

# Introduction

The challenge for rebuilding after the conflict isn't just the sole responsibility of the Ukrainian government, so the research was commissioned to help:

- 1 – Shine a light on the potential of FDI and business opportunities in Ukraine to global businesses.
- 2 – Help Ukrainian businesses and government understand what can be done to support this.
- 3 – How to effectively communicate to global businesses – preconceptions, key messages and channels.

We research the opinion of 1,407 leaders of large companies across 12 countries that have a forecast sum GDP of USD\$52 trillion for 2024. Just these researched companies have a sum annual global turnover of USD\$5 trillion and employ over 5 million full-time. They claim 29.6% of this global turnover is available for FDI over the next 2 years and this equates to over USD\$1.5 trillion. The actual figure is expected to be much larger when market sized for all the large and smaller sized companies in each country – a hugely powerful and important segment for Ukraine.

A good profile of industries and ownership of companies participated in the research to reflect the representativeness of them across the countries. 'Manufacturing' (C), 'Wholesale and retail trade, transportation and storage, accommodation and food service activities' (GHI) and 'Financial and insurance activities' (K) featured (as per ISIC Rev 4 industry classifications), as were both privately owned and publicly listed companies where the number of respondents allows us to conduct a deeper analysis.

# Research Methodology

- Research was conducted online from 22<sup>nd</sup> to 30<sup>th</sup> May 2024.
- Respondents were selected using a quota based simple random sample (SRS) method.
- The screening criteria was:
  - 1 – Based in the country.
  - 3 – Private or Publicly Listed Co.
  - 2 – In a large company (> 250 employees, > USD\$50m turnover, > USD\$43m balance sheet).
  - 3 – Leadership role and FDI knowledge / involved in decision making.
- A total of n=1,407 screened leaders took part in the research with a MoE +/-3% (95% CI).
- A weighted base of over n=100 from the 12 counties to ensure an equal representation.
- The 12 counties form a good representation of G7, EU, NATO and European corporates.
- The counties and language options were:

USA

Germany (German)

France (French)

Italy (Italian)

Japan (Japanese)

UK

Canada

Norway

Denmark

Poland

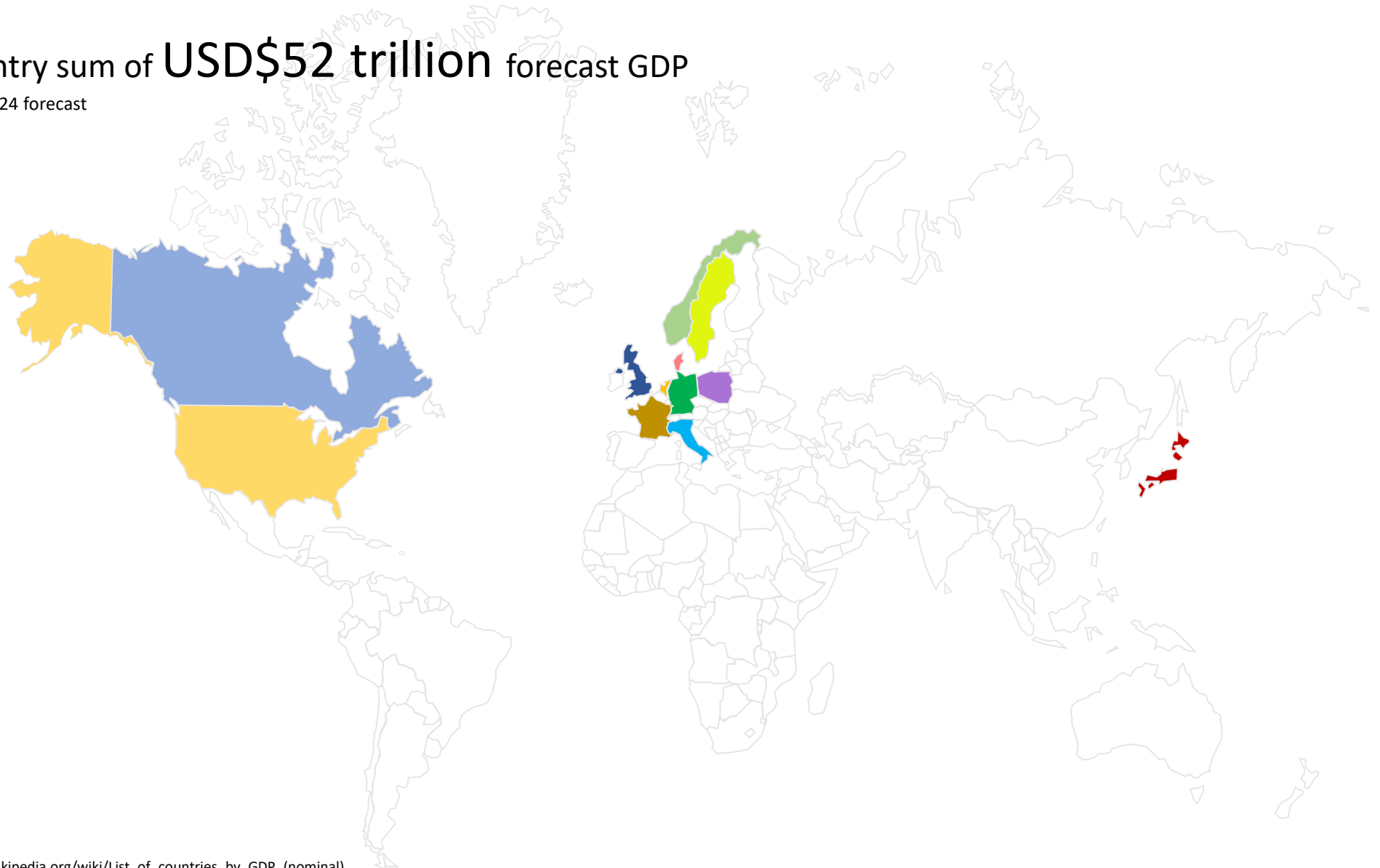
Netherlands

Sweden

# Countries Researched

Country sum of **USD\$52 trillion** forecast GDP

\*IMF 2024 forecast

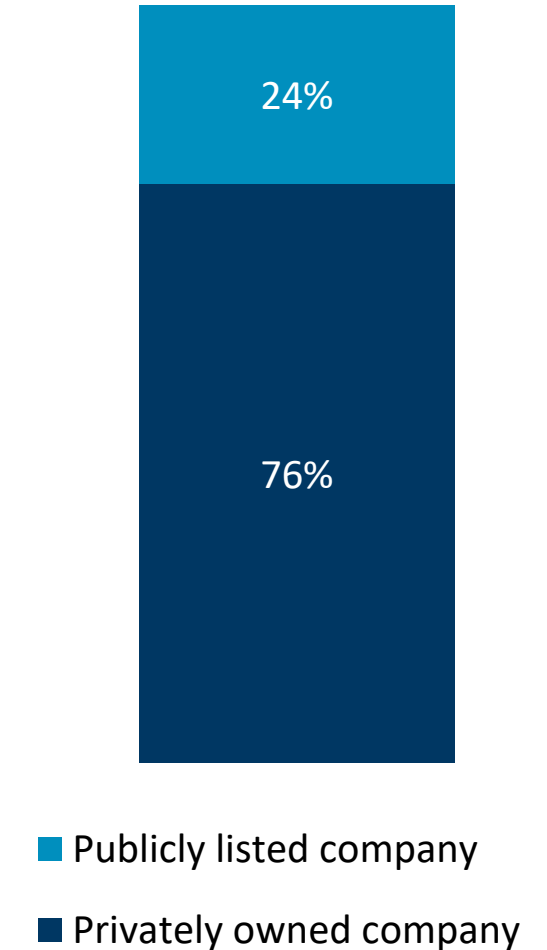


# Industry & Type

P12. Which of the following industry classifications best fits your company?



P1. Which of the following would you use to best describe your organisation?



Base size: n=1,407 leaders of large companies across 12 countries

# Importance of Respondents

Sum directly employ full-time globally:

**Over 20 million people**

Sum global turnover for the last 12 months:

**OVER USD\$5 trillion**

Expected organic growth over the next 2 years:

**20.7%**

Percentage of present global turnover available for outbound FDI over next 2 yrs:

**29.6% = USD\$1.5 trillion**

# Headlines - Infographics

1. Over USD\$800 billion for FDI up for grabs in Ukraine
2. 72% agree 'Our company would like to establish a connection with Ukraine to help them rebuild and prosper after the conflict'
3. 75% agree 'The global economy should rebound quickly once the Ukraine conflict ends'
4. 37% of large companies want to set up partnerships in Ukraine over the next 2 years.
5. 76% believe "Having a business partner in Ukraine would help with a speedy and effective FDI there. '
6. While 34% leaders are under extreme pressure to develop new markets, 19% also need to improve anti-bribery & corruption.
7. If convicted of breaching anti-bribery and corruption guidelines, leaders anticipate corporate value / market cap dropping 45%
8. Over 9 in 10 leaders would report bribery or corruption in the course of doing business with a FOREIGN GOVERNMENT or FOREIGN COMPANY
9. A 'Stable regulatory & political environment' and 'Transport & logistics infrastructure' are the keys for the Ukrainian Government to unlock FDI in Ukraine.
10. 8 in 10 leaders believe 'The Ukrainian government needs to have world class anti-bribery and corruption regulations and enforcement to unlock FDI
11. Customers, Employees and the Investment community have a significant influence on FDI into Ukraine

# Setting the Scene

Just over 4 in 10 (42%) of leaders claim their knowledge of the Ukrainian business environment is from personal experience. While a much larger 73% claim they have some sort of relationship in Ukraine (boosted by 42% claiming customers/clients are there), a comparatively smaller 33% already have partnerships there.

Of those with a personal experience in Ukraine, the challenge is when dealing with elected government members. It's a polarising perception on B&C, with a similar amount claiming it's 'Excellent' (23%) as 'Unacceptable' (22%). Government employees are marginally looked upon more favourable, while that of Ukrainian businesses is significantly more favourable.

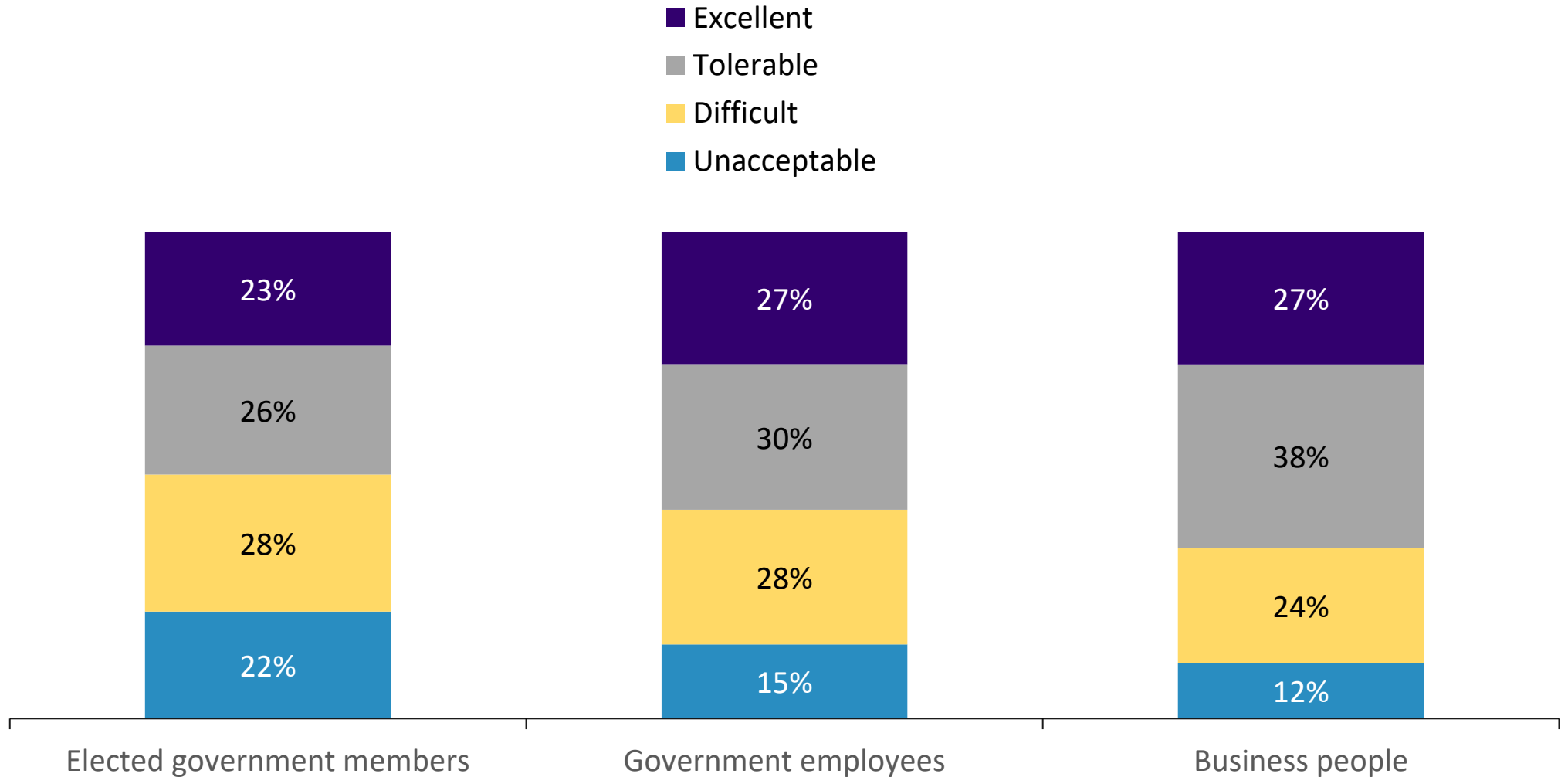
Key events and actions in and about Ukraine assessed is reaching approximately 4 in 10 business leaders researched. The 'Court cases clamping down on bribery and corruption' has the highest awareness of those assessed. For those looking to establish or boost their business relationship in Ukraine over the next 2 years are significantly more tuned in / aware of these key events and actions.

In terms of the conflict, the vast majority believe Russia will remain in the territories they presently occupy and they're divided as to whether military conflict will continue or not over the next 2 yrs.

Those who don't plan a business relationship in Ukraine are significantly less optimistic about a cessation of military activities, but 72% of respondents overall want to establish connections to help Ukraine build after the conflict and 75% consider the global economy will rebound quickly once Ukraine conflict ends – it might be too late to pursue the best business opportunities once that happens.

# Personal Experience of Ukraine & Rating

B4. How would you rate the levels of bribery and corruption in Ukraine at the moment when dealing the following?

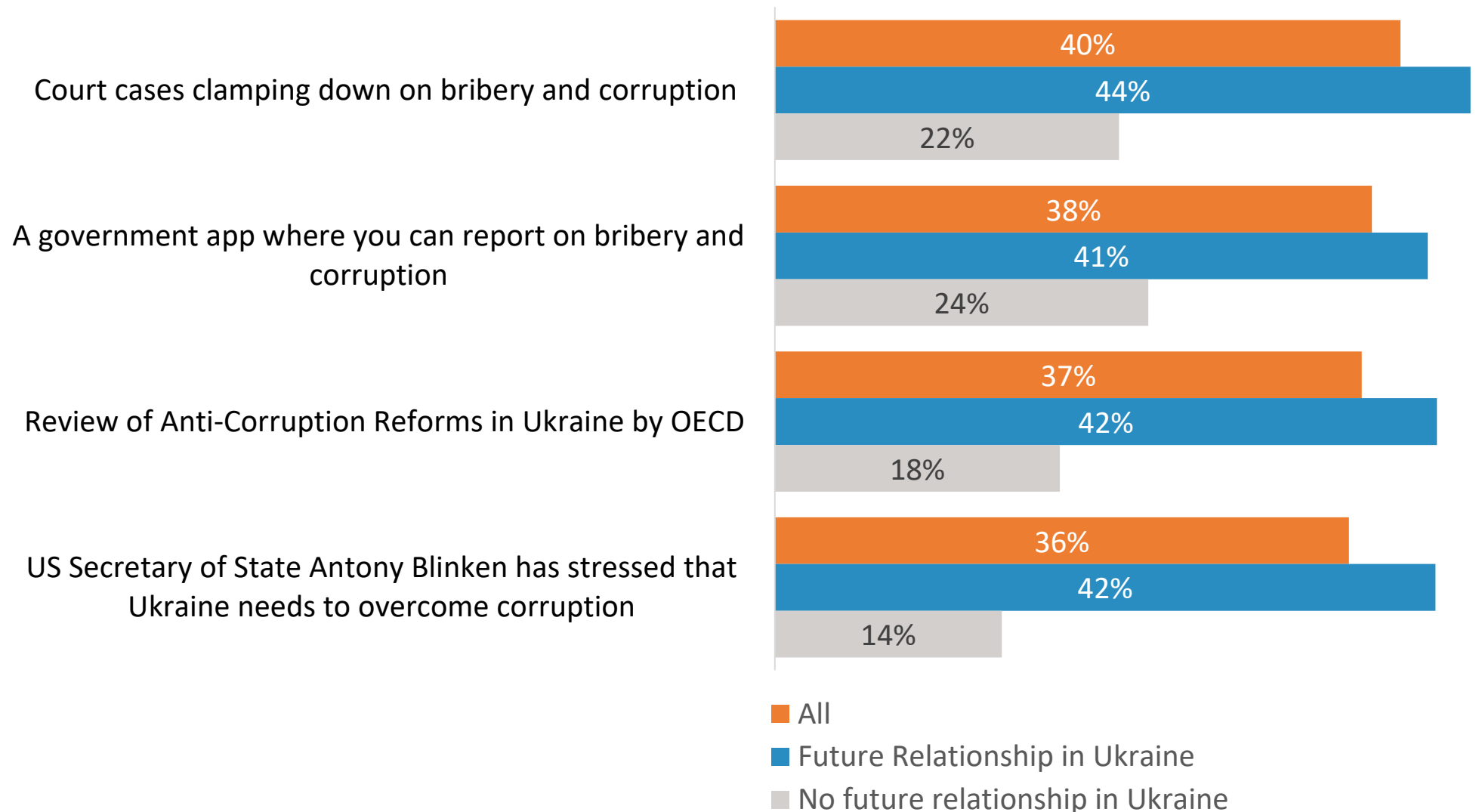


Base size: n=1,407 leaders of large companies across 12 countries, Personal experience n=598



# Awareness of Topical B&C Issues in Ukraine

'U9. Which of the following are you aware of in Ukraine?

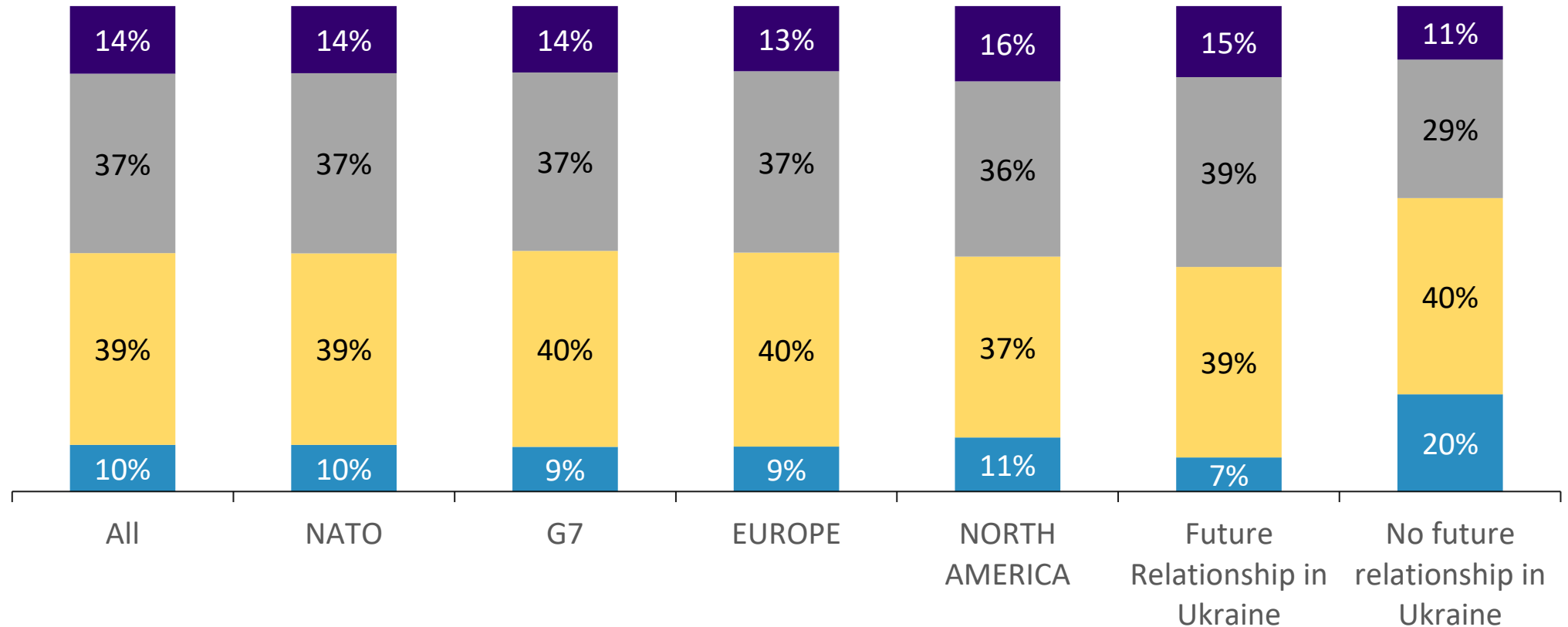


Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281

# Most Likely Scenario in Ukraine

'U6. Which of the following is the most likely scenarios over the next 2 years in Ukraine?

- Russia leaves the territories they presently occupy
- Russia remains in the territories they presently occupy & cessation of military activities from both sides
- Russia remains in the territories they presently occupy & the military conflict continues
- Other

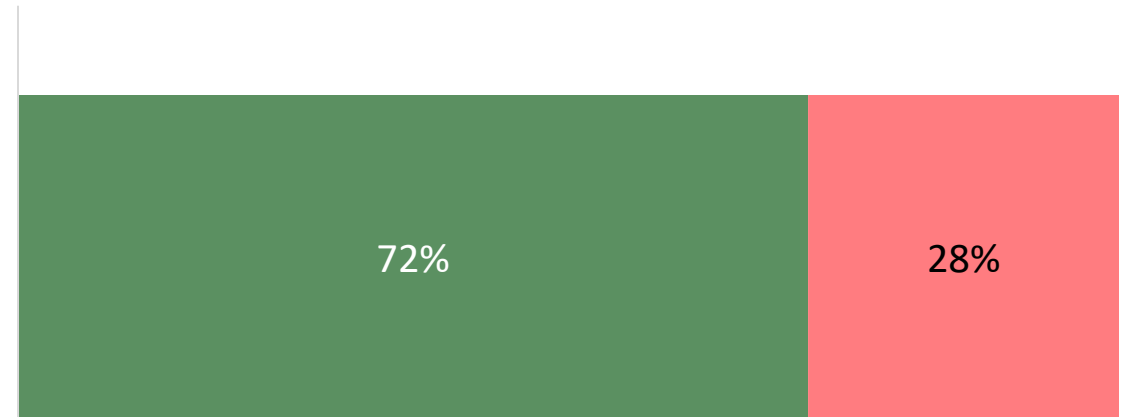


Base size: All n=1,407 NATO n=1,290 G7 n=820 Europe n=1,055 NA n=234 n=1,126, Future in Ukraine n=1,126 None n=281

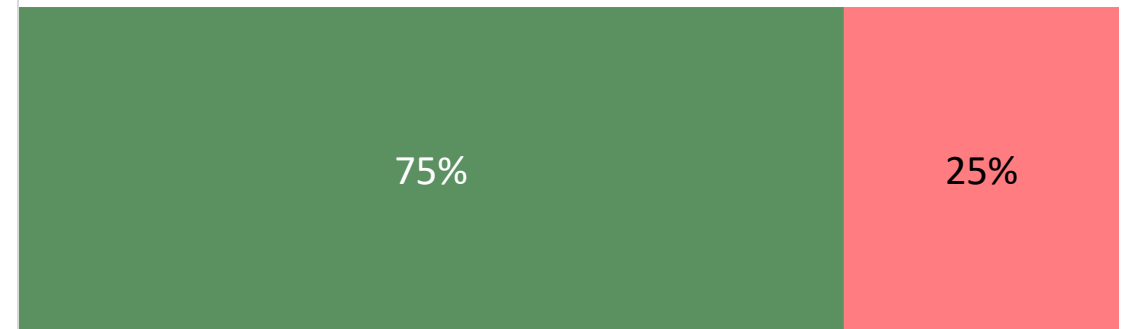
# Key Statements – Rebuilding Ukraine

U10. How strongly do you agree or disagree with the following statements?

Our company would like to establish a connection with Ukraine to help them rebuild and prosper after the conflict



The global economy should rebound quickly once the Ukraine conflict ends



■ SUM AGREE

■ SUM DISAGREE

Base size: n=1,407 leaders of large companies across 12 countries

# The Potential for Growing Ukraine

While the business leaders we researched claim they'll have USD\$1.5 trillion at their disposal for FDI over the next 2 years, the 20% who would consider Ukraine for FDI have significantly more proportion of their global turnover available for this and have a much higher turnover than those who aren't considering it (i.e. 60% have >USD\$1 billion turnover v 46% for those that aren't considering FDI in Ukraine). This all equates to a sum of over USD\$800 billion at their disposal for FDI – potential share of wallet for Ukraine to realise.

Reflective of the amounts for FDI, their expectations for a greater proportion of global turnover from overseas is expected to grow over the next 2 years, especially for Italy (+5.7%) and Japan (+5.5%).

When it comes to prioritising doing business with Ukraine to help their economy, an emphatic 85% agree and particularly so for businesses from USA (92% agree).

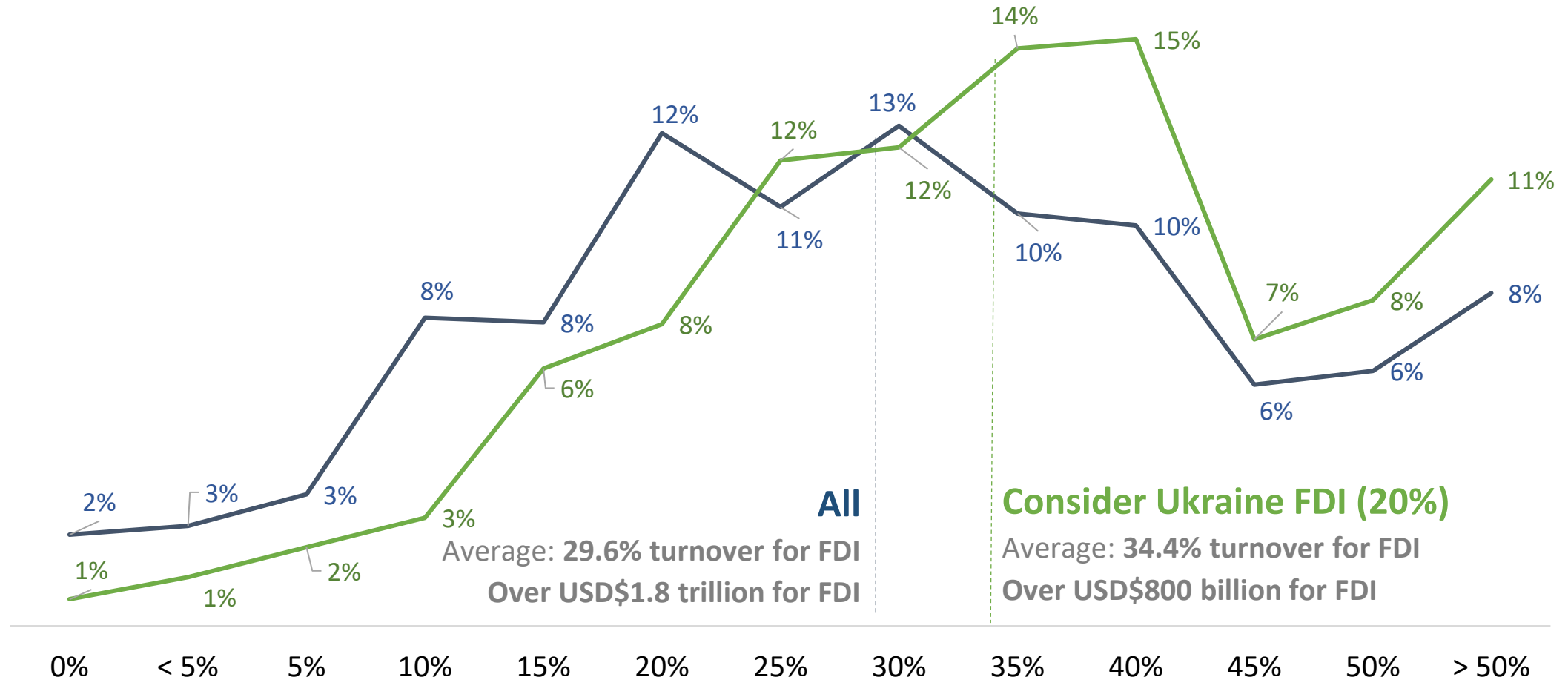
With 20% of businesses considering FDI into Ukraine, the highest proportion of them are in Norway (44%), followed by USA (30%). In terms of sectors, 'Manufacturing' (27%) is the most attractive, followed by 'Wholesale and retail trade, transportation and storage, accommodation and food service activities' (23%).

In terms of broader business relationships seriously considered over the next 2 years, 'Customers /clients there' (44%) is the highest, followed by 'Partnerships' for 37%. Partnerships desired are significantly high for businesses from Norway (56%), Germany (45%) and USA (45%).

Ukrainian businesses are preferred and thought to be better in all the scenarios assessed compared to the Ukrainian Government (especially for 'Understanding the business, social and political environment'). This is backed up with 76% of all agreeing that 'Having a business partner in Ukraine would help with a speedy and effective FDI there'

# Potential FDI into Ukraine - % of Global Turnover

F4. Approximately what % of your present annual global turnover would you have at your disposal for outbound FDI over the next 2 yrs?

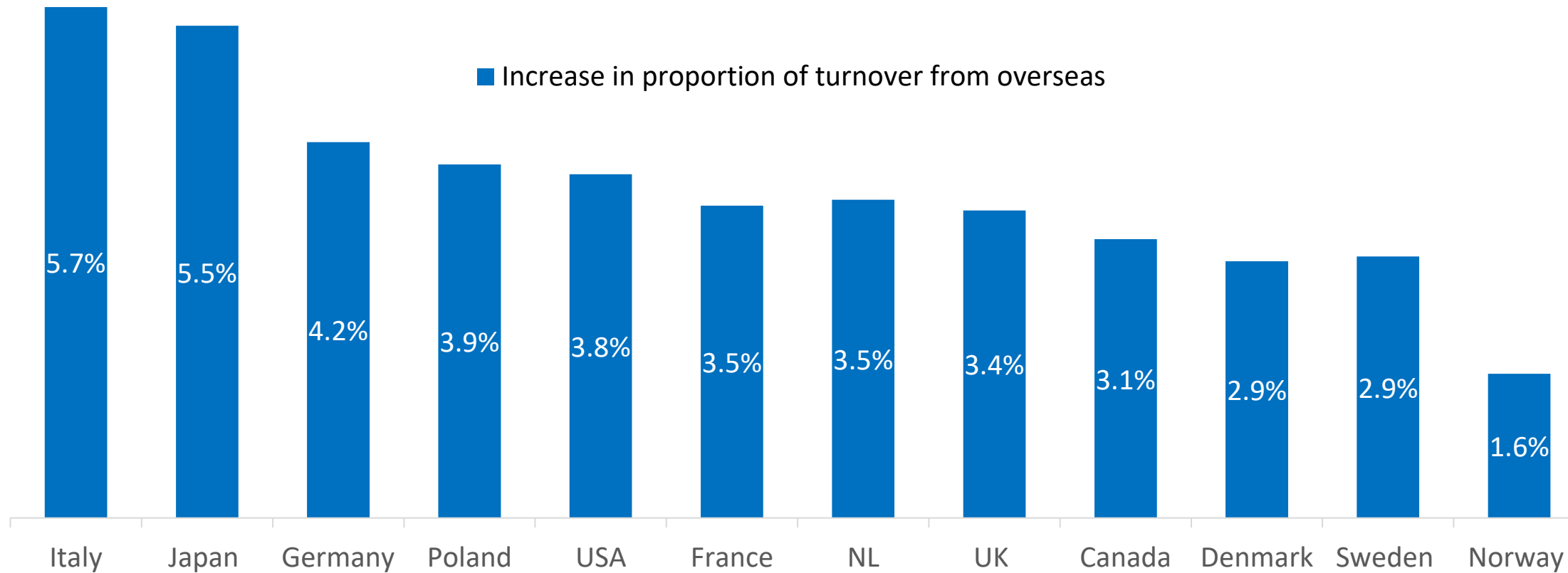


Base size: n=1,407 leaders of large companies across 12 countries. Consider Ukraine for FDI n=280

# Expected change in revenue from overseas

'P8. What percentage of your global turnover is from the following geographies?

'P9. What do you expect this to be in 2 years time?

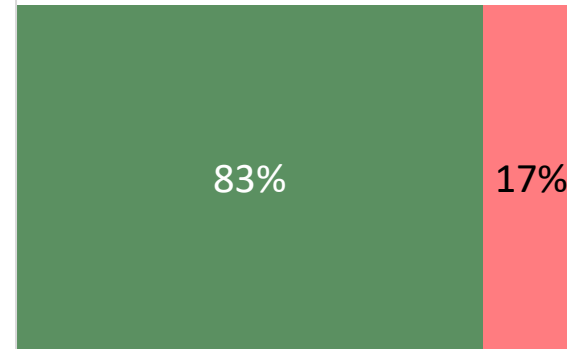


Base size: n=1,407 leaders of large companies across 12 countries. Each country n=117

# Key Statements – Prioritising business in Ukraine

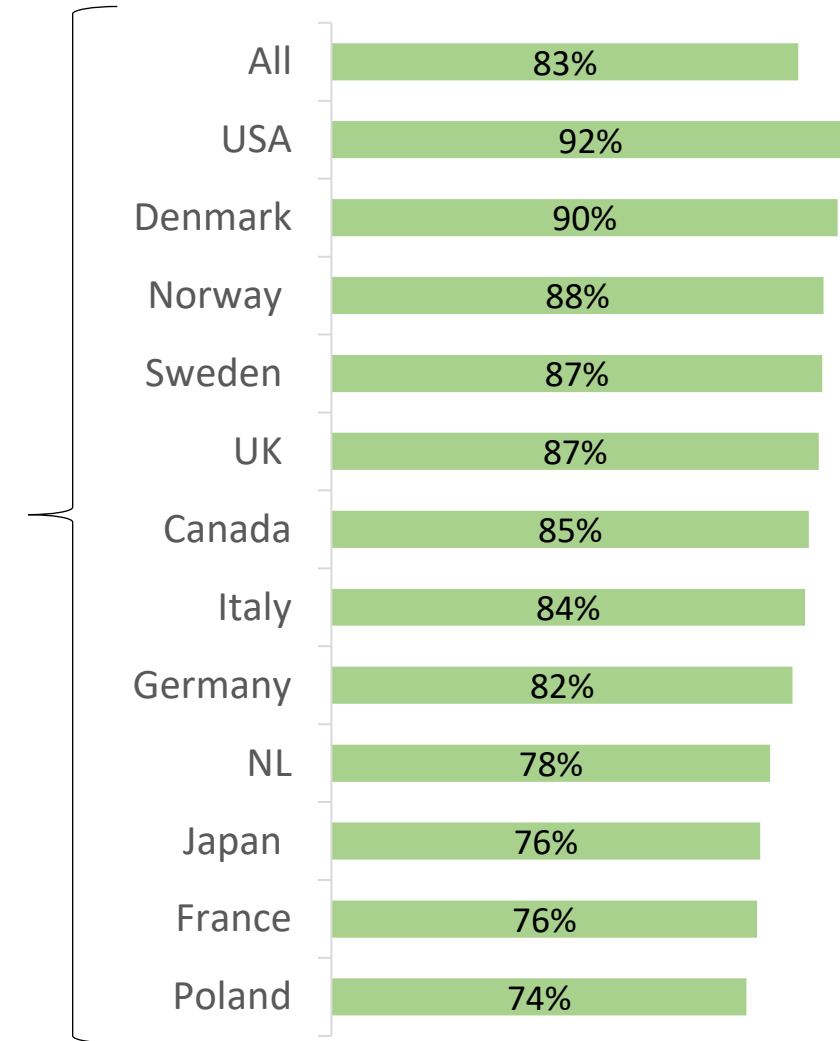
U7. How strongly do you agree or disagree with the following statements?

The international business community should prioritise doing business with Ukraine to help their economy.



■ Sum Agree ■ Sum Disagree

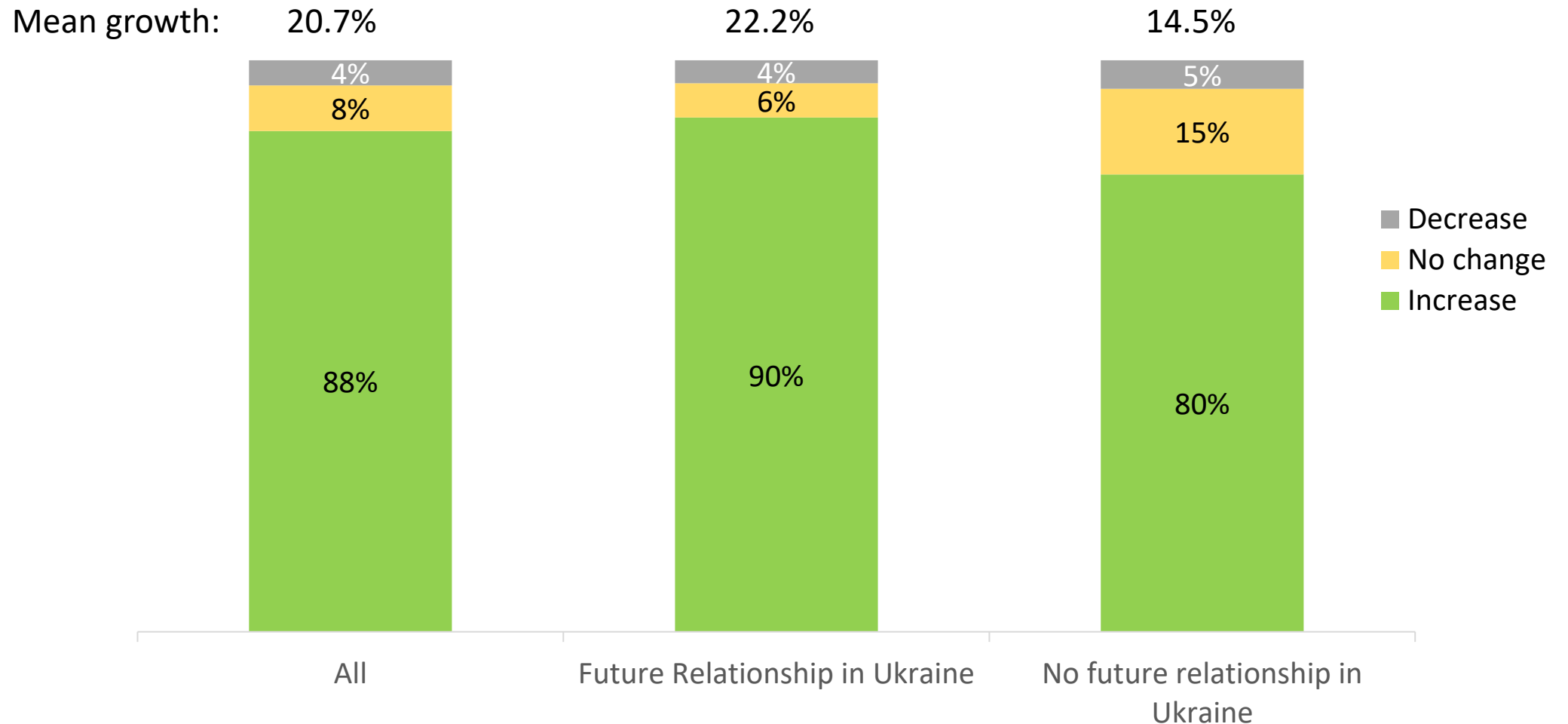
Sum: 'Agree'



Base size: n=1,407 leaders of large companies across 12 countries

# Expected organic growth over next 2 yrs

'P10. On average, how much organic growth do you expect for your company over the next 2 years in terms of turnover?

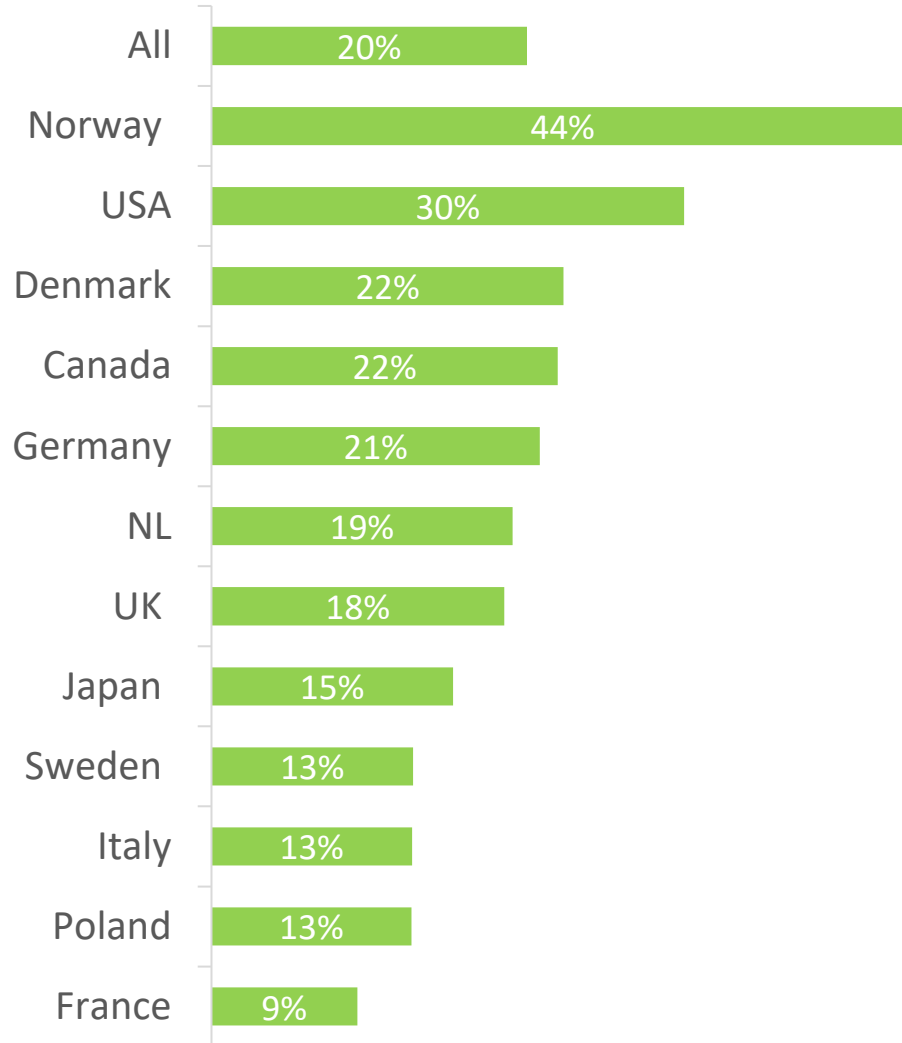


Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281

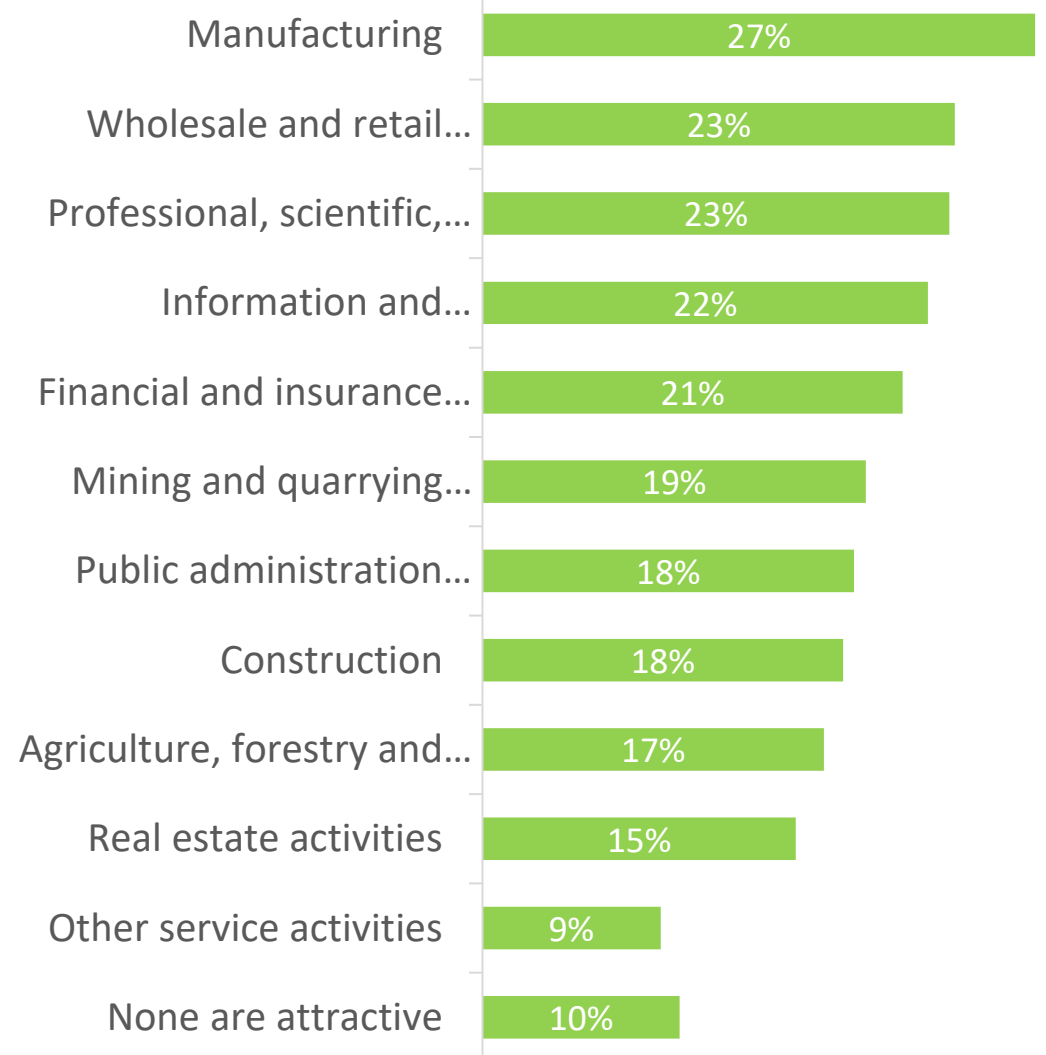


# Consider FDI in Ukraine & Industry

F5. In your view, which of the following countries would you consider for this FDI over the next 2 years?



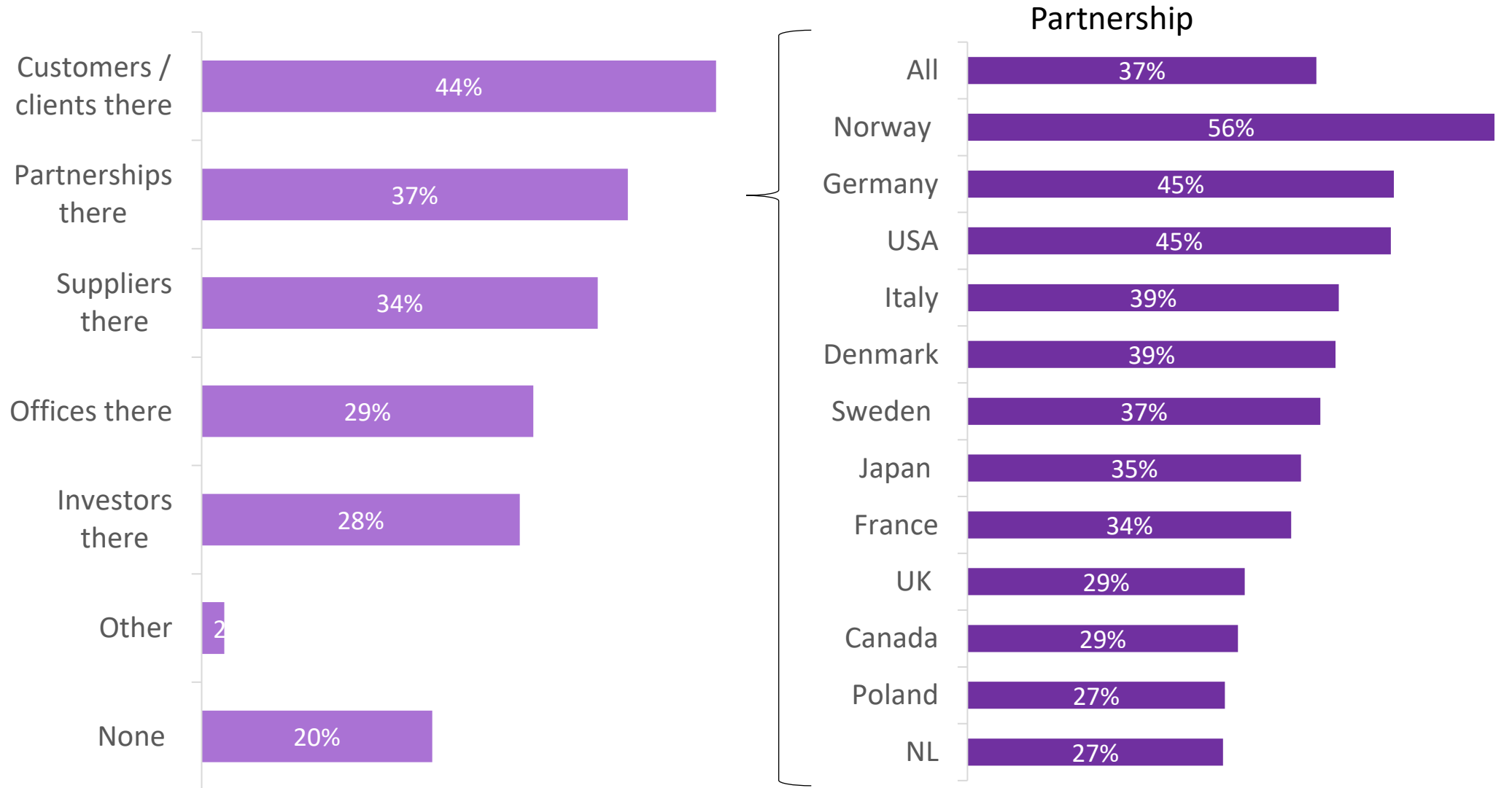
'U3. Which sectors in Ukraine do you consider most attractive for FDI over the next 2 years?



Base size: n=1,407 leaders of large companies across 12 countries. Each country n=117

# Consider FDI in Ukraine & Partnership

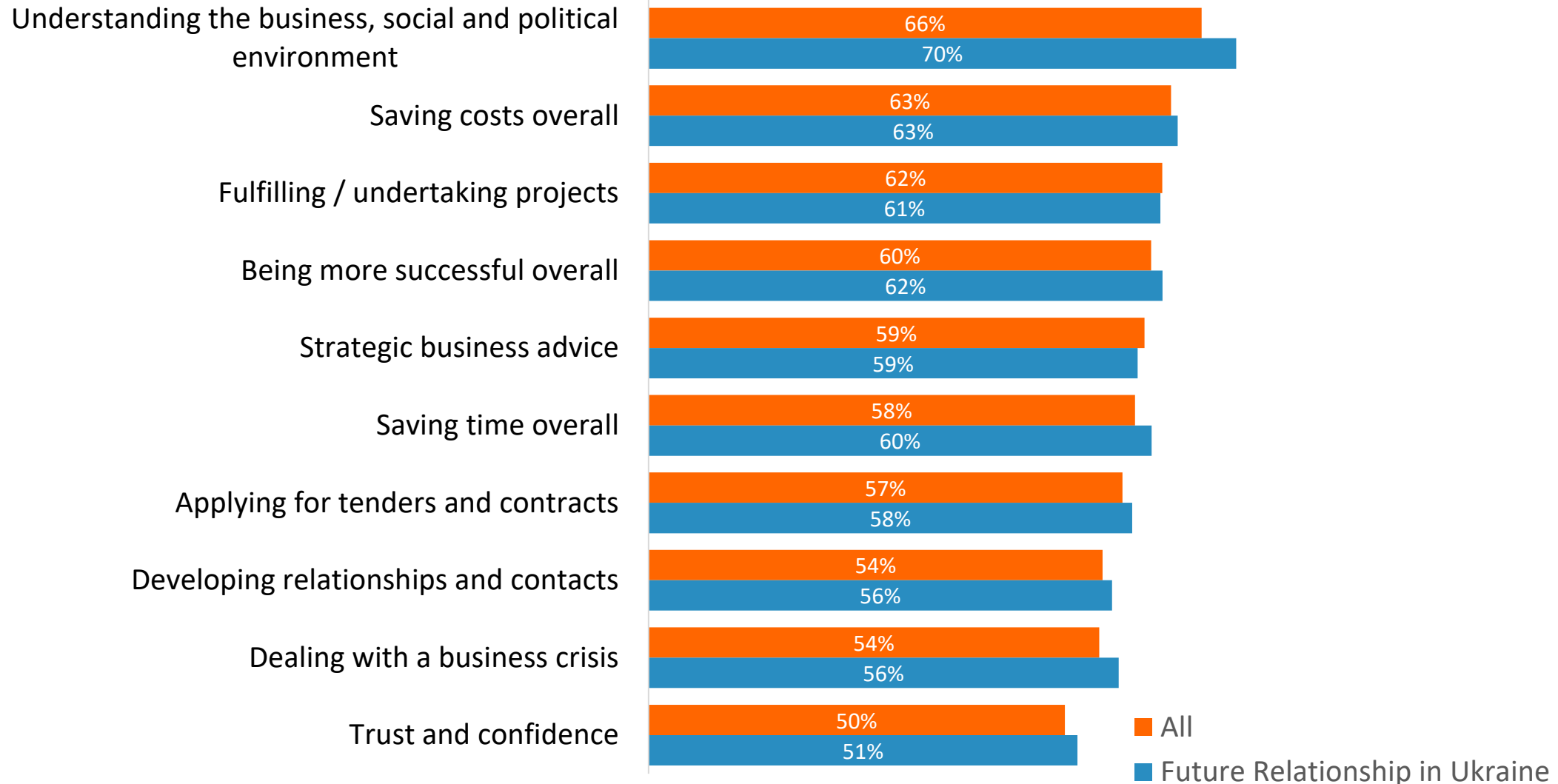
U2. Over the next 2 years, what relationships would you seriously consider developing for your company in Ukraine?



Base size: n=1,407 leaders of large companies across 12 countries. Each country n=117

# Preferring Ukrainian Company v Government

U8. Which of the following do you consider would be better as a partner in Ukraine?

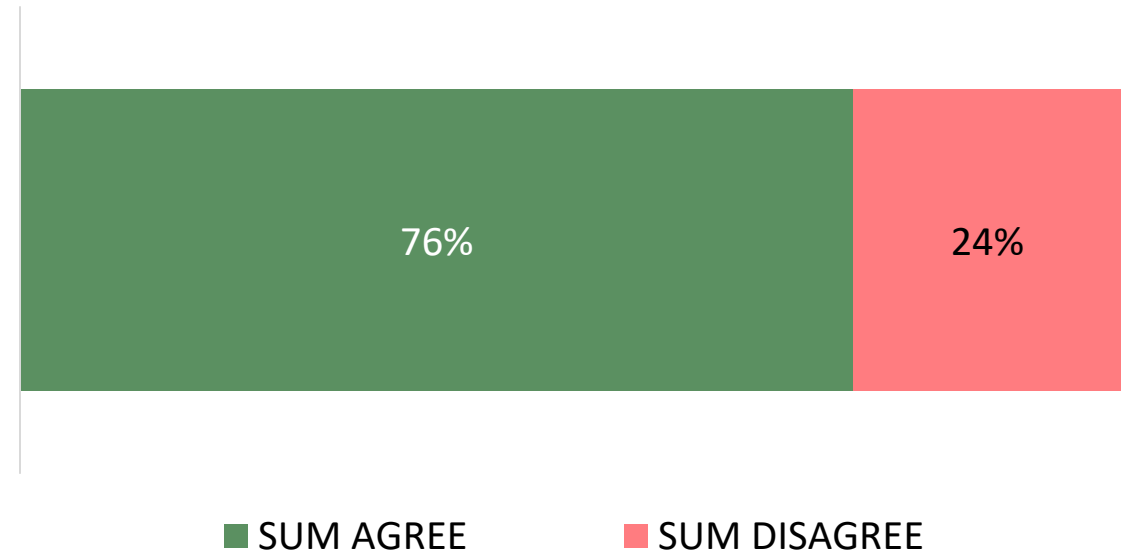


Base size: n=1,407 leaders of large companies across 12 countries, Future in Ukraine n=1,126

# Key Statements – Business Partner for FDI

U10. How strongly do you agree or disagree with the following statements?

Having a business partner in Ukraine would help with a speedy and effective FDI there.



Base size: n=1,407 leaders of large companies across 12 countries

# Context on Companies – Pressure to Perform

With the increasing sophistication of communication tools to reach and understand various stakeholders, business leaders arguably have at least the opportunity to be better informed and understand their multidimensional influence upon their business. This might reflect the widespread business areas where extreme pressure to achieve over the next 12 months is felt by leaders.

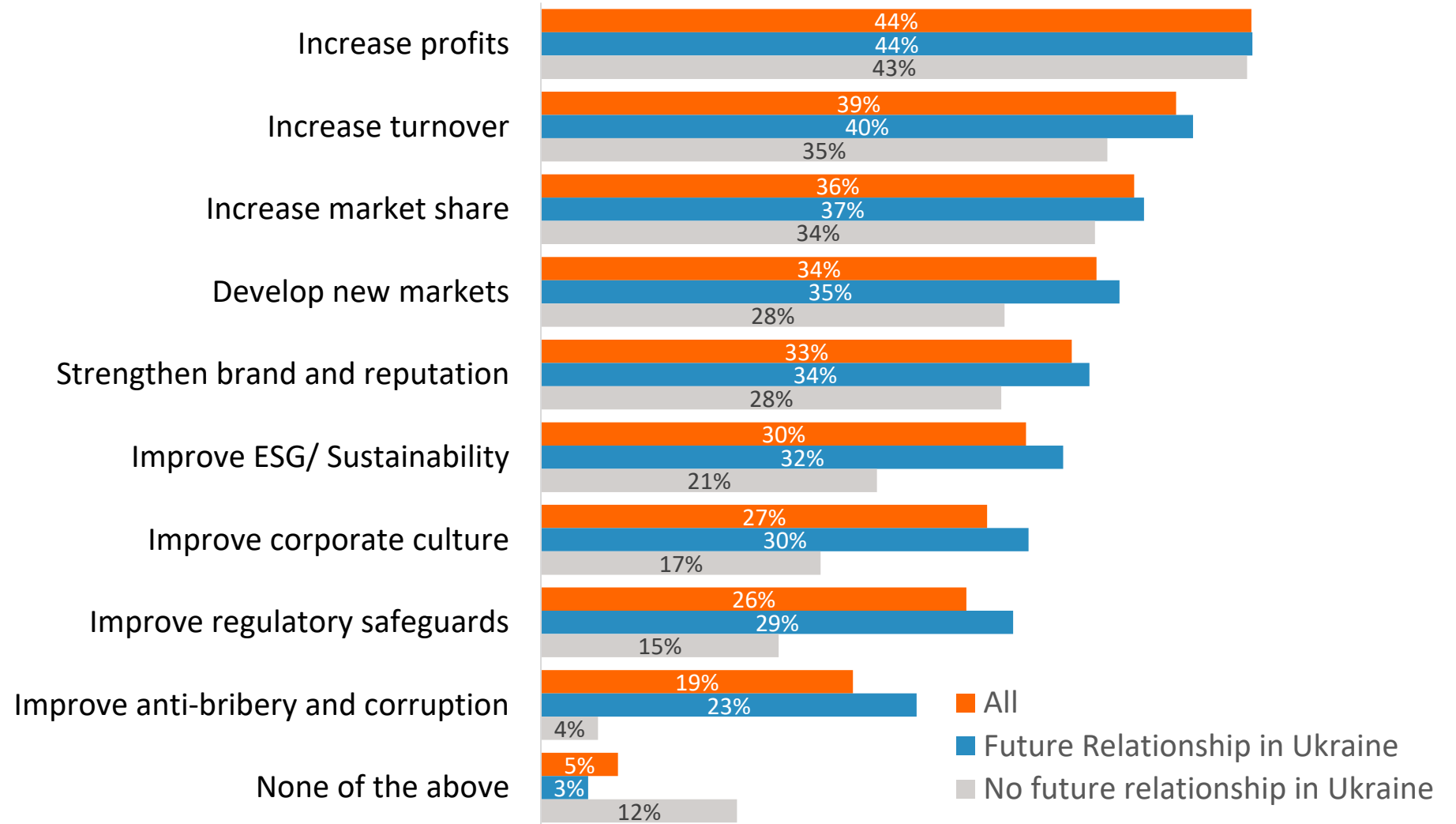
While not surprisingly up the top is ‘Increase profits’ (44%), ‘Developing new markets’ is comparatively high with 34%. The balance against this is to also ensure ‘Strengthen brand reputation’ (33%), ‘Improve ESG/sustainability’ (30%) are achieved.

For those businesses looking to forge a future business relationship in Ukraine, they significantly feel more extreme pressure in all the areas assessed, especially for ‘Improve regulatory safeguards’ (29%) and ‘Improve anti-bribery and corruption’ than those who are looking to have business relationships in Ukraine. They might perceive this as a pre-condition to justify their entry.

A key driver to conducting business in Ukraine is in the area of improving their own corporate social purpose. Just over 7 in 10 agree with this link and driver, especially for those business leaders in USA (83%).

# Extreme Pressure to Achieve

'F1. Which of the following is your company under EXTREME PRESSURE to achieve over the next 12 months?



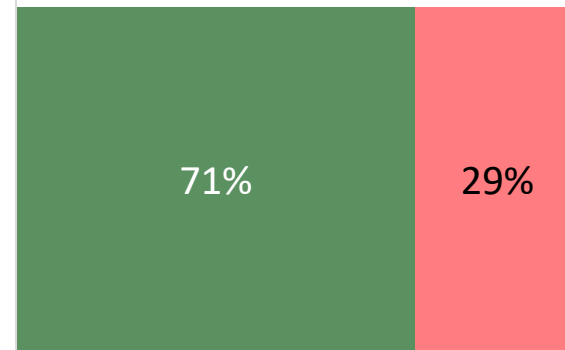
Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281

# Key Statements – Corporate Social Purpose

U7. How strongly do you agree or disagree with the following statements?

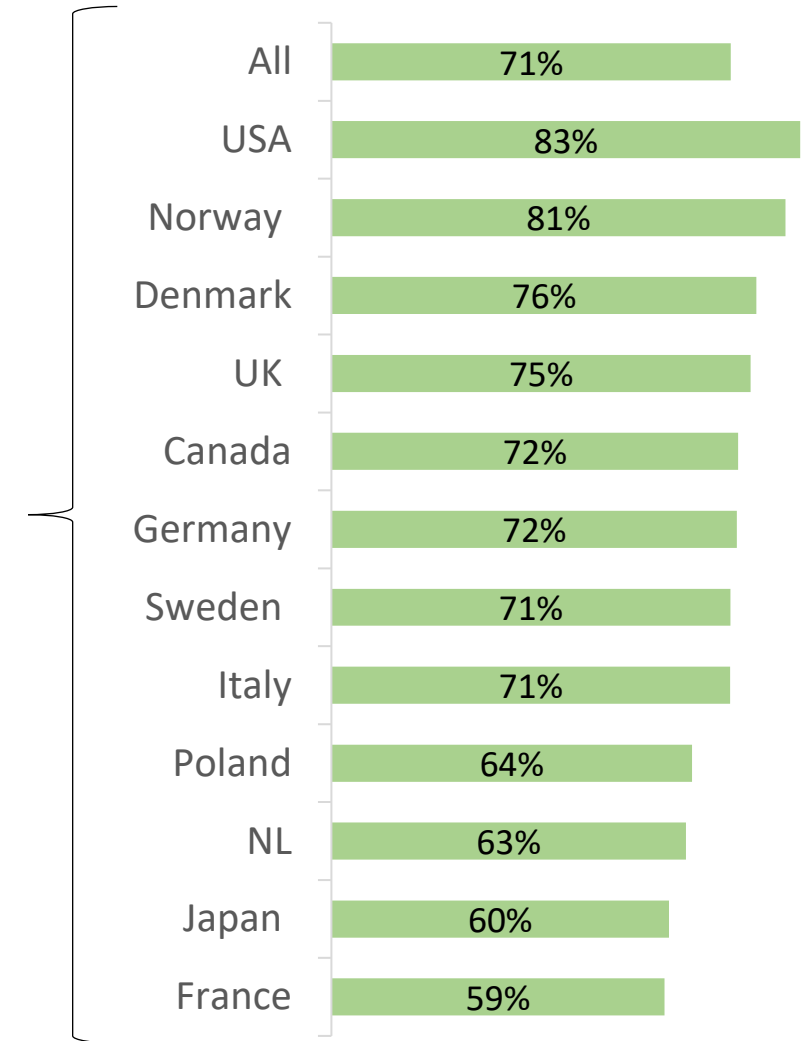
*‘Corporate social purpose’ is broader than traditional corporate social responsibility; it is how a business makes a positive economic, social, and environmental impact in the world. It is how an organisation devotes meaningful effort, time, and experience toward public well-being.*

Our company would consider prioritising doing business with Ukraine as part of our corporate social purpose



■ Sum Agree ■ Sum Disagree

Sum: ‘Agree’



Base size: n=1,407 leaders of large companies across 12 countries

# Regulatory Restraints – Red Lines

Two prominent anti-bribery and corruption regulations for businesses obligate any company that might have an office in the jurisdiction of their country for their whole global operations. The oldest is the ‘US Foreign Corrupt Practices Act’ and the relatively recent ‘UK Bribery Act’. Upcoming is the EU’s Directive – ‘Strengthening EU action to fight corruption’, as communicated about back in May 2023. With a mix of financial fines, restrictions on trading and time in jail, the implications for breaching can be hefty for the company and individuals.

While awareness is high for these anti-bribery and corruption regulations for those with offices there / obligation to follow for their global operations, leaders are relatively behind in their thinking they need to adhere to it globally. Respondents are on the whole consistent with over 6 in 10 thinking these regulations will increase.

Although almost all claim to be meeting these regulatory requirements, at least half (and encouraging for these regulators) the companies researched claim to be going beyond these requirements – reflecting the link to their corporate social purpose.



# BACKGROUND

## UK Bribery Act

**Applies to:** The Bribery Act covers transactions that take place in the UK or abroad, and both in the public or private sectors. Companies and partnerships can also commit an offence for failing to prevent bribery, where a bribe has been paid on their behalf by an "associated person".

**Overview:** The UK Bribery Act imposes more severe penalties and is broader in scope than the FCPA, covering bribes to private parties as well to foreign officials. The UK Bribery Act also prohibits being bribed, not just giving bribes.

**Guidance:** The Ministry of Justice, in its Guidance on the Bribery Act 2010, presents six principles for implementing adequate procedures to prevent bribery. These are: Proportionality; Top-Level Commitment; Risk Assessment; Due Diligence; Communication; and Monitoring and Review.

**Enforced by:** SFO

**Maximum penalty:** 10 yrs. for individuals

**Monetary fine:** Unlimited

**Key bribery fines & settlements in 2022:**

Glencore - \$1bn settlement

Glencore - £280m fine

FirstEnergy - \$180m settlement

Tenaris - \$78m settlement

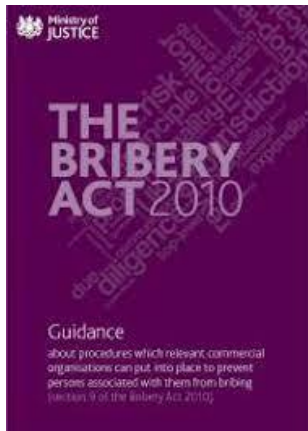
Stericycle - \$84m settlement

K.T. Corporation - \$6.3m settlement

KPMG - £3.4m fine

Boulting Group - £500k fine

Tritec and Electron - £70k fine each



## Bloomberg UK

### Glencore Pleads Guilty to Decade of Bribery and Manipulation

- Glencore announces coordinated settlements with US, UK, Brazil
- Company expects to pay about \$1.5 billion to settle probes



WATCH: Glencore will pay about \$1.5 billion and admitted to bribery and market manipulation to

# BACKGROUND

## US Foreign Corrupt Practices Act

**Applies to:** Under the Foreign Corrupt Practices Act (FCPA), it is unlawful for a U.S. person or company to offer, pay, or promise to pay money or anything of value to any foreign official for the purpose of obtaining or retaining business.

**Overview:** A U.S. person or company may also be any officer, director, employee, or agent of a company or any stockholder acting on behalf of the company. And a foreign official may be a foreign political party or candidate for foreign political office.

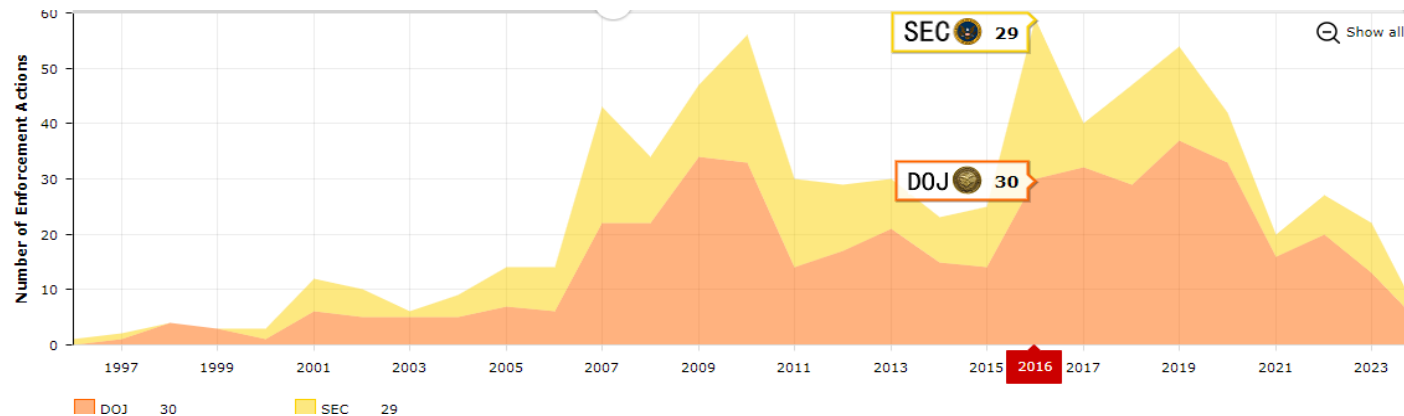
**Guidance:** The FCPA accounting provisions require such publicly listed companies to make and keep accurate books and records and to devise and maintain an adequate system of internal accounting controls.

**Enforced by:** US Department of Justice (“DoJ”) and the US Securities and Exchange Commission (“SEC”)

**Maximum penalty:** 5 yrs for individuals

**Monetary fine:** Companies up to \$2 million for each offence. Individuals - including officers, directors, stockholders and agents of companies - can be fined up to \$250,000

**Key bribery fines & settlements:** \$2.94 billion in 2020 and \$2.9 billion in 2019.



# BACKGROUND

## EU Directive - Strengthening EU action to fight corruption

Announced on 3<sup>rd</sup> May 2023. One of the first tasks of the new EU network against corruption will be to map common high-risk areas by 2024. The Commission will lead this work in close consultation with Member States.

The Commission will step up its action, with:

- Strengthened rules criminalising corruption offences and harmonising penalties across the EU
- Focus on prevention and helping support a culture of integrity: Setting up an EU network against corruption and work on developing a first EU anti-corruption strategy
- A dedicated Common Foreign and Security Policy (CFSP) sanctions regime to target serious acts of corruption worldwide, when such acts affect or risk affecting the EU's values, fundamental interests, security, independence and integrity, and the other objectives of the CFSP

## Tackling corruption worldwide

With the new CFSP sanctions regime proposal from the High Representative, supported by the Commission, the EU would be able to:

- Target serious acts of bribery and embezzlement
- Ban perpetrators, their associates and those facilitating such acts from entering the EU territory
- Freeze their assets



## WHAT ARE THE PROPOSED NEW RULES IN THE EU?

The updated rules will include:



Rules on corruption **prevention**: Ensuring key preventive tools on conflict of interest and asset declarations are in place



Extended **definitions** of all criminal offences prosecuted as corruption, applying both to the public and private sphere



New and strengthened rules **criminalising corruption offences** and harmonising penalties across the EU



Possibility to apply **alternative measures** such as fines, exclusion from access to public funding, holding public office or standing for elections



Ensuring **effective investigation and prosecution of corruption**



Extended **time limitation periods** to investigate, prosecute, trial, and decide on corruption in courts and to enforce convictions



Better **cross-border cooperation** between competent authorities

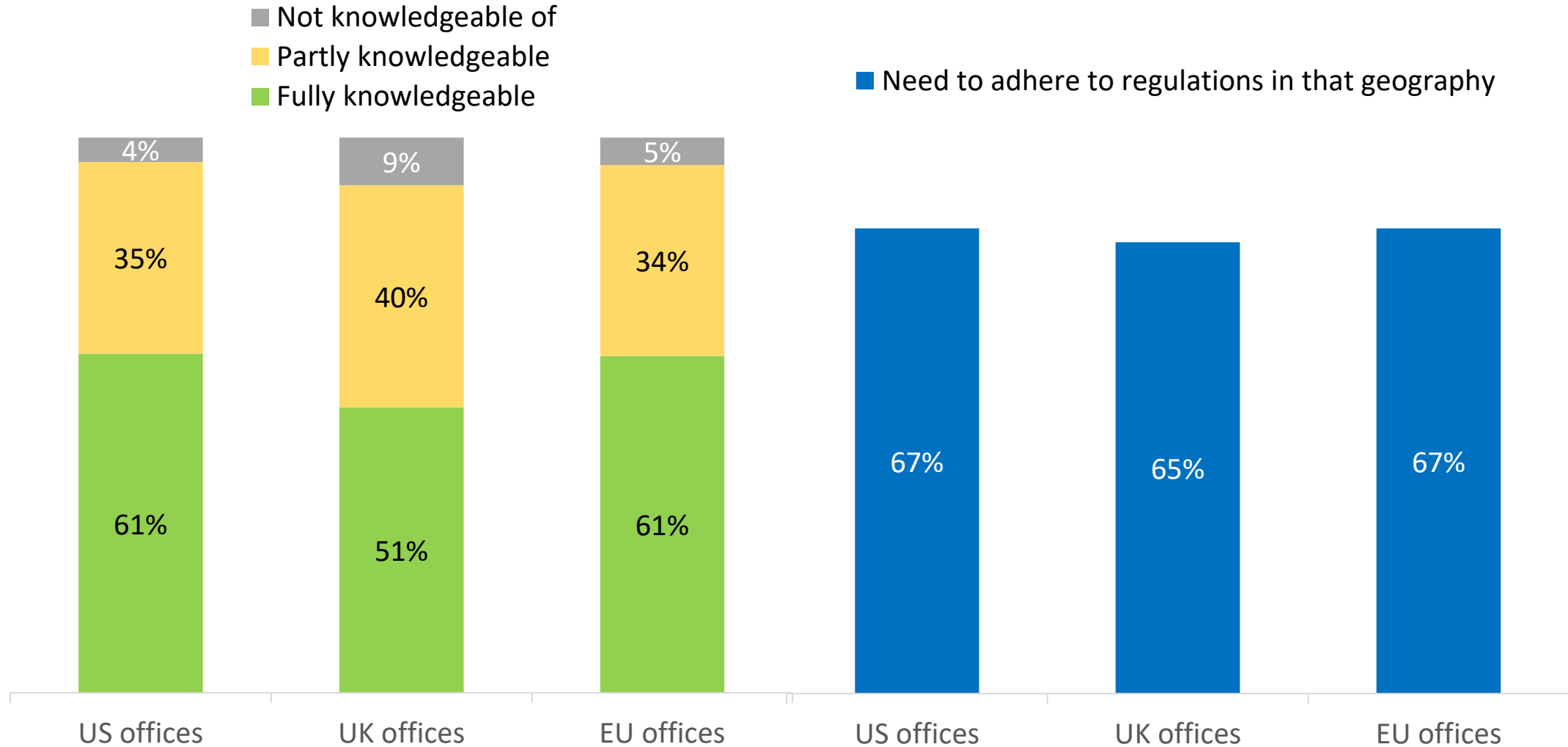


Data collection to monitor **enforcement**

# Bribery & Corruption Regulations

B5. Which of the following best describes your knowledge of anti-bribery and corruption regulations for the following geographies?

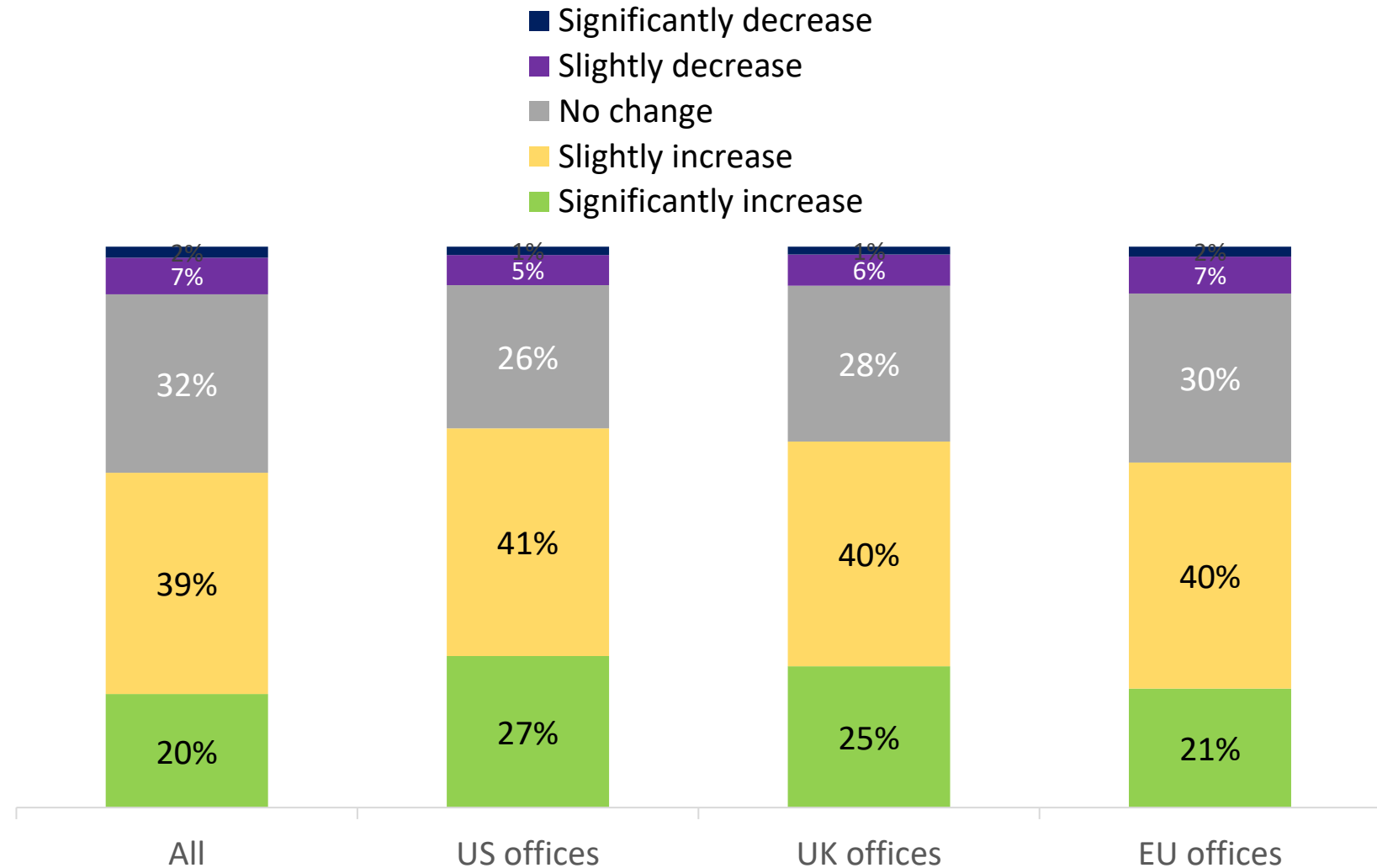
B6. Which anti-bribery and corruption regulations does your company need to adhere to?



Base size: n=1,407 leaders of large companies across 12 countries. US Offices n=813, UK offices n=732, EU offices n=975

# Bribery & Corruption Regulations Changing

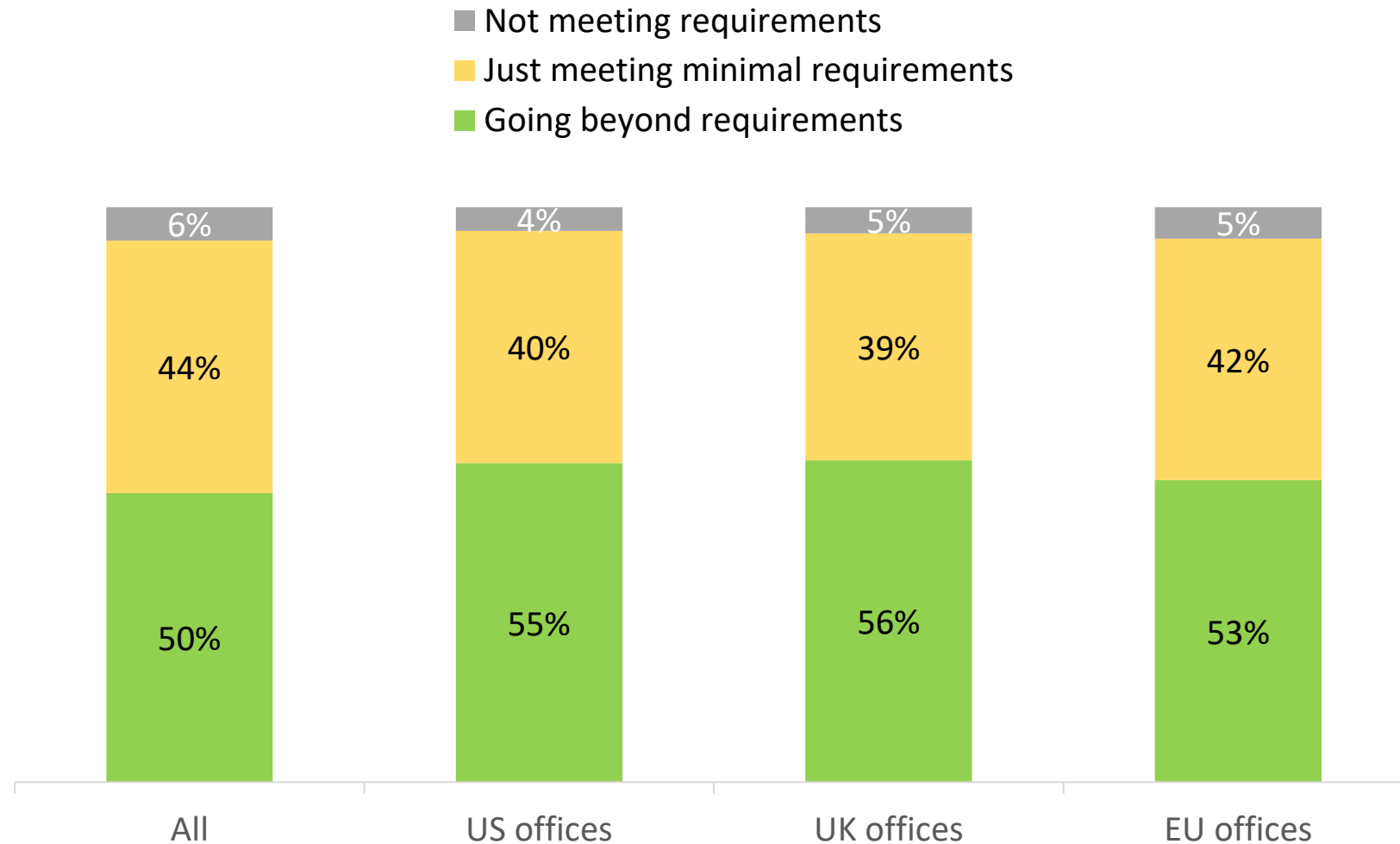
'B9. How do you expect anti-bribery and corruption regulations impacting your company to change over the next 2 years?



Base size: n=1,407 leaders of large companies across 12 countries. US Offices n=813, UK offices n=732, EU offices n=975

# Bribery & Corruption Safeguards

E2. How would you rate your company for the following? - Bribery & corruption safeguards



Base size: n=1,407 leaders of large companies across 12 countries. US Offices n=813, UK offices n=732, EU offices n=975

# Multinationals Mitigating Menace

Although there are well document punishable actions for breaching anti-bribery and corruption regulations, a significant stick for companies is loss of corporate value / market cap. If convicted, leaders believe on average 45% can be lost. This is often a reflection of the widespread impact as a result of a conviction and influence from a wide range of empowered stakeholders. This is reflected in the research results where 'Reputation damage' (41%) and 'Lost customers' (39%) are ranked higher than 'Fine from regulators' (36%).

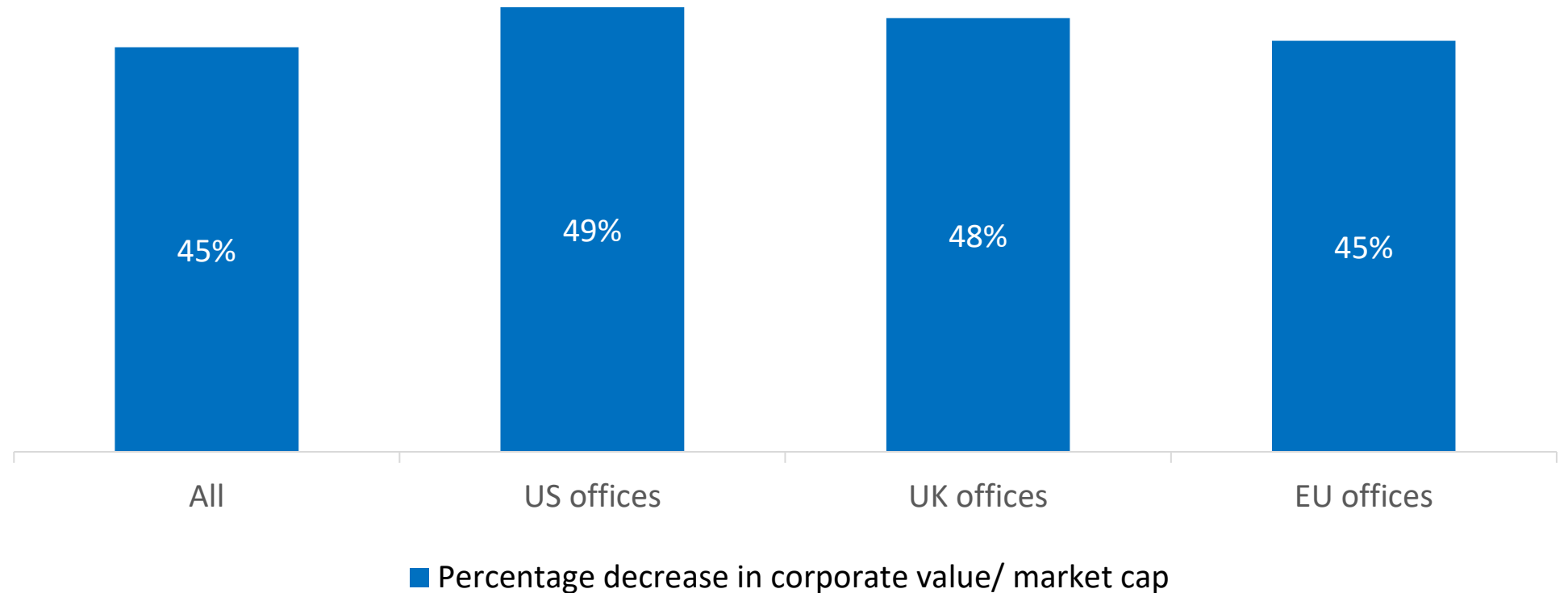
The behaviour from a wide range of stakeholders as a result of a conviction can severely dent reputation, ESG ratings and corporate social purpose initiatives when the real victims are considered beyond the company and employees involved. The equal highest victim is 'Economy of that nation' with 37%, closely followed by 'General population of that country' with 35%.

Not surprisingly with the multidimensional impact and in particular on value, 82% of leaders claim stakeholders have been requesting more transparency about ESG strategy and performance over the last 12 months. While 67% of all respondents have been requested and sent this information back, 15% have struggled to send something back as of yet. Those striving for a business relationship in Ukraine are significantly more likely to have been asked for this information. Those asking are 'Customers / clients' (36%), closely followed by 'Employees' (35%) and 'Investors' (33%).

To back this up, 86% agree they would stop and disinvest from Ukraine should there just be an indication of B&C with a business partner or competitor. Just over 3 in 4 (76%) claim they have too much to lose by breaching B&C regulations to win contracts.

# Decrease value for breaching B&C regs

'B7. What percentage decrease of corporate value / market cap would you attribute to a company if they were convicted breaching anti-bribery and corruption regulations?

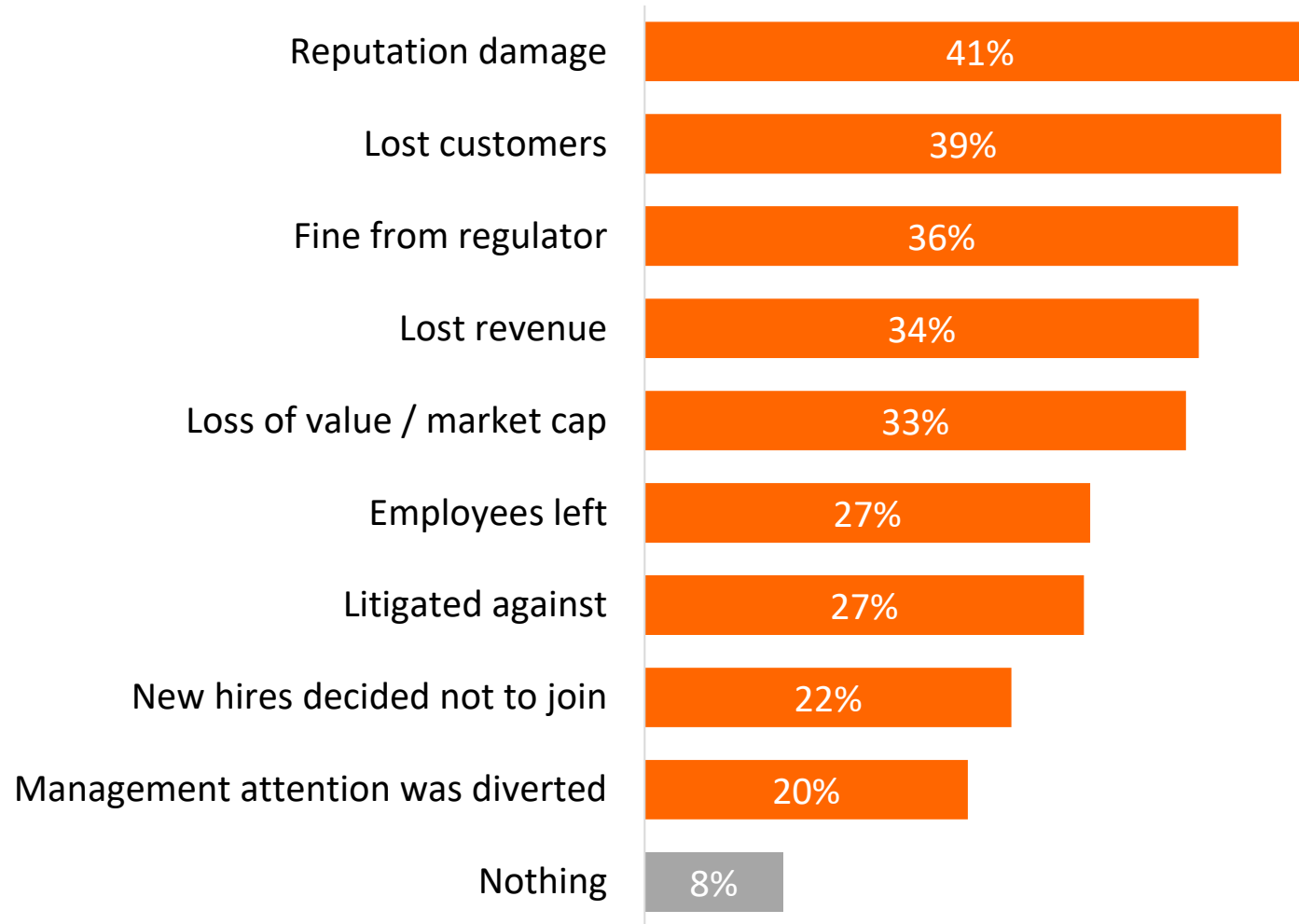


Base size: n=1,407 leaders of large companies across 12 countries. US Offices n=813, UK offices n=732, EU offices n=975



# Corporate Impact of B&C

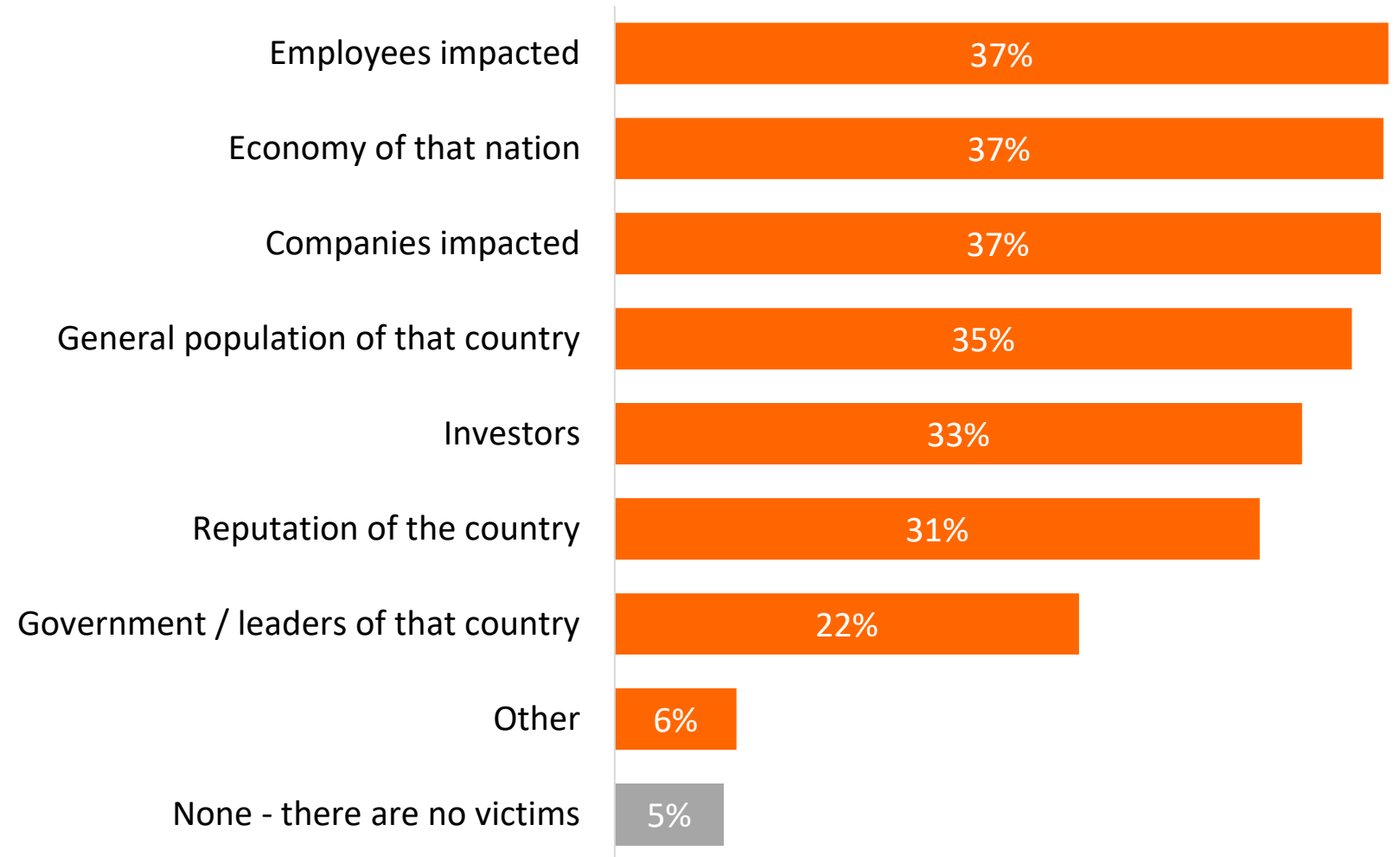
E9. What do you think the likely impact would be on your company if you were convicted of breaching anti-bribery and corruption regulations?



Base size: n=1,407 leaders of large companies across 12 countries. Private Co n=1,076, Public Co n=331

# Real Victims of Bribery & Corruption

'E11. Who do you consider are the real victims of bribery and corruption?

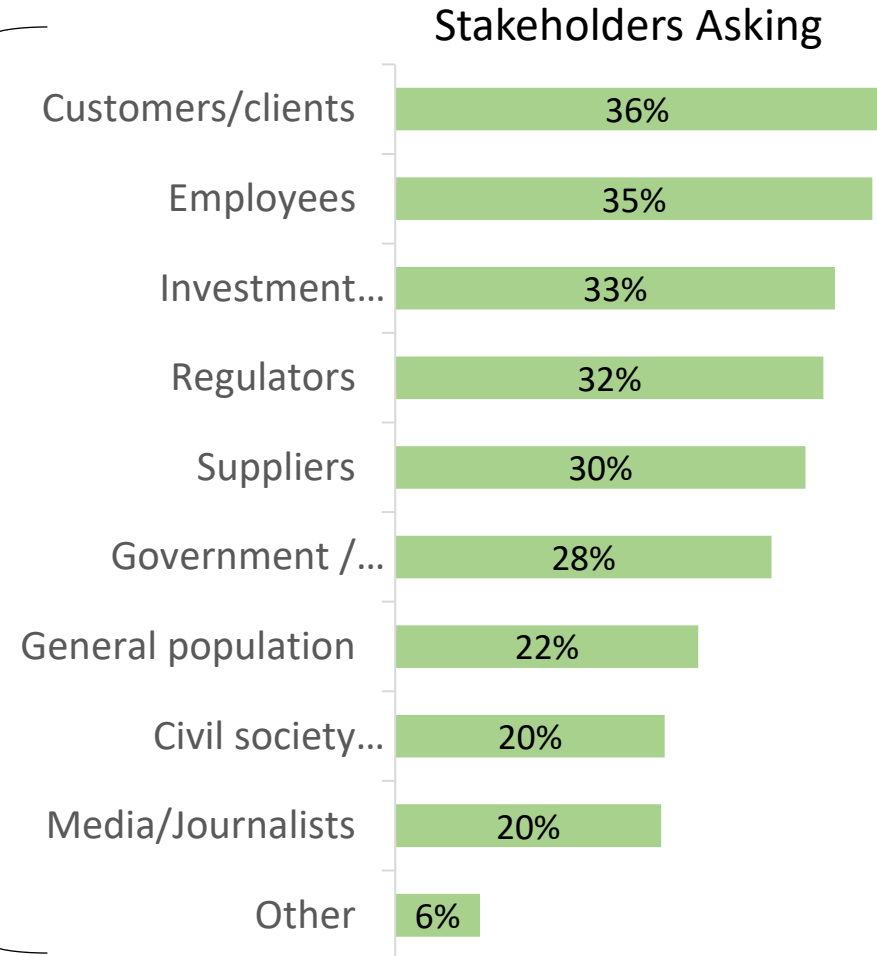
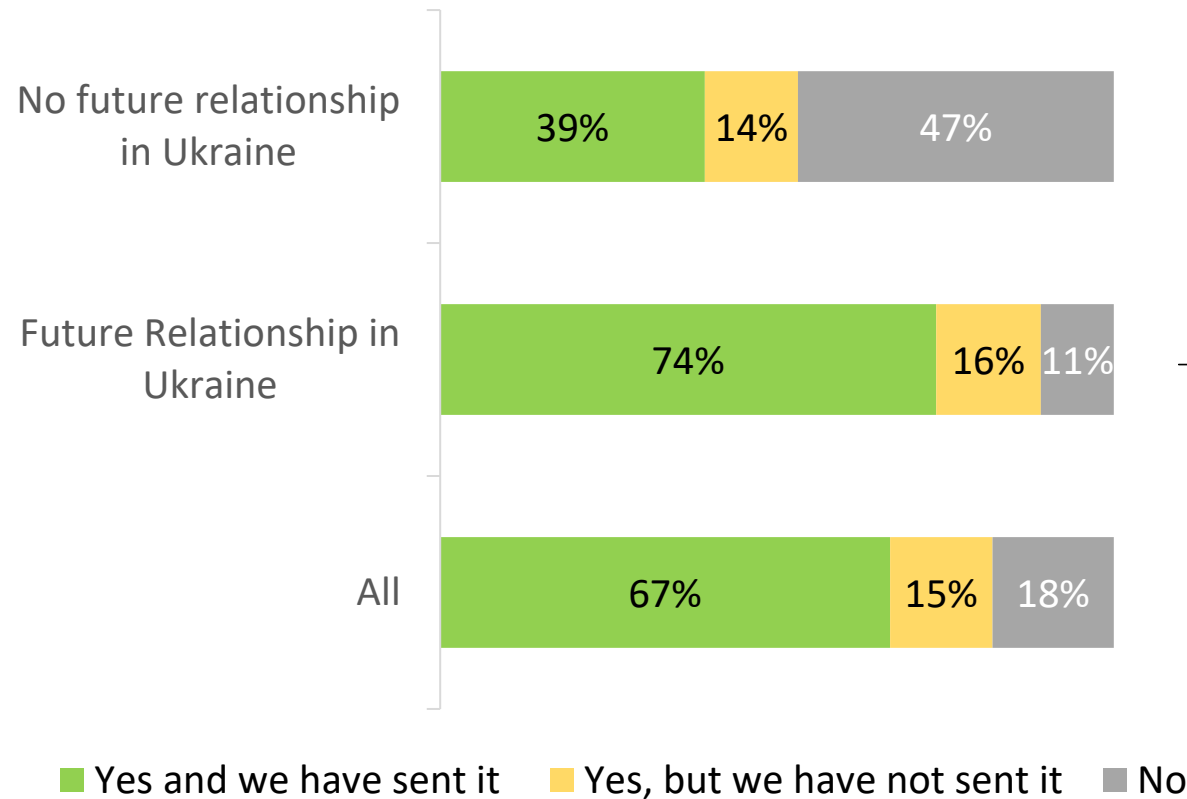


Base size: n=1,407 leaders of large companies across 12 countries.

# Stakeholders Requesting ESG Transparency

E5. Have stakeholders been requesting more transparency about ESG strategy and performance of your company in the last 12 months?

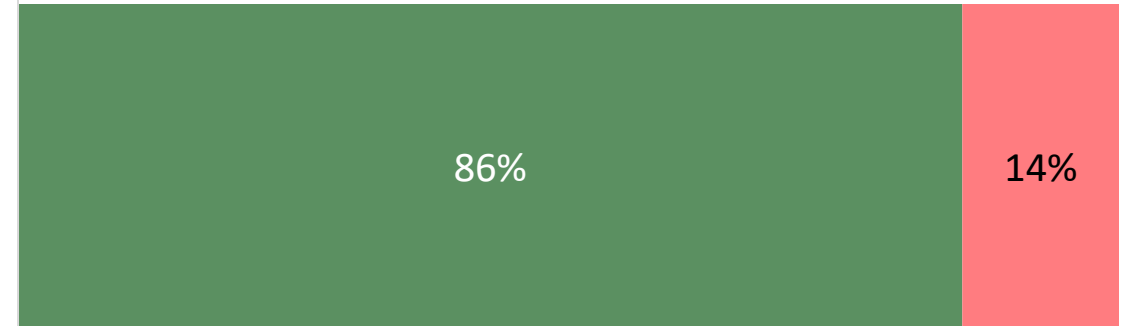
E6. Which of the following stakeholders have been requesting more transparency about your company's ESG strategy in the last 12 months?



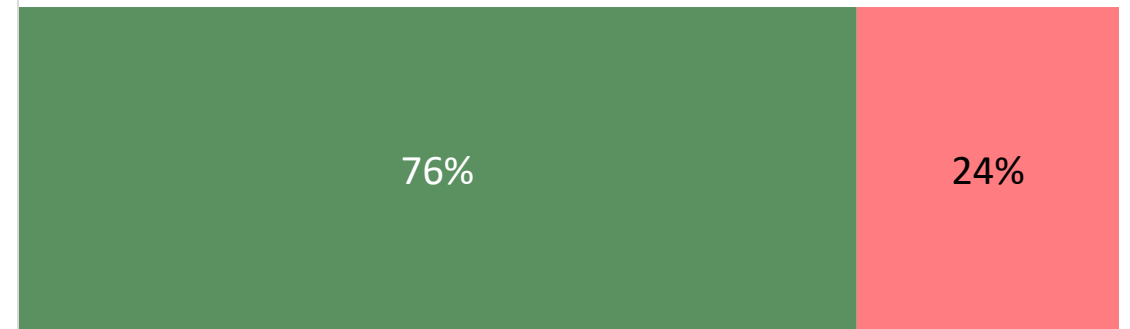
# Key Statements – Red Flags on B&C

U10. How strongly do you agree or disagree with the following statements?

We would stop and disinvest from Ukraine should there be any indication of bribery or corruption involving a Ukrainian business partner or competitor.



Global companies have too much to lose by breaching anti-bribery and corruption regulations to win contracts.



■ SUM AGREE

■ SUM DISAGREE

Base size: n=1,407 leaders of large companies across 12 countries

# Actions for Ukraine

In the public affairs arena, it's encouraging for Ukraine that just over 3 in 4 (77%) of company leaders agree that their country should do more to support companies like them to do business with Ukraine. The USA leads with this view (85%), followed by Norway (84%) and UK (82%). This would be a significant boost for the UK as only 29% would presently seriously consider a partnership there over the next 2 years.

However, a significant challenge exist with the perception that almost 4 in 10 (39%) consider bribery and corruption in the government sector makes it unacceptable or difficult to conduct business there. For the private sector, this perception decreases slightly to 36%. For those leaders with personal experience in Ukraine, there appears to be some legacy issues as both are +7% higher.

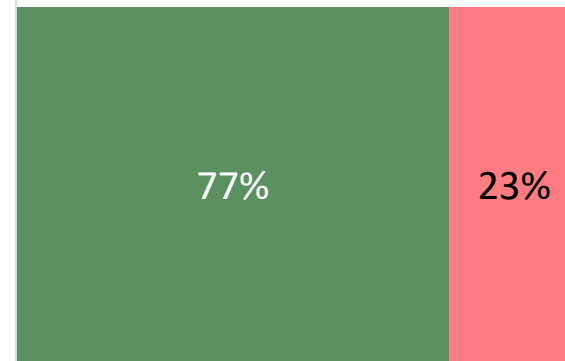
In terms of key messages and actions to drive investment, business leaders are looking for a 'Stable regulatory & political environment' (33%), followed by 'Transport & logistics infrastructure' (21%) and 'Government support for investment projects' (19%). For those who aren't intending a relationship in Ukraine, they are significantly more likely to recommend 'Juridical security & independence' (21%) for the Ukrainian Government to prioritise improving to encourage FDI. For this group, the main obstacle is 'Political instability, conflict or civil unrest' (45%), compared to 35% for all respondents. The second highest obstacle assessed is "Damaged or absent transport and logistics infrastructure' for 23%, reflecting the importance of this infrastructure to be in place as a driver of FDI.

A variety of statements related to the Ukrainian Government back up earlier analysis and comments.

# Key Statements

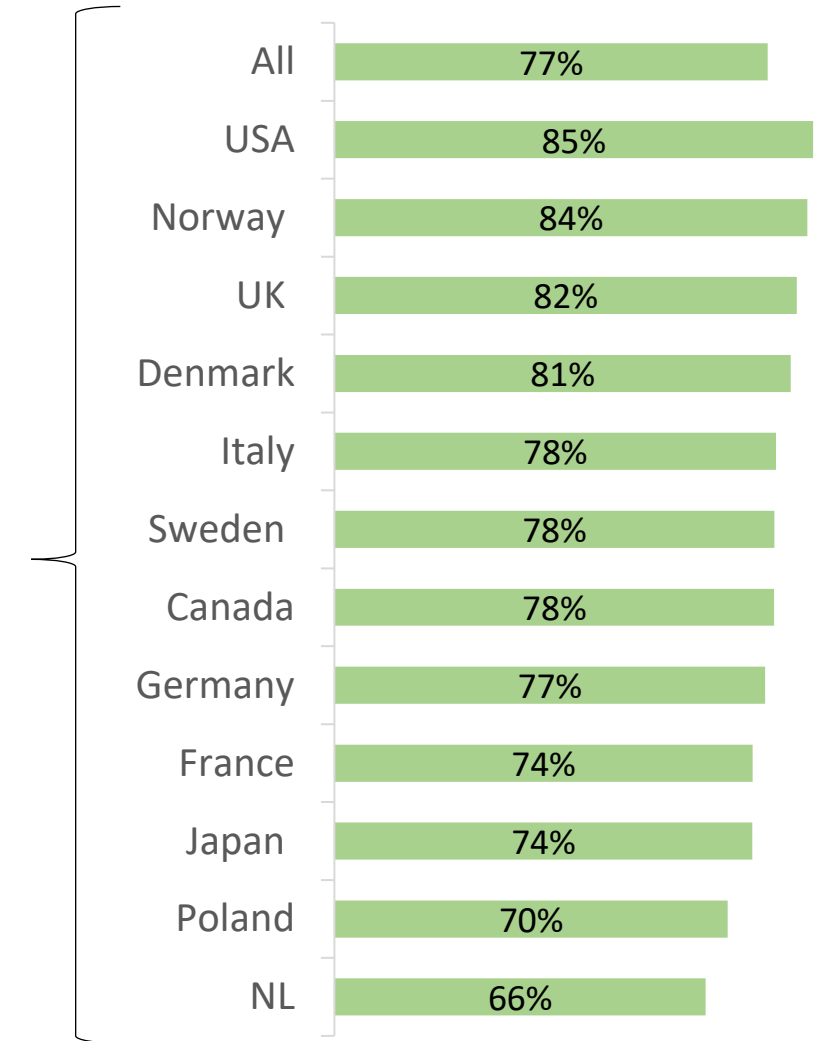
U7. How strongly do you agree or disagree with the following statements?

Our country should do more to support companies doing business with Ukraine.



■ Sum Agree ■ Sum Disagree

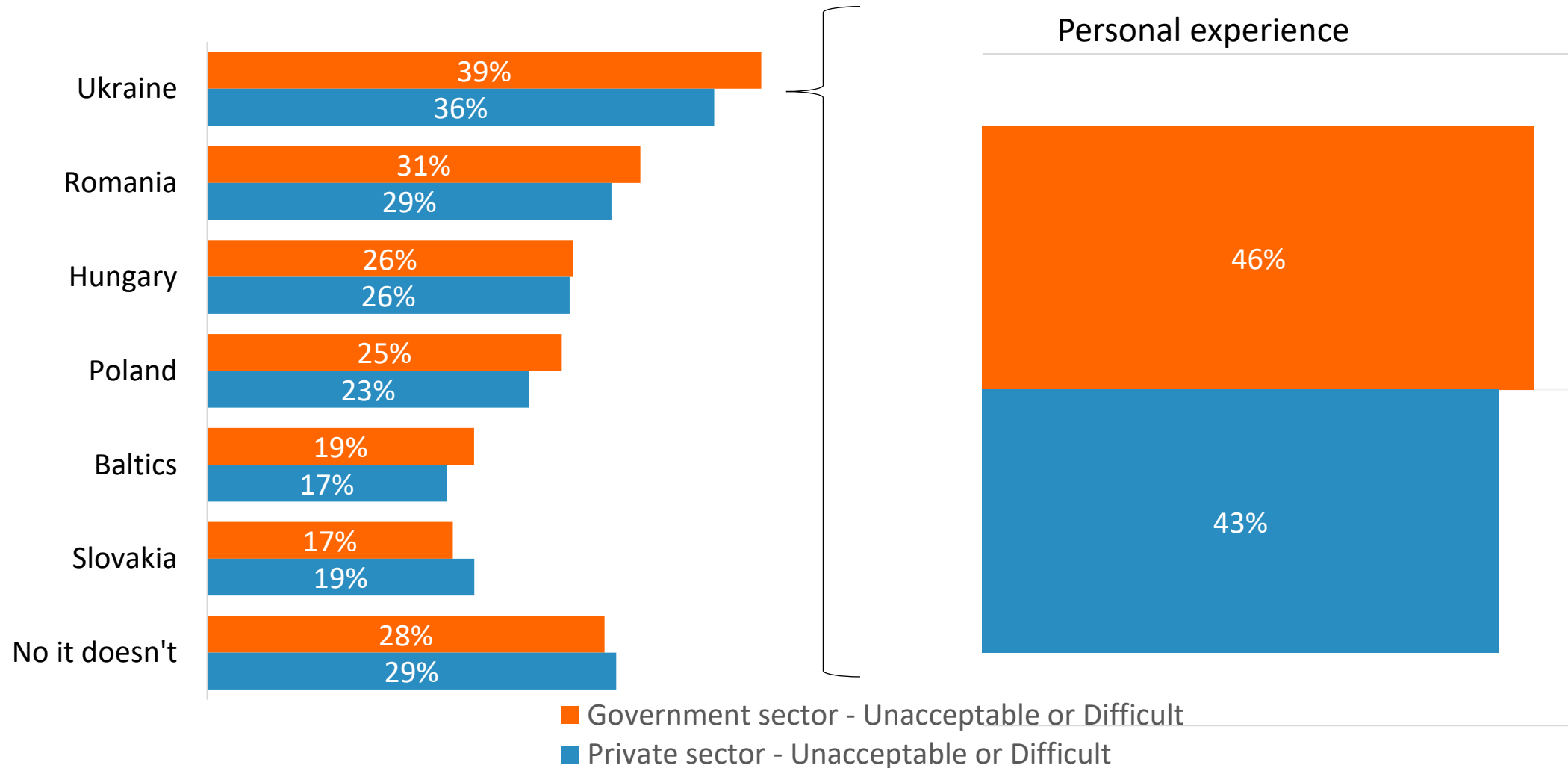
Sum: 'Agree'



Base size: n=1,407 leaders of large companies across 12 countries

# B&C Levels making it Unacceptable or Difficult

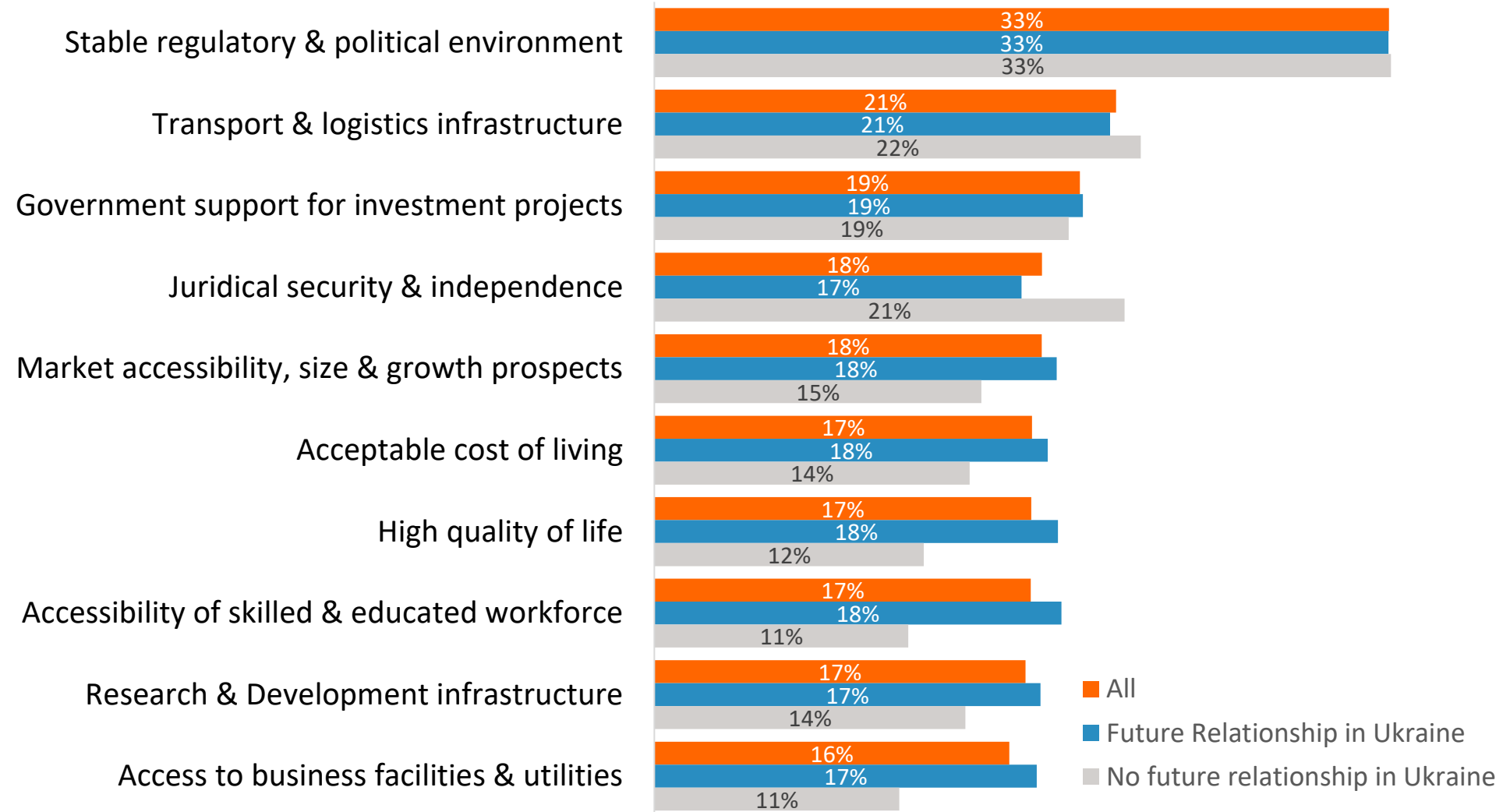
B1. Do the levels of bribery and corruption in the GOVERNMENT / PRIVATE SECTOR makes it UNACCEPTABLE or DIFFICULT to conduct business in the following geographies?



Base size: n=1,407 leaders of large companies across 12 countries, Personal experience n=598

# Top 10 –Ukraine Government to Attract FDI

U5. Which of the following do you consider are particularly important for the Ukrainian government emerging from a war torn/conflict era to prioritise improving to encourage FDI?

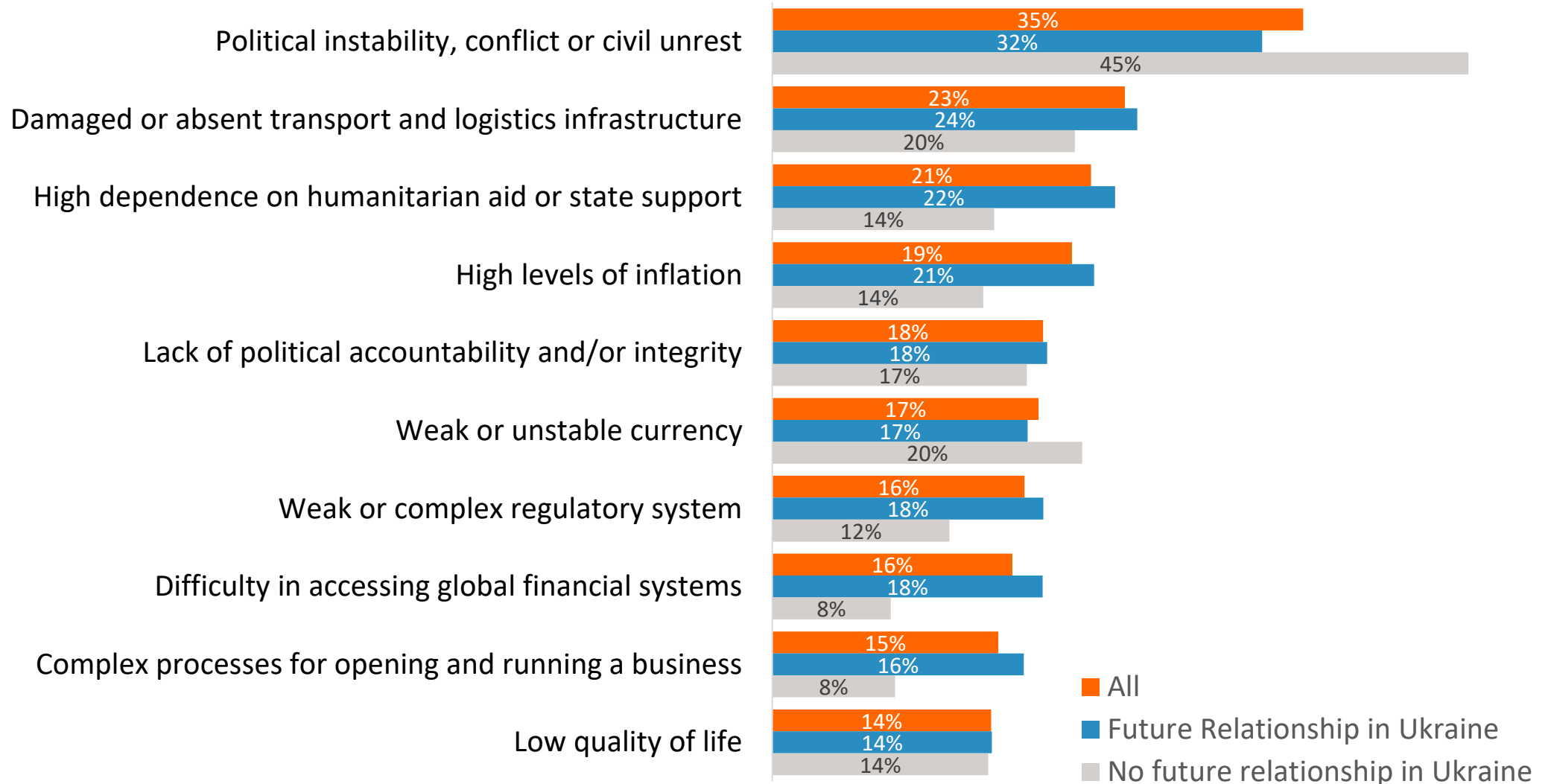


Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281



# Top 10 – Significant Obstacles to Ukraine FDI

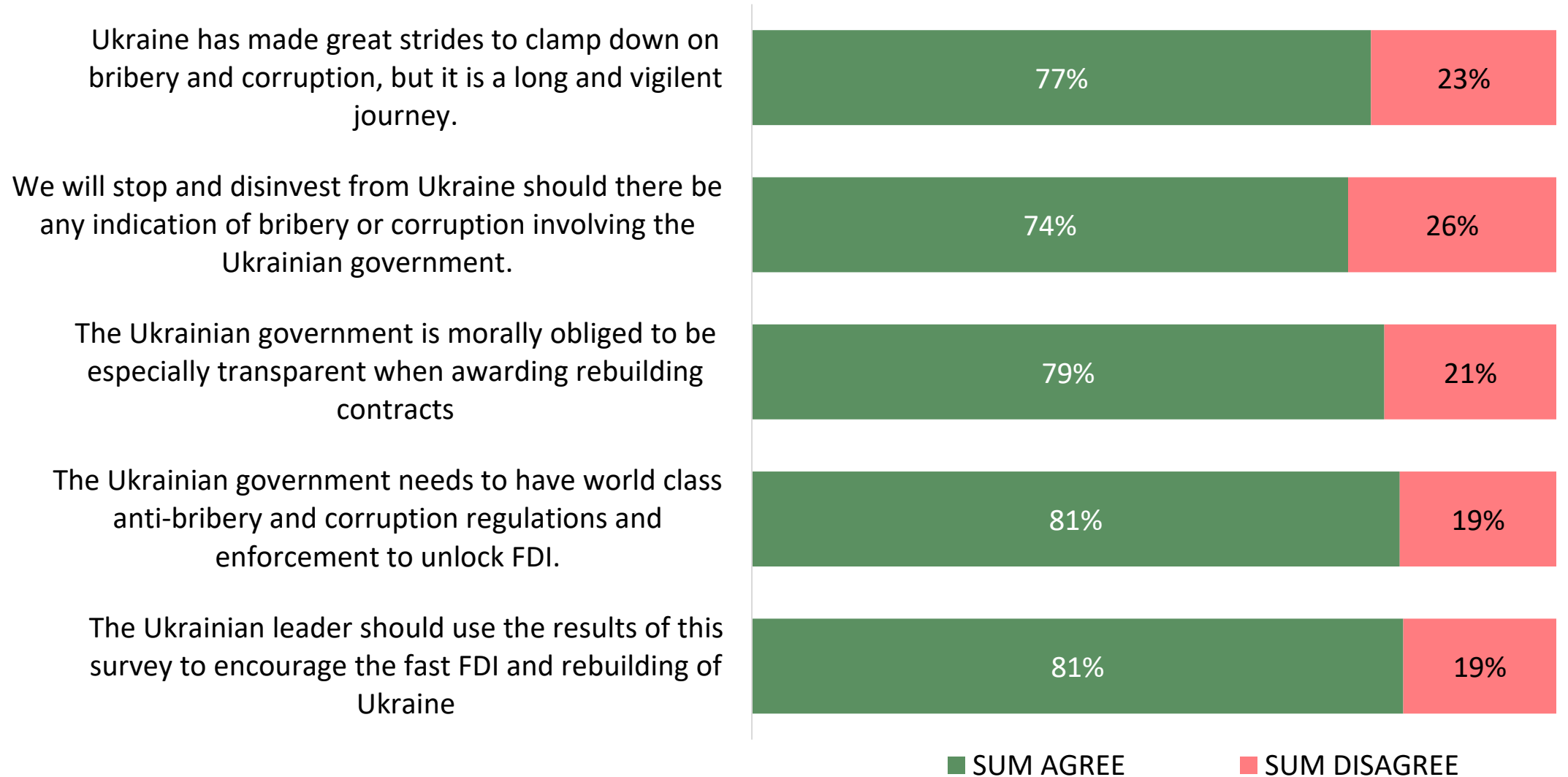
'U4. Which of the following do you consider to be the significant OBSTACLES to FDI in Ukraine?



Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281

# Key Statements – Related to Ukrainian Gov

U10. How strongly do you agree or disagree with the following statements?



Base size: n=1,407 leaders of large companies across 12 countries

# Target & Communicate

FDI decisions may be made unilaterally by company leaders or multilaterally with colleagues, but a significant number also acknowledge many other stakeholders have a strong impact on these decisions.

Top of the tree for influence are 'Customers/clients' with 4 in 10 admitting so (40%), followed by 'Employees' (34%) and 'Investment community' (32%). Interestingly, the 'General population' (22%) ranks significantly higher for impact on FDI decision making than 'Media and journalists' (15%) – arguably reflecting the proliferation and influence of user generated media content away from traditional mainstream media.

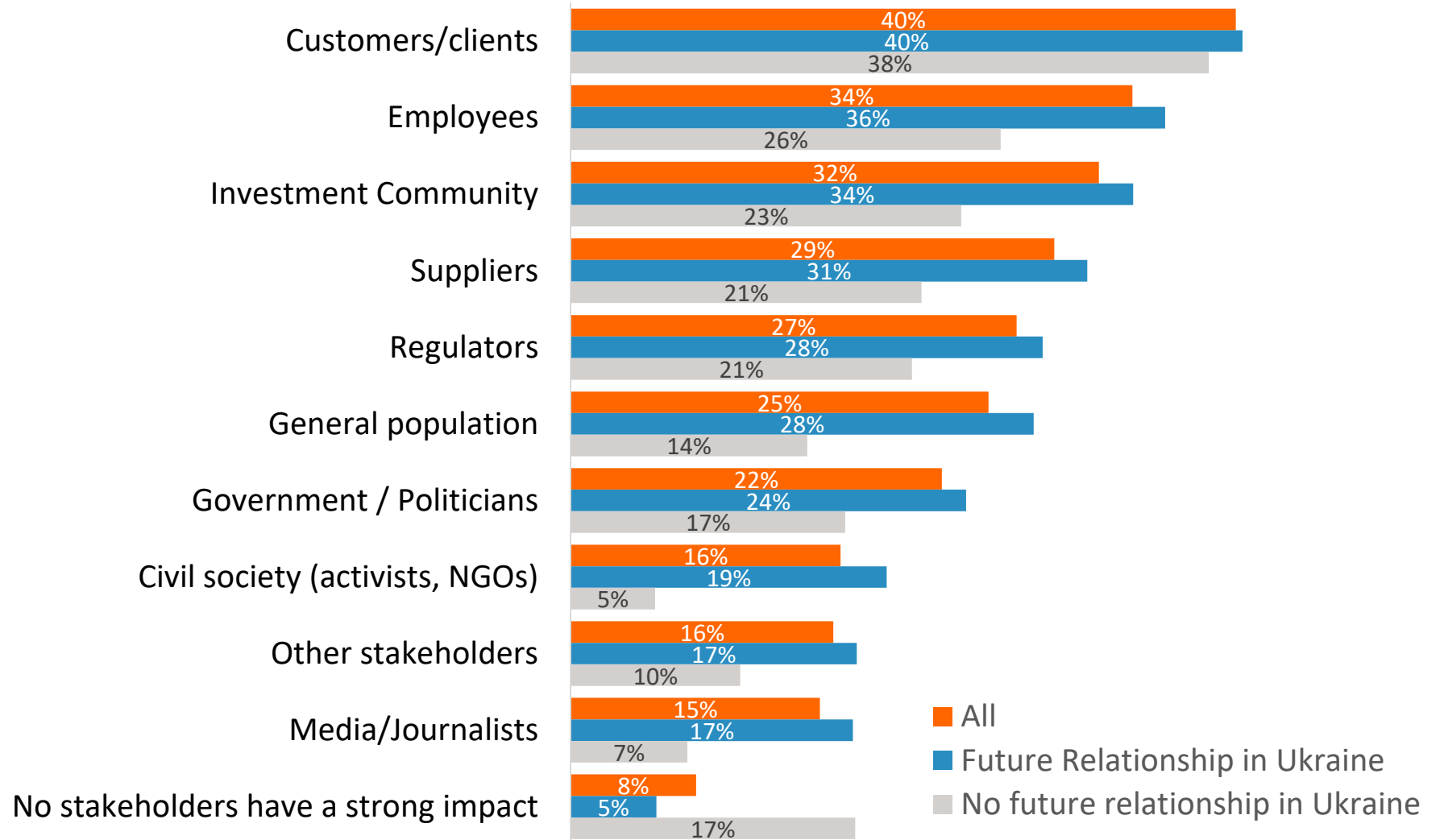
Backing this up is the request for digital communication from counties trying to encourage FDI. Top (where the ranking and difference amongst the results appears more insightful than the %) is 'Email' (34%), followed by 'Company websites' (33%) and 'Social media' (32%).

For those who want a partnership in Ukraine, Facebook (62%), 'YouTube' (57%) and 'Instagram' (55%) dominate, surprisingly higher than the business orientated 'LinkedIn' with 43%.

Podcasts are a relatively new phenomena, and 17% overall consider this as a desirable communication channel, but this significantly increases to 28% for those leaders who want partnerships in Ukraine.

# Stakeholders Impacting FDI Decisions

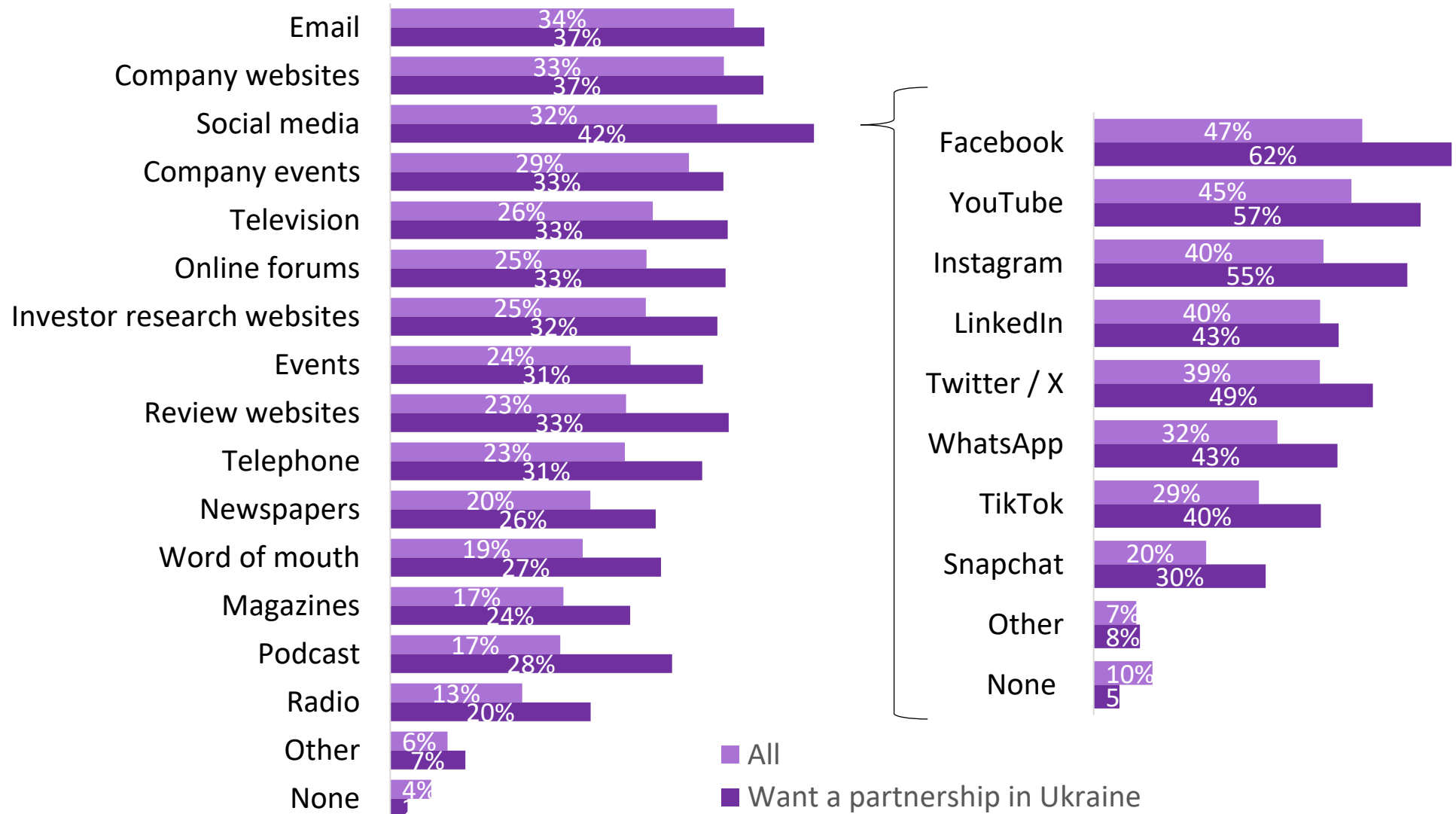
F2. Which of the following stakeholders have a STRONG IMPACT on FDI (foreign direct investment) decisions for your company?



Base size: n=1,407 leaders of large companies across 12 countries. Future n=1,126, None n=281

# Communication Channels to Reach Co Leaders

CO6. How would you like counties trying to attract FDI to communicate with leaders like you?



Base size: n=1,407 leaders of large companies across 12 countries. Want a partnership in Ukraine n=519

# A B&C Prevention

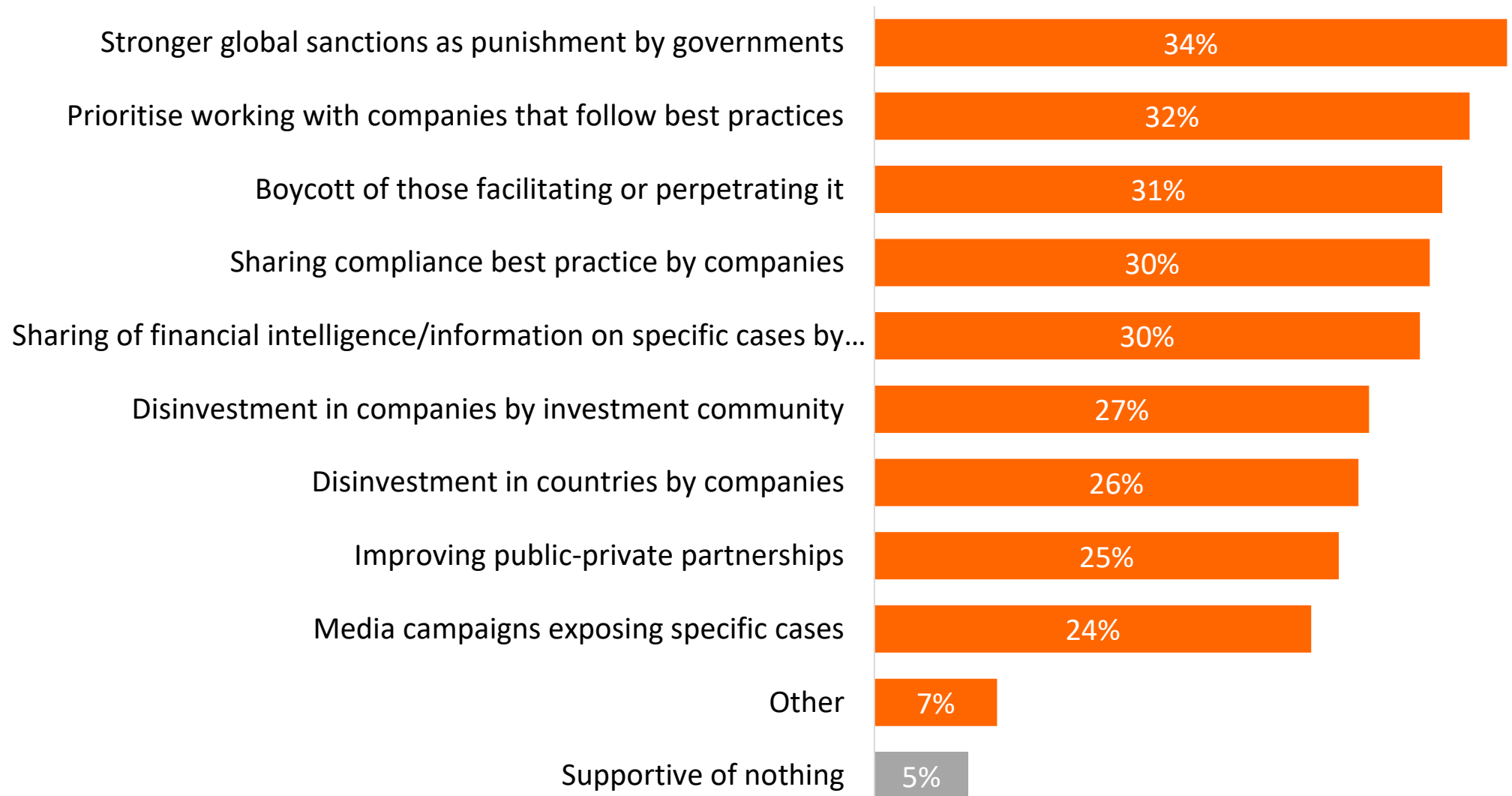
Corporate leaders are looking for 'Stronger global sanctions as punishment by governments' (34%) to tackle global financial crime. A key message for companies in Ukraine is that they will 'Prioritise working with companies that follow best practice' (32%) and conversely 'Boycott of those facilitating or perpetrating it' (31%).

Sharing and support is a key theme, particularly for compliance best practice (30%) and of financial intelligence / information on specific cases by companies (also with 30%). They are less supportive of actions that cut investment as that is expected to be particularly challenging and impact value, such as 'Disinvestment in companies by investment community' (27%) and 'Disinvestment in counties by companies' (26%).

The least support is for 'Media campaigns exposing specific cases' (24%), This is arguably because of the widespread impact on a wide variety of stakeholders and the unpredictable nature of the court of public opinion.

# Supportive of to Tackle Global FC

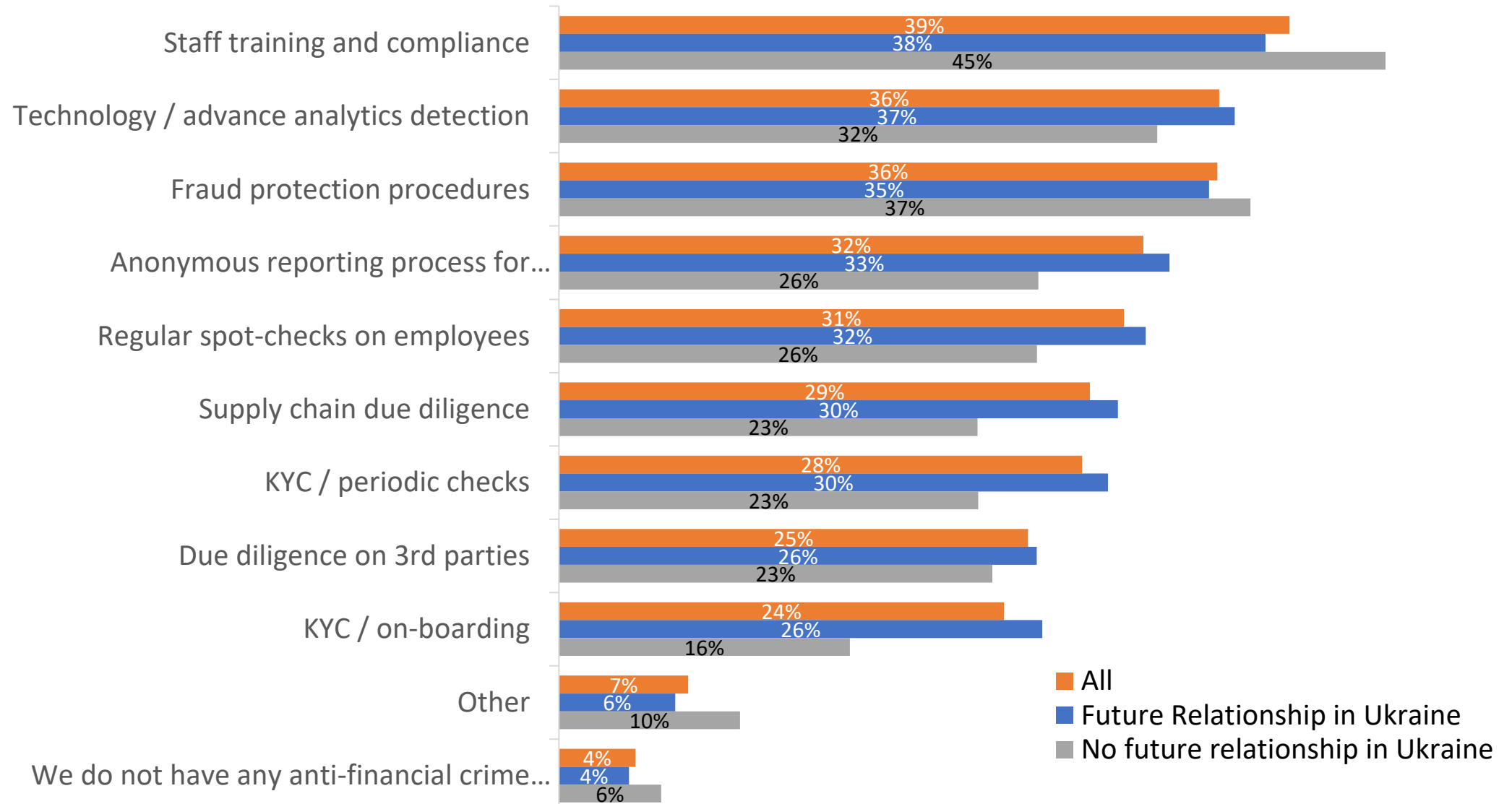
'E10. Which of the following are you supportive of to tackle global financial crime?



Base size: n=1,407 leaders of large companies across 12 countries.

# In Place to Prevent B&C

'E7. Which of the following does your company have in place to help prevent breaching anti-bribery and corruption regulations?

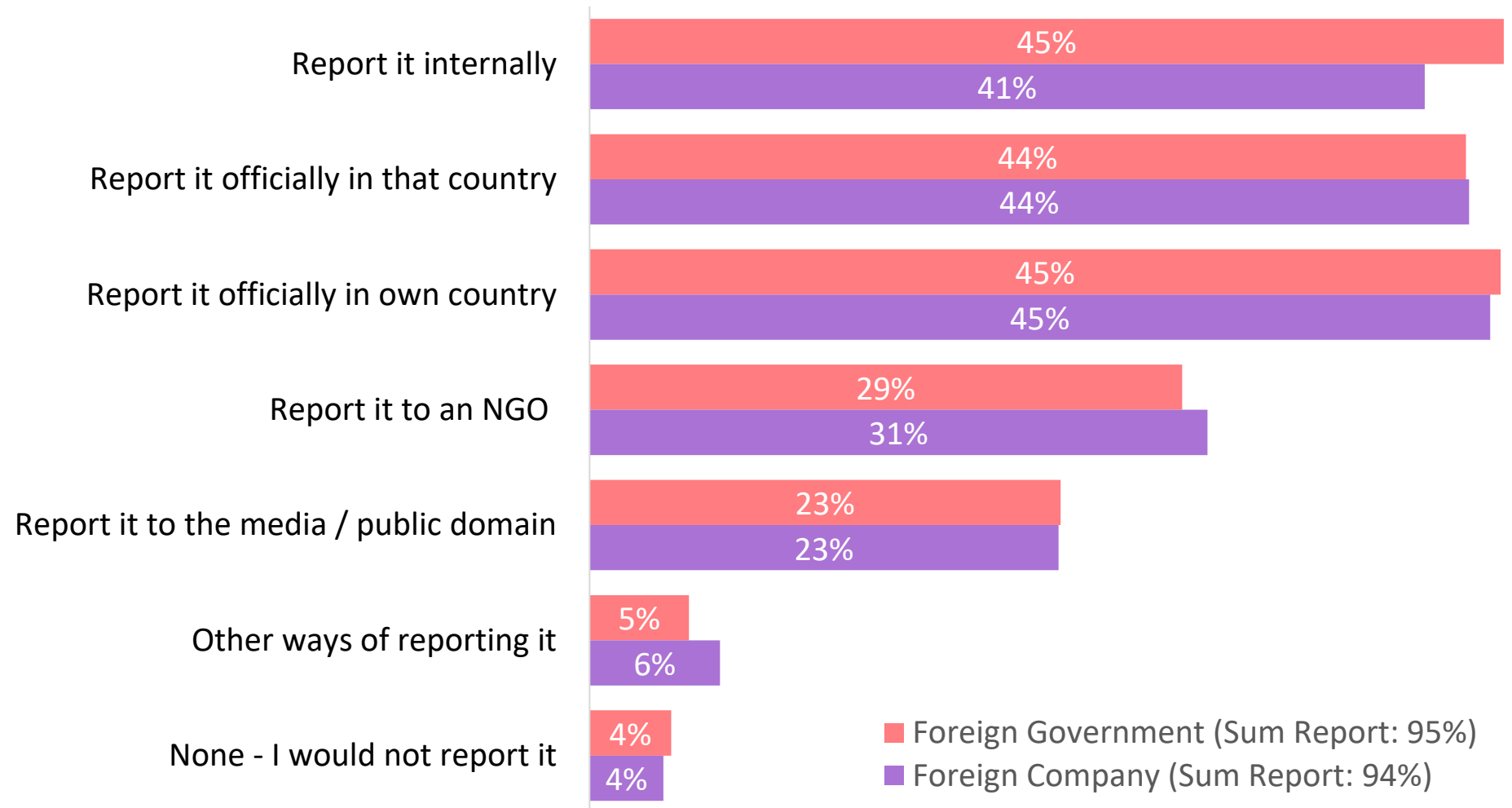


Base size: n=1,407 leaders of large companies across 12 countries Future n=1,126, None n=281



# Reporting B&C by Foreign Government or Co

CO2. If you came across bribery or corruption in the course of doing business with a FOREIGN GOVERNMENT,/ FOREIGN COMPANY which of the following would you seriously consider doing?



Base size: n=1,407 leaders of large companies across 12 countries.