltic States | 6 |
| Nigeria | 6 |
| Kenya | 5 |
| UAE | 4 |
| Average of all respondents | 4 |
| Poland | 3 |
| Greece | 3 |
| Austria | 3 |
| Sweden | 3 |
| Hungary | 3 |
| Czech Republic | 3 |
| Ireland | 2 |
| Germany | 2 |
| Switzerland | 2 |
| Turkey | 2 |
| Croatia | 2 |
| Spain | 1 |
| South Africa | 1 |
| Netherlands | 1 |
| Romania | 1 |
| Norway | 1 |
| Slovenia | 1 |
| Slovakia | 0 |
| Belgium | 0 |
| UK | 0 |
| Portugal | 0 |
| Italy | 0 |
| France | 0 |
| Finland | 0 |

Compliance message getting through



Q: For each of the following, please can you tell me whether it applies, or does not apply, to your organisation or whether you don't know?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Compliance message getting through (cont'd)

We have an anti-bribery/anti-corruption policy and code of conduct

| | |
|----------------------------|----|
| Kenya | 94 |
| South Africa | 88 |
| Nigeria | 86 |
| India | 78 |
| Austria | 73 |
| UK | 73 |
| Ireland | 67 |
| Norway | 66 |
| Switzerland | 66 |
| Germany | 61 |
| Romania | 61 |
| Croatia | 59 |
| Greece | 57 |
| Turkey | 57 |
| Average of all respondents | 57 |
| Hungary | 56 |
| UAE | 54 |
| Ukraine | 53 |
| Belgium | 51 |
| Italy | 51 |
| Serbia | 50 |
| Egypt | 50 |
| France | 49 |
| Baltic States | 47 |
| Finland | 47 |
| Russia | 47 |
| Saudi Arabia | 47 |
| Slovenia | 47 |
| Spain | 47 |
| Netherlands | 46 |
| Slovakia | 45 |
| Poland | 40 |
| Sweden | 38 |
| Portugal | 37 |
| Czech Republic | 36 |

Management strongly communicates its commitment to our policy

| | |
|----------------------------|----|
| Kenya | 90 |
| South Africa | 79 |
| Nigeria | 77 |
| India | 73 |
| Austria | 71 |
| Switzerland | 66 |
| Germany | 64 |
| Greece | 64 |
| UK | 60 |
| Ireland | 60 |
| Romania | 59 |
| Croatia | 57 |
| Norway | 55 |
| UAE | 54 |
| Hungary | 53 |
| Egypt | 52 |
| Average of all respondents | 50 |
| Turkey | 44 |
| Russia | 44 |
| Spain | 43 |
| Ukraine | 41 |
| Serbia | 40 |
| Finland | 40 |
| Sweden | 39 |
| Italy | 37 |
| Baltic States | 37 |
| Slovenia | 37 |
| Slovakia | 37 |
| Saudi Arabia | 36 |
| Belgium | 35 |
| Poland | 35 |
| France | 33 |
| Netherlands | 32 |
| Portugal | 31 |
| Czech Republic | 28 |

There are clear penalties for breaking our anti-bribery/anti-corruption policies

| | |
|----------------------------|----|
| Kenya | 89 |
| South Africa | 77 |
| Nigeria | 74 |
| India | 67 |
| Norway | 63 |
| UK | 61 |
| Egypt | 60 |
| Austria | 59 |
| Switzerland | 59 |
| Ireland | 57 |
| Romania | 55 |
| Turkey | 55 |
| Greece | 53 |
| UAE | 53 |
| Germany | 49 |
| Average of all respondents | 49 |
| Saudi Arabia | 47 |
| Ukraine | 45 |
| Serbia | 44 |
| Portugal | 43 |
| Hungary | 42 |
| Slovenia | 42 |
| Belgium | 42 |
| Russia | 41 |
| Italy | 41 |
| Baltic States | 40 |
| Netherlands | 40 |
| Croatia | 39 |
| Spain | 38 |
| France | 37 |
| Slovakia | 35 |
| Poland | 35 |
| Finland | 27 |
| Sweden | 27 |
| Czech Republic | 26 |

Company would support people who reported unethical behaviour

| | |
|----------------------------|----|
| Kenya | 79 |
| Nigeria | 77 |
| South Africa | 74 |
| India | 65 |
| UK | 64 |
| Norway | 58 |
| Switzerland | 54 |
| Ireland | 52 |
| UAE | 51 |
| Romania | 48 |
| Germany | 45 |
| Serbia | 44 |
| Austria | 44 |
| Egypt | 41 |
| Average of all respondents | 40 |
| Netherlands | 39 |
| Ukraine | 38 |
| Turkey | 34 |
| Sweden | 34 |
| Baltic States | 33 |
| Greece | 32 |
| Croatia | 32 |
| Slovenia | 31 |
| Spain | 29 |
| Saudi Arabia | 28 |
| Italy | 28 |
| France | 27 |
| Russia | 25 |
| Slovakia | 24 |
| Poland | 24 |
| Belgium | 23 |
| Portugal | 21 |
| Hungary | 19 |
| Czech Republic | 17 |
| Finland | 11 |

Compliance message getting through (cont'd)

Company has taken action against policy breaches

| | |
|----------------------------|----|
| Kenya | 82 |
| Nigeria | 75 |
| South Africa | 69 |
| India | 66 |
| Hungary | 57 |
| Greece | 54 |
| Romania | 51 |
| Egypt | 51 |
| Turkey | 50 |
| UAE | 49 |
| Ukraine | 48 |
| Saudi Arabia | 41 |
| Italy | 39 |
| Average of all respondents | 38 |
| Switzerland | 37 |
| Croatia | 37 |
| Serbia | 37 |
| Ireland | 36 |
| Russia | 36 |
| Austria | 35 |
| UK | 32 |
| Germany | 32 |
| Baltic States | 31 |
| Slovakia | 31 |
| Belgium | 28 |
| Norway | 23 |
| Netherlands | 23 |
| France | 21 |
| Portugal | 21 |
| Czech Republic | 21 |
| Slovenia | 20 |
| Spain | 19 |
| Poland | 18 |
| Sweden | 18 |
| Finland | 13 |

We have a whistle-blowing hotline

| | |
|----------------------------|----|
| South Africa | 75 |
| Nigeria | 71 |
| India | 63 |
| UK | 62 |
| Kenya | 58 |
| Norway | 56 |
| Ireland | 46 |
| Ukraine | 43 |
| Greece | 40 |
| Netherlands | 38 |
| Romania | 36 |
| France | 36 |
| Average of all respondents | 34 |
| UAE | 34 |
| Russia | 34 |
| Switzerland | 33 |
| Baltic States | 32 |
| Germany | 29 |
| Hungary | 29 |
| Egypt | 29 |
| Croatia | 29 |
| Saudi Arabia | 29 |
| Austria | 27 |
| Belgium | 27 |
| Slovenia | 27 |
| Serbia | 25 |
| Finland | 25 |
| Turkey | 24 |
| Italy | 20 |
| Slovakia | 19 |
| Portugal | 18 |
| Poland | 18 |
| Sweden | 14 |
| Spain | 12 |
| Czech Republic | 11 |








There is training on our anti-bribery/anti-corruption policies

| | |
|----------------------------|----|
| India | 59 |
| Kenya | 59 |
| Nigeria | 56 |
| South Africa | 52 |
| Romania | 52 |
| Austria | 48 |
| Norway | 47 |
| UK | 46 |
| Switzerland | 45 |
| Ireland | 44 |
| Germany | 40 |
| Greece | 34 |
| Average of all respondents | 33 |
| Czech Republic | 33 |
| Italy | 32 |
| Turkey | 32 |
| Hungary | 30 |
| Egypt | 29 |
| Slovakia | 29 |
| Spain | 29 |
| Portugal | 28 |
| Ukraine | 27 |
| Baltic States | 27 |
| Serbia | 26 |
| UAE | 26 |
| Croatia | 25 |
| Finland | 24 |
| Poland | 23 |
| Russia | 22 |
| France | 22 |
| Saudi Arabia | 21 |
| Belgium | 20 |
| Slovenia | 19 |
| Sweden | 18 |
| Netherlands | 14 |

Regulators have taken action against employees or the company

| | |
|----------------------------|----|
| Nigeria | 66 |
| India | 56 |
| South Africa | 53 |
| Kenya | 49 |
| Hungary | 42 |
| Egypt | 40 |
| Romania | 38 |
| Greece | 37 |
| UAE | 35 |
| Croatia | 35 |
| Russia | 34 |
| Saudi Arabia | 32 |
| Ukraine | 31 |
| Austria | 30 |
| Baltic States | 30 |
| Switzerland | 29 |
| Italy | 29 |
| Average of all respondents | 29 |
| Turkey | 28 |
| Serbia | 28 |
| Germany | 25 |
| Ireland | 23 |
| Slovenia | 21 |
| Norway | 20 |
| Belgium | 20 |
| Portugal | 19 |
| Slovakia | 18 |
| Poland | 16 |
| UK | 15 |
| Spain | 15 |
| Czech Republic | 14 |
| Netherlands | 13 |
| France | 12 |
| Sweden | 11 |
| Finland | 11 |

Breadth of anti-bribery/anti-corruption policies

| | Romania | Eastern Europe | Developed | Rapid-growth | All respondents |
|---|--|----------------|-----------|--------------|-----------------|
| Gifts |  43% | 54 | 66 | 65 | 63 |
| Hospitality |  49% | 49 | 57 | 58 | 56 |
| Clear reporting process |  43% | 50 | 54 | 61 | 56 |
| Promotional expenses |  43% | 50 | 48 | 61 | 52 |
| A list of contacts for advice and support |  48% | 45 | 50 | 56 | 52 |
| Charitable contributions |  56% | 51 | 43 | 56 | 50 |
| Political contributions |  26% | 30 | 33 | 43 | 35 |

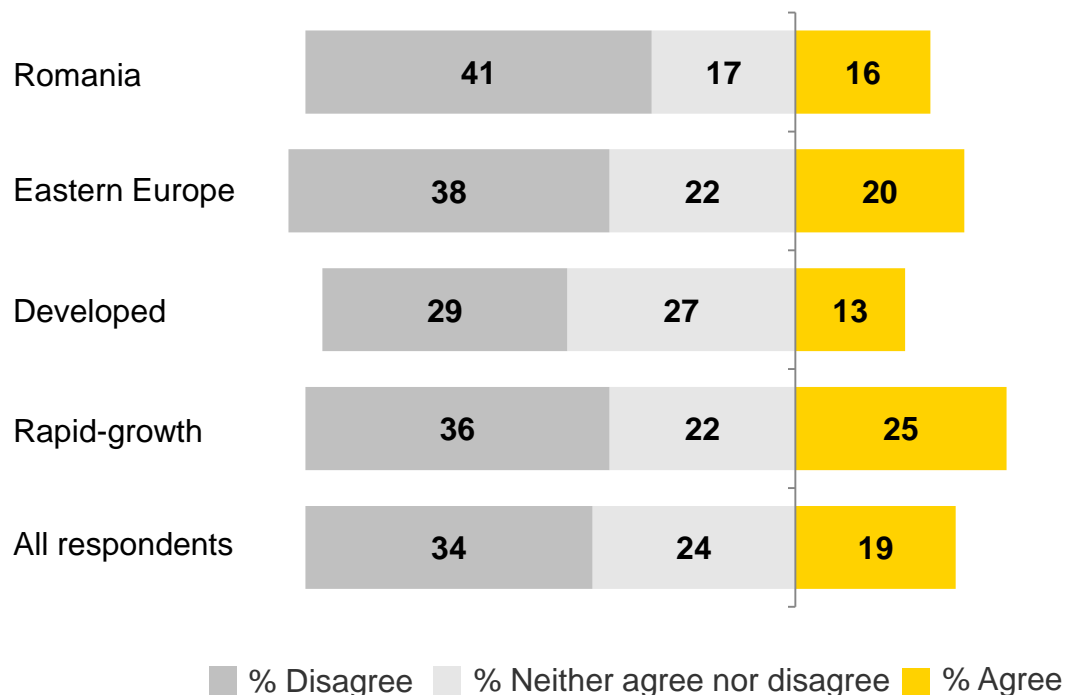
Q: Does your company's anti-bribery/anti-corruption policy contain guidance on any of the following topics?

Base (all working for a company with a policy): Romania (61); Eastern Europe (683); Developed (829); Rapid-growth (639);

All respondents (1,995)

Increased scrutiny for multinationals

Authorities in this country regulate foreign business more closely than local businesses



Q: To what extent do you agree or disagree with the following statement.

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Increased scrutiny for multinationals (cont'd)

Authorities in this country regulate foreign business more closely than local businesses

| Country | % Agree |
|---------------|---------|
| India | 54 |
| Serbia | 37 |
| Kenya | 36 |
| Saudi Arabia | 36 |
| South Africa | 29 |
| Russia | 28 |
| Nigeria | 26 |
| Croatia | 25 |
| Slovakia | 23 |
| Baltic States | 23 |
| Ireland | 21 |
| UAE | 21 |
| Poland | 19 |
| Egypt | 18 |
| Ukraine | 18 |
| Norway | 17 |
| Greece | 16 |

| Country | % Agree |
|----------------|---------|
| Netherlands | 16 |
| Romania | 16 |
| France | 15 |
| Switzerland | 15 |
| Turkey | 15 |
| Austria | 13 |
| Finland | 12 |
| Hungary | 12 |
| Portugal | 12 |
| Slovenia | 12 |
| Sweden | 12 |
| Germany | 11 |
| Spain | 11 |
| Czech Republic | 11 |
| Italy | 11 |
| Belgium | 9 |
| UK | 8 |

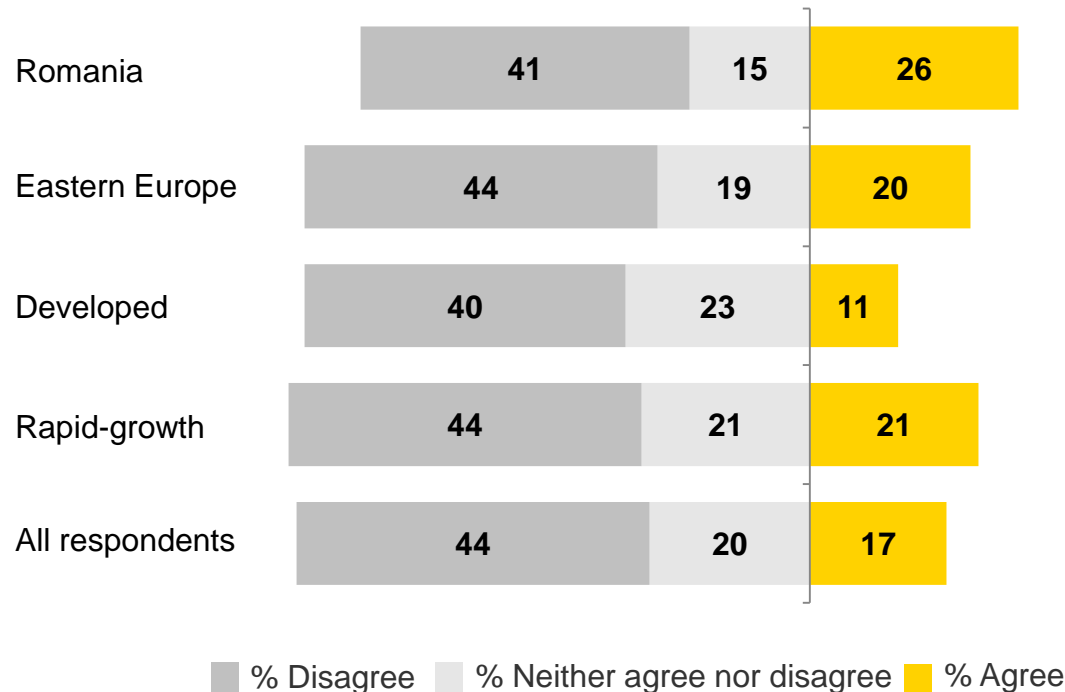
Average of all respondents – 19%

Q: To what extent do you agree or disagree with the following statement.

Base: All respondents (3,459)

Perceived conflict between ethical behavior and competitiveness

If we followed our anti-bribery and anti-corruption policy very closely, it would harm our competitiveness in this market



Q: To what extent do you agree or disagree with the following statement.

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Perceived conflict between ethical behavior and competitiveness (cont'd)

If we followed our anti-bribery and anti-corruption policy very closely, it would harm our competitiveness in this market

| Country | % Agree |
|----------------|---------|
| India | 32 |
| Saudi Arabia | 32 |
| Romania | 26 |
| Kenya | 25 |
| Russia | 25 |
| Baltic States | 24 |
| Serbia | 23 |
| Slovakia | 23 |
| Ukraine | 22 |
| Nigeria | 21 |
| Egypt | 21 |
| Spain | 21 |
| Hungary | 20 |
| Czech Republic | 19 |
| Ireland | 18 |
| Poland | 18 |
| Croatia | 16 |

| Country | % Agree |
|--------------|---------|
| Turkey | 16 |
| Austria | 15 |
| Greece | 14 |
| UAE | 14 |
| Belgium | 11 |
| France | 11 |
| Netherlands | 11 |
| Portugal | 11 |
| Switzerland | 10 |
| Sweden | 10 |
| UK | 9 |
| Slovenia | 9 |
| South Africa | 9 |
| Finland | 8 |
| Germany | 8 |
| Italy | 7 |
| Norway | 5 |

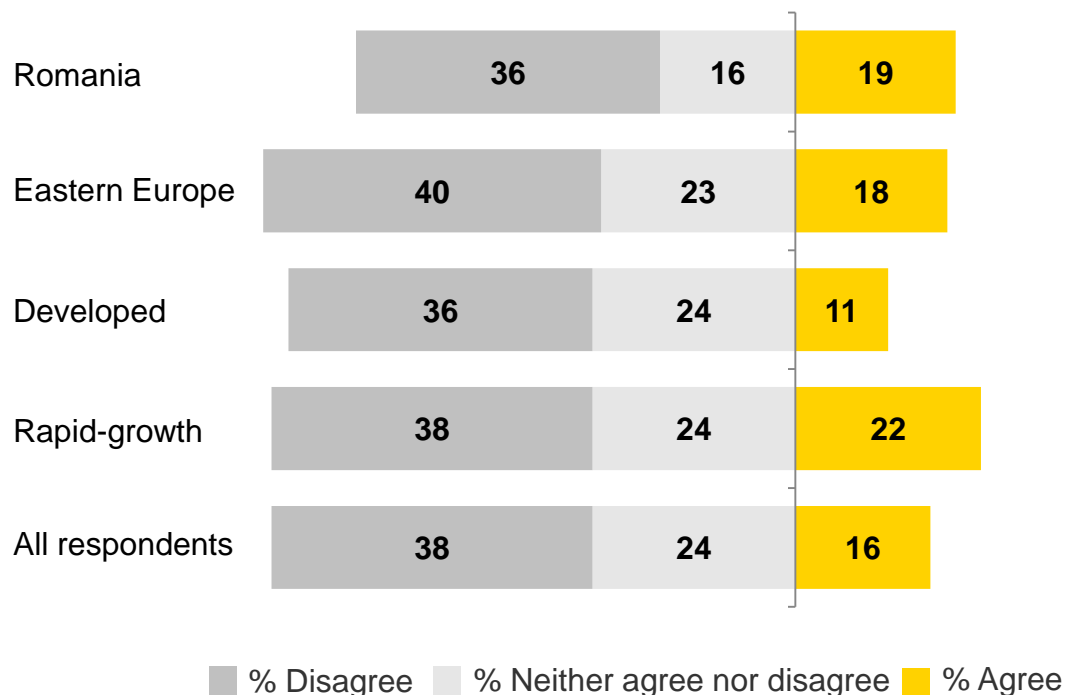
Average of all respondents – 17%

Q: To what extent do you agree or disagree with the following statement.

Base: All respondents (3,459)

Foreign companies seen as disadvantaged?

Foreign companies are at a disadvantage in this market because they are more heavily regulated compared to local companies



Q: To what extent do you agree or disagree with the following statement.

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Foreign companies seen as disadvantaged? (cont'd)

Foreign companies are at a disadvantage in this market because they are more heavily regulated compared to local companies

| Country | % Agree |
|---------------|---------|
| India | 41 |
| Saudi Arabia | 35 |
| Kenya | 32 |
| Slovenia | 26 |
| Baltic States | 25 |
| Ukraine | 24 |
| Croatia | 23 |
| UAE | 23 |
| Egypt | 22 |
| South Africa | 22 |
| Romania | 19 |
| Turkey | 19 |
| Russia | 18 |
| Portugal | 17 |
| Serbia | 17 |
| Ireland | 16 |
| Spain | 16 |





| Country | % Agree |
|----------------|---------|
| Norway | 15 |
| Czech Republic | 12 |
| Germany | 12 |
| Nigeria | 12 |
| Hungary | 11 |
| Italy | 11 |
| Netherlands | 11 |
| Austria | 10 |
| Greece | 10 |
| Poland | 10 |
| Slovakia | 10 |
| Switzerland | 9 |
| France | 8 |
| UK | 7 |
| Sweden | 6 |
| Belgium | 5 |
| Finland | 5 |

Average of all respondents – 16%

Q: To what extent do you agree or disagree with the following statement.

Base: All respondents (3,459)

Relevance and flexibility of compliance frameworks

| | Romania | Eastern Europe | Developed | Rapid-growth | All respondents |
|---|--|----------------|-----------|--------------|-----------------|
| It is relevant and effective in our market |  38% | 26 | 44 | 36 | 38 |
| It is good in principle, but does not work |  26% | 25 | 12 | 25 | 20 |
| It is flexible to our local needs |  13% | 12 | 12 | 12 | 12 |
| It needs to be more flexible to our local needs |  7% | 9 | 4 | 7 | 6 |
| None of these applies to our policy | 0% | 8 | 7 | 6 | 6 |

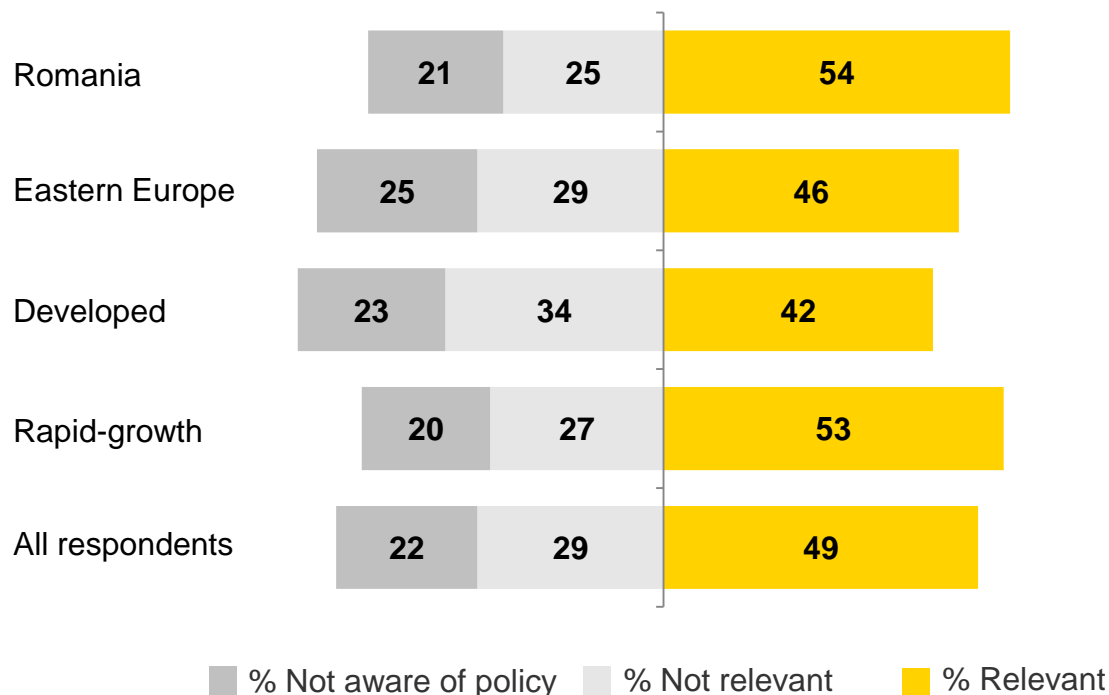
Q: Which, if any, of the following apply to your company's anti-bribery/anti-corruption policy?

Base (all working for a company with a policy): Romania (61); Eastern Europe (683); Developed (829); Rapid-growth (639);

All respondents (1,995)

Awareness of compliance programs

How relevant do you think most of your colleagues would say your company's anti-bribery/anti-corruption policy is in relation to their own work?



Q: Thinking about your company's policy on anti-bribery/anti-corruption, how relevant do you think most of your colleagues would say it is in relation to their own work?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

% Don't know has been omitted to allow better comparison between responses given

Awareness of compliance programs (cont'd)

How relevant do you think most of your colleagues would say your company's anti-bribery/anti-corruption policy is in relation to their own work?

| Country | % Relevant |
|---------------|------------|
| Kenya | 87 |
| India | 82 |
| Nigeria | 80 |
| Serbia | 75 |
| South Africa | 72 |
| Austria | 66 |
| Finland | 59 |
| UAE | 58 |
| Switzerland | 56 |
| Egypt | 56 |
| Germany | 54 |
| Romania | 54 |
| Turkey | 54 |
| Hungary | 53 |
| Baltic States | 49 |
| UK | 45 |
| Ireland | 45 |






| Country | % Relevant |
|----------------|------------|
| Spain | 45 |
| Greece | 42 |
| Poland | 41 |
| Russia | 41 |
| Slovenia | 41 |
| Ukraine | 41 |
| Italy | 40 |
| Saudi Arabia | 40 |
| Croatia | 39 |
| Slovakia | 39 |
| Norway | 36 |
| Portugal | 35 |
| France | 31 |
| Sweden | 30 |
| Czech Republic | 29 |
| Netherlands | 28 |
| Belgium | 25 |

Average of all respondents – 49%

Q: Thinking about your company's policy on anti-bribery/anti-corruption, how relevant do you think most of your colleagues would say it is in relation to their own work?

Base: All respondents (3,459)

Checks on third parties

| | Romania | Eastern Europe | Developed | Rapid-growth | All respondents |
|---|---|----------------|-----------|--------------|-----------------|
| Contracts signed with third party agents, customers/suppliers |  18% | 13 | 10 | 21 | 15 |
| Money spent on marketing or business development |  15% | 11 | 8 | 20 | 13 |
| The identity of third parties, customers or suppliers |  16% | 8 | 8 | 18 | 12 |
| Entertainment or hospitality received from suppliers |  4% | 6 | 6 | 11 | 8 |
| We haven't been asked for any of these |  39% | 50 | 43 | 40 | 42 |

Q: Have you or people you work with been asked to provide more detailed information on any of the following in the last 12 months?

Base: Romania (100); Eastern Europe (1,256); Developed (1,500); Rapid-growth (1,103); All respondents (3,459)

Checks on third parties (cont'd)

| Contracts signed with third parties | | Money spent on marketing or business development | | The identity of third parties, customers or suppliers | | Entertainment or hospitality received from suppliers | | We haven't been asked for any of these | |
|-------------------------------------|----|--|----|---|----|--|----|--|----|
| Kenya | 47 | India | 54 | Kenya | 41 | South Africa | 22 | Slovakia | 61 |
| India | 45 | Kenya | 38 | India | 36 | Nigeria | 19 | Czech Republic | 61 |
| Saudi Arabia | 29 | South Africa | 29 | Nigeria | 32 | India | 19 | Germany | 60 |
| UAE | 24 | Egypt | 23 | UAE | 24 | Greece | 15 | Norway | 57 |
| Egypt | 23 | Greece | 23 | South Africa | 21 | Ireland | 14 | Russia | 57 |
| South Africa | 22 | Turkey | 23 | Saudi Arabia | 20 | Kenya | 13 | Ukraine | 55 |
| Ireland | 21 | Saudi Arabia | 22 | Egypt | 18 | Egypt | 13 | Serbia | 52 |
| Nigeria | 20 | Ireland | 21 | Greece | 17 | Serbia | 13 | Switzerland | 47 |
| Greece | 20 | UAE | 20 | Turkey | 16 | UK | 12 | Netherlands | 47 |
| Poland | 18 | Romania | 15 | Ireland | 16 | Switzerland | 12 | Hungary | 47 |
| Romania | 18 | Baltic States | 15 | Romania | 16 | Saudi Arabia | 11 | Finland | 47 |
| Serbia | 17 | Serbia | 15 | Ukraine | 16 | Turkey | 11 | Slovenia | 47 |
| Russia | 17 | UK | 14 | Portugal | 13 | Baltic States | 10 | Austria | 46 |
| UK | 16 | Nigeria | 14 | Serbia | 12 | Slovakia | 10 | Poland | 46 |
| Baltic States | 15 | Average of all respondents | 13 | Average of all respondents | 12 | Germany | 8 | Baltic States | 44 |
| Average of all respondents | 15 | Russia | 13 | UK | 12 | Average of all respondents | 8 | Belgium | 44 |
| Turkey | 14 | Ukraine | 13 | Spain | 12 | UAE | 6 | Sweden | 44 |
| Ukraine | 14 | Croatia | 11 | Italy | 9 | Ukraine | 6 | Turkey | 43 |
| Croatia | 13 | Italy | 8 | Hungary | 9 | Austria | 6 | Croatia | 43 |
| Portugal | 13 | Switzerland | 8 | Austria | 9 | Romania | 4 | Average of all respondents | 42 |
| Spain | 12 | Germany | 8 | Baltic States | 7 | Spain | 4 | Italy | 40 |
| Italy | 11 | Norway | 8 | Slovenia | 7 | Poland | 4 | Romania | 39 |
| Switzerland | 10 | Portugal | 7 | Germany | 6 | Netherlands | 4 | Greece | 38 |
| Austria | 8 | Hungary | 7 | Belgium | 6 | Croatia | 4 | Spain | 38 |
| Germany | 7 | Austria | 6 | Norway | 5 | Czech Republic | 4 | France | 38 |
| Hungary | 7 | Slovenia | 6 | France | 5 | Portugal | 3 | South Africa | 37 |
| Netherlands | 7 | France | 6 | Russia | 4 | Norway | 3 | Egypt | 37 |
| Slovakia | 6 | Poland | 5 | Switzerland | 4 | France | 3 | UK | 34 |
| Slovenia | 6 | Spain | 5 | Poland | 4 | Hungary | 2 | Saudi Arabia | 32 |
| Czech Republic | 5 | Czech Republic | 5 | Netherlands | 4 | Belgium | 2 | Portugal | 32 |
| France | 5 | Netherlands | 4 | Slovakia | 4 | Sweden | 2 | Nigeria | 31 |
| Norway | 5 | Slovakia | 3 | Croatia | 3 | Finland | 2 | Ireland | 31 |
| Sweden | 5 | Belgium | 3 | Czech Republic | 3 | Italy | 1 | UAE | 28 |
| Belgium | 4 | Sweden | 1 | Sweden | 1 | Slovenia | 1 | Kenya | 23 |
| Finland | 2 | Finland | 0 | Finland | 0 | Russia | 1 | India | 17 |