



THE
ETHICS
INSTITUTE



25
YEARS

2026
**INTEGRATED
REPORT**

TABLE OF CONTENTS

1. ABOUT THIS REPORT

2. WHO WE ARE

3. ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

4. BUSINESS MODEL

5. STRATEGY 2030

6. RISKS AND OPPORTUNITIES

7. CHAIRPERSON’S REFLECTIONS

8. CEO REVIEW

9. GOVERNANCE

10. BOARD OF DIRECTORS

11. OUR TEAM

12. IMPACT AND PERFORMANCE

13. FINANCIAL PERFORMANCE

14. FUTURE FOCUS

1

2

3

5

7

9

13

15

17

18

23

27

53

57

1. ABOUT THIS REPORT

This Integrated Report explains how The Ethics Institute creates, preserves, and delivers value over the short, medium, and long term. It provides an integrated account of the organisation’s strategy, governance, performance, risks, opportunities, and future outlook, demonstrating how these elements are connected in enabling TEI to fulfil its purpose and create value for its stakeholders and society.

Materiality

The Ethics Institute (TEI) determines material matters in accordance with the principles of the International Integrated Reporting Framework (IIRF), with a focus on relevance to value creation over the short, medium, and long terms. Materiality is assessed through structured internal review processes, executive input, and oversight by the Board of Directors, ensuring a balanced consideration of both financial and non-financial factors. This report covers the period from 1 April 2025 to 31 March 2026 and includes information that is considered material in terms of its influence on TEI’s ability to deliver on its purpose and strategy, respond to stakeholder expectations, and affect the organisation’s current and future performance. This integrated approach ensures that the information disclosed is both meaningful and decision-useful, while demonstrating the connectivity between TEI’s purpose, strategy, governance, performance, risks, opportunities, and long-term value creation.

Reliability

The financial information reflected in this report is sourced from the annual Audited Financial Statements, while non-financial information is drawn from TEI’s internal performance tracking systems. Financial disclosures are externally assured, and non-financial data is validated through internal controls and subject to oversight by the Audit Committee and Board of Directors. TEI applies rigorous governance measures to ensure that the report is accurate, complete, and credible.

The Board accepts full responsibility for the integrity and approval of this report.

Contact: Ms Dantia Richards | Company Secretary
Email: dantia.richards@tei.org.za
Tel: +27 12 342 2799
Website: www.tei.org.za

2. WHO WE ARE

TEI commenced activities in 2000 with an initial emphasis on healthcare ethics. Over the years, our focus shifted to organisational ethics, particularly in four key areas: private sector ethics, public service ethics, state-owned entity ethics, and professional ethics.

Our team consists of subject matter experts who advise across these four areas, with extensive experience as both academics and practitioners, while our corporate services staff ensure smooth internal and external operations. TEI’s identity is closely tied to our vision, mission, and core convictions. These principles form the basis of our culture, guide our strategy, and unite us as an organisation. These principles also distinguish TEI as an independent organisation dedicated to advancing organisational ethics in the public interest.

Why TEI exists

The purpose of The Ethics Institute is to build responsible ethical societies. To fulfill our purpose we strengthen ethical organisations because ethical organisations contribute to stronger institutions, responsible leadership, sustainable value creation, and ultimately a more ethical society. TEI advances organisational ethics through applied research, thought leadership, professional certification, advisory services, assessments, training, and practical tools that enable organisations to embed ethics into everyday decision-making. As an independent, purpose-driven organisation, TEI combines academic rigour with practical application, ensuring that ethics is translated into measurable organisational practice rather than remaining a theoretical aspiration.

TEI operates as a social enterprise. While financial sustainability is essential to ensure the organisation’s long-term viability, revenue generation is not an end in itself. Rather, it enables TEI to fulfil its public benefit purpose by strengthening ethical organisations, supporting responsible leadership, advancing the discipline of organisational ethics, and contributing to more resilient institutions and society.

Our vision

Building an ethically responsible society.

Our mission

Enabling and supporting the cultivation of ethical organisations.

Everything we do is informed by our core convictions:

Ethical organisations

Responsible leadership

Trusted institutions

Better governance

Positive societal outcomes

An ethically responsible society

We make a meaningful difference

Ethics is the cornerstone of safe, just, and prosperous societies. We advance awareness of ethics in organisations and support them in enhancing their ethical cultures. We are a learning organisation that always strives to be at the forefront of our field of expertise and to have a reputation for making a meaningful difference.

We build trusting relations

Our wealth is the trust that people place in us. Our expertise and responsiveness to their needs make us valued and respected partners. At TEI, we do work we can be proud of, in a way we can be proud of.

We enjoy working together

We are passionate about our work. We believe that a collegial spirit is key to our success. We treasure personal freedom of mind, but also care about each other’s wellness. Our interaction creates positive energy and ignites creativity.

In short, we find meaning and joy in what we do.

3. ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

Organisational overview

TEI operates within an external environment characterised by growing expectations for ethical governance, responsible leadership, organisational accountability, and effective measures to address corruption and misconduct. In South Africa, continued governance and institutional challenges reinforce the need for organisations across the public and private sectors to strengthen ethical cultures and institutionalise effective ethics management practices. These conditions continue to influence demand for TEI's expertise, research, training, assessments, and advisory services. These developments reinforce the continued relevance

of TEI's purpose. As organisations face increasing governance complexity and heightened stakeholder expectations, there is a growing need for practical ethics guidance that enables responsible leadership, strengthens institutional resilience, and supports sustainable organisational priorities.

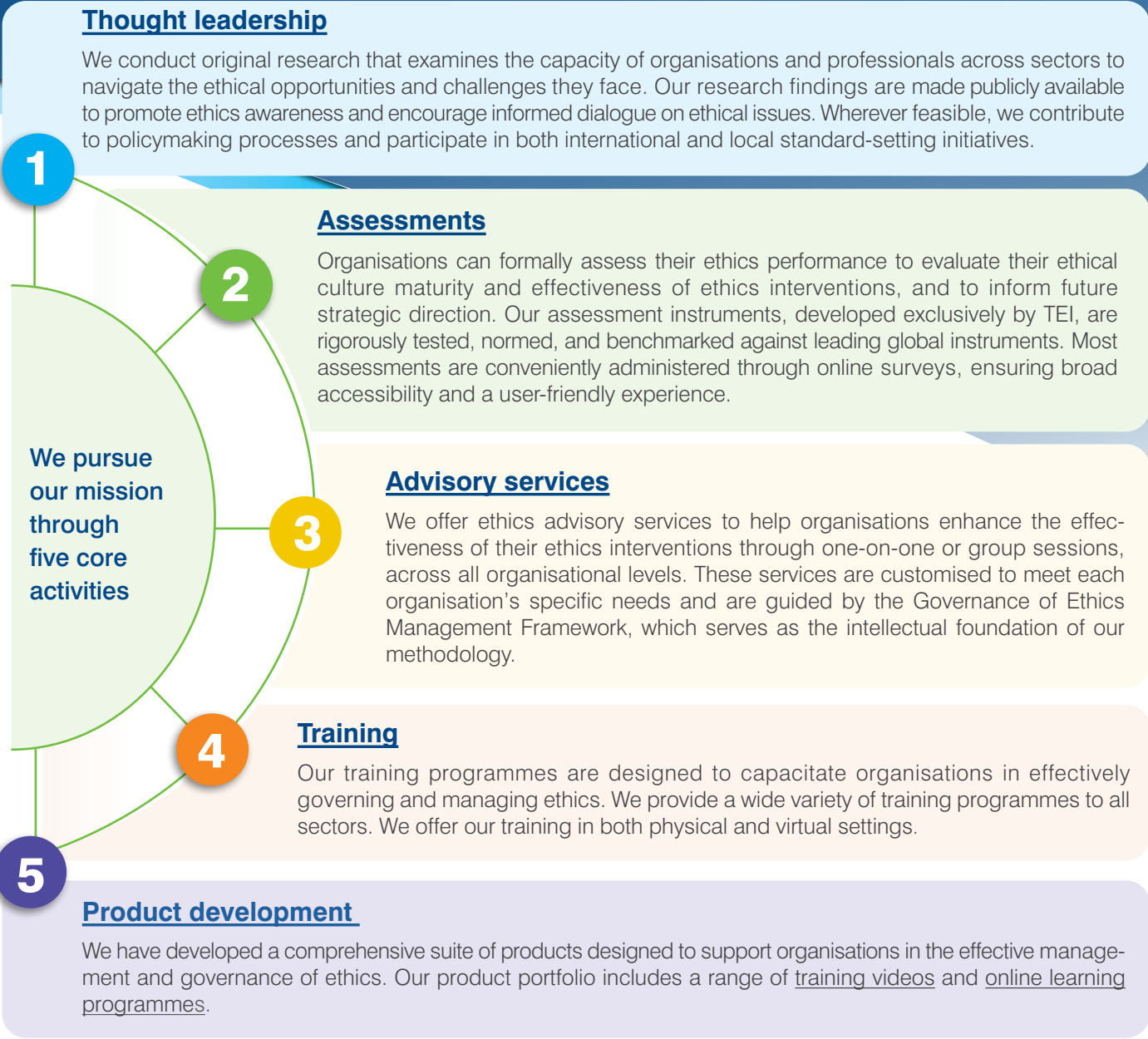
At the same time, rapid technological developments, particularly the adoption of artificial intelligence, are creating new ethical and governance considerations for organisations. This presents both a need and an opportunity for TEI to contribute to emerging thinking,

policy development, and practical guidance on responsible AI and related governance matters. TEI is therefore continuing to expand its research, products, advisory services, and thought leadership to assist organisations in adopting AI responsibly while maintaining ethical governance standards.

Changes in the funding and donor environment, together with broader economic pressures, continue to affect the availability and predictability of traditional funding sources. This reinforces the importance of TEI's Strategy 2030, which focuses on strengthening

the organisation's long-term financial sustainability through revenue diversification, international expansion, strategic partnerships, and the continued development of products and professional services. These external developments inform TEI's assessment of risks and opportunities, shape its strategic priorities, and support the continued evolution of its business model to ensure that it remains financially sustainable while fulfilling its public benefit mandate.

Legal form	Non-Profit Company (NPC), Public Benefit Organisation (PBO), incorporated in 1999, without members					
Vision	Building an ethically responsible society.					
Mission	Enabling and supporting the cultivation of ethical organisations.					
Core activities	Thought leadership	Ethics assessments	Advisory service	Ethics training	Product developmen	
Certifications Sole provider of:	Ethics Officer Certification Programme		Ethics Ambassador Programme		Safeline-EX, Safeline-IN, Safeline Dig-EX certifications	
Geographic reach	Contractual relations with individuals and entities in 79 countries and jurisdictions since the inception of TE					
Stakeholders	Public sector, private sector, professional bodies, donors, international organisations, TEI Supporters.					
Partnerships	24 national and international alliances with academic, professional, and advisory organisations.					
Governance	Board of Directors (majority independent), supported by Board Committees and Executive Management.					
Global standard-setting	Active participation in the King Committee, ISO TC309, V20, SABS, and others.					
Capitals applied	Financial	Human	Social & Relationship	Intellectual	Manufactured	Natural
External environment	• Growing demand for ethical governance and responsible leadership. • Continued governance reform and anti-corruption initiatives in South Africa. • Rapid growth in artificial intelligence and digital governance. • Changing donor funding landscape and economic pressures. • Expansion of international partnerships and global market opportunities. • Continued commitment to environmental impact mitigation through hybrid work and digital operations.					



4. BUSINESS MODEL

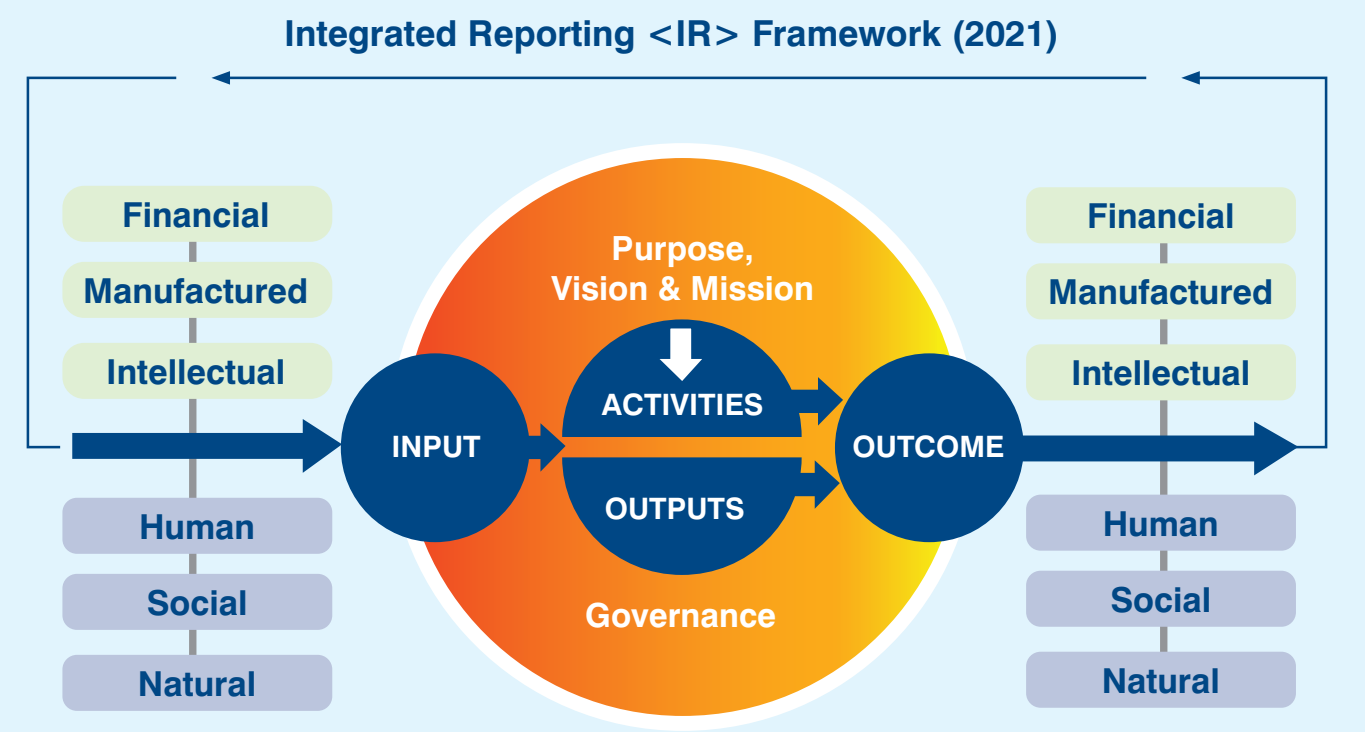
The external environment described in the preceding section continues to reshape the expectations placed on organisations and reinforces the increasing importance of organisational ethics. In response, TEI has developed a business model that enables it to fulfil its public benefit purpose while remaining financially sustainable through an integrated combination of research, professional services, products, training, certification, and strategic partnerships

TEI’s business model combines its role as an independent public-benefit institute with that of a social enterprise. This integrated model enables the organisation to fulfil its public benefit mandate while generating sustainable revenue to support its long-term viability, strategic priorities, and continued impact.

In its public-benefit capacity, TEI promotes the importance of ethics in society, contributes to the development of legislation and ethical standards, provides accessible resources, and advances thought leadership. These activities are primarily non-commercial in nature and seldom generate direct income.

The model presented provides an overview of TEI’s key inputs, activities, outputs, and outcomes, in alignment with the principles of the Integrated Reporting <IR> Framework (2021).

TEI’s business model reflects the principles of integrated thinking. The organisation draws on multiple forms of capital, transforming these through its activities into outputs and outcomes that create value for organisations, stakeholders, and society. The capitals are interconnected, and sustainable value is created through their combined contribution rather than through financial capital alone.



Outputs and Outcomes Across the Six Capitals

Capital	Refined Narrative	Output	Outcome
Financial Capital	TEI finances its public-benefit activities through a combination of external funding and self-generated income from services and products, recognising that financial performance gains meaning through its connection to all other forms of capital.	Diversified revenue streams from sponsorships, services, and products. Refer to pg. 27	Continued fulfilment of TEI's public benefit mandate and strategic objectives.
Human Capital	Each member of TEI's team makes a unique contribution to our vision and plays a critical role in its execution.	Skilled and committed employees delivering specialised services and thought leadership. Refer to pg. 23	A highly capable, motivated, purpose-aligned, values-driven workforce that sustains organisational performance and innovation.
Social and Relational Capital	TEI's relationships with public institutions, private entities, and professional associations provide us with social legitimacy and link us to international expertise.	Established stakeholder networks, partnerships, and collaborative initiatives. Refer to pg 41	Strengthened trust, reputation, influence within the ethics and governance community, and expanded collaboration opportunities enabling sustained stakeholder support.
Intellectual Capital	Leveraging extensive expertise in organisational ethics, TEI has developed a portfolio of training programmes, assessment instruments, services, and products that promote ethical leadership and ethical organisational conduct.	Developed ethics training curricula, assessment frameworks, advisory services, and thought leadership publications. Refer to pg. 29	Recognition as a leading authority in organisational ethics, contributing to ethical maturity in client organisations and society.
Manufactured Capital	TEI's operations follow a hybrid approach centred at our Brooklyn, Pretoria office, supported by robust information and communication technology infrastructures.	Functional office facilities and ICT systems supporting daily operations.	Operational efficiency, organisational agility, and continuity of service delivery irrespective of physical location.
Natural Capital	TEI relies on South Africa's energy and water infrastructure, with supplementary resources to ensure operational continuity. While our work involves travel, TEI reduces its carbon footprint through expanded virtual programmes and environmentally conscious facility use.	Access to essential utilities, supplemented by alternative energy and virtual engagement platforms. Refer to pg. 49	Reduced environmental impact, improved energy resilience, and responsible resource consumption aligned with sustainability objectives. These initiatives support responsible environmental stewardship while improving operational efficiency.

5. STRATEGY 2030

Strategy 2030 is TEI's response to the opportunities and challenges presented by its operating environment. Building on the organisation's purpose-driven business model, the strategy seeks to strengthen TEI's long-term sustainability while advancing its public benefit mandate. The strategic priorities respond to changing stakeholder expectations, the evolving donor funding landscape, rapid technological advancement, and the growing demand for ethical governance and responsible leadership. Together, they support the continued evolution of TEI's business model through stronger partnerships, diversified revenue streams, innovation, international growth, and the ongoing development of products, services, and thought leadership.

Emergent strategy

TEI Strategy 2030 is an 'emergent' strategy, just like its predecessor, in pursuit of a desired state. The focus of an emergent strategy is flexibility and adaptability, allowing an organisation to react to changes in its environment. This methodology is dynamic, relying on learning, experimentation, and adjustment.

This approach differs from a 'prescriptive' approach, where an end-state is predicted, and the path towards the end-state is mapped by a prescriptive and time-bound strategic plan.

In an emergent strategy, the impossibility of predicting the future is acknowledged, and several strategic priority areas are instead identified that drive the pursuit of the organisation's desired state. The specific initiatives supporting each strategic priority are reviewed and refined annually to ensure that the organisation remains responsive to changes in the external environment.



A

FOUNDATION ENRICHMENT

To ensure long-term stability, adaptability, and sustainable growth in an ever-evolving business landscape.

- Assess organisational capacity
- Invest in growing internal capacity and empowering staff
- Enhance staff morale and well-being
- Ensure diversity
- Improve technological infrastructure to support programme delivery and data management

B

PARTNERSHIP CULTIVATION

To build, strengthen, and sustain meaningful, transparent, and mutually beneficial relationships with our external stakeholders, fostering trust and collaboration.

- Expand collaborative partnerships
- Increase external stakeholder involvement in services and product delivery

C

FINANCIAL CAPACITY ENHANCEMENT

To strengthen TEI's long-term financial sustainability by ensuring the availability of resources needed to support operations, innovation, growth, and the achievement of its strategic objectives.

- Expand TEI's market presence and visibility
- Conduct project health checks
- Realign funding strategy to changes in donor landscape
- Establish a TEI Training Academy
- Develop innovative products, services, and training programmes aligned to emerging market needs

D

RESEARCH AND DEVELOPMENT

To drive innovation, foster our competitive advantage, and enable the development of new products, services, and processes that meet evolving market demands and customer needs.

- Maximise assessment instruments
- Conduct market research into global trends
- Leverage technology and digital transformation
- Enhance thought leadership offering

E

GLOBAL EXPANSION

To establish a global presence and increased market share by further entering international markets with TEI's products, services, and thought leadership.

- Conduct in-depth market research in Francophone, Lusophone, and Anglophone countries
- Create a marketing and branding strategy with a global appeal
- Form strategic partnerships with local and international organisations to facilitate market entry and build credibility
- Establish client base in identified markets
- Participate in international standard setting

6. RISKS AND OPPORTUNITIES

The risks and opportunities facing TEI arise directly from the external environment, the organisation’s business model, and the successful implementation of Strategy 2030. Risk management therefore supports informed decision-making by identifying uncertainties that could affect TEI’s ability to fulfil its public benefit mandate while remaining financially sustainable. At the same time, TEI actively identifies opportunities to strengthen its impact through innovation, strategic partnerships, international growth, and the continued development of its products and professional services.

6.1. Risk Landscape

The risk landscape provides a high-level view of the principal strategic risks facing TEI, illustrating their relative likelihood and potential impact.



6.2. Principal Strategic Risks and Opportunities

The Board reviews TEI’s principal risks and opportunities as part of its ongoing governance and strategic oversight. The following register reflects the most significant matters that may influence the successful execution of Strategy 2030 and the achievement of TEI’s strategic objectives.

Risk	Reason	Risk manifestation	Likeli-hood	Impact	Rating	Mitigation
Revenue volatility due to economic conditions	- Reduced client and donor spend due to economic constraints - Budget cuts in client organisations and changes in donor landscape	Reduced income stability	High	High	High	- Diversification of revenue streams - Expansion into digital and scalable offerings - Long-term client contracts - Medium to long-term project funding - Expansion of geographical and language reach beyond South Africa and Africa - Improved marketing of products and services - Reduced completion time of projects - Responsible incentivisation of good performance - Responsible and efficient budget control - Increased organisational sponsors (Tier 1, 2 and 3) to support thought leadership - New funding opportunities and funders explored
Payment delays and cashflow shock	- Chronic late payments by clients in all sectors and industries - Multi-country African work often involves complex payment approvals	60–120+ day payment delays - Project delivery continuing without cash cover - Staff costs unfunded	High	High	High	- Enforce advance payments or mobilisation fees - Cap unpaid exposure per client - Maintain minimum 8 - 10 months operating reserves - Tighten invoice governance and escalation protocols among subject matter experts
Public Sector instability	- Ongoing institutional reform, leadership turnover, post-election reshuffles, and constrained fiscal space - Ethics programmes are often “supported” rhetorically but deprioritised operationally	- Contracts paused or cancelled mid-delivery - Ethics units dismantled or merged - Loss of executive sponsors	High	Medium	High	- Structure contracts with phased deliverables and early value - Anchor work to statutory obligations, not individuals - Maintain relationships at multiple organisational levels

Risk	Reason	Risk manifestation	Likelihood	Impact	Rating	Mitigation
Inappropriate or uncontrolled use of AI and digital tools by Staff	- Staff may use open generative AI for analysis or drafting - Sensitive data uploaded onto public AI tools - No audit trail of AI use - Confidentiality breaches - Loss of professional credibility - Client liability	- AI-generated ethics advice with factual errors - High risk of data leakage or hallucinated advice	Medium	Medium	High	- AI acceptable-use policy - Human review requirements - Client transparency on AI use
Market relevance	Risk of declining relevance due to rapid evolution in emerging technologies (AI ethics), and governance expectations	- Reduced demand for services - Loss of thought leadership position - Misalignment with stakeholder expectations - Erosion of credibility and influence	Medium	High	High	- Continuous investment in research - Proactive strengthening of thought leadership - Expansion into AI and digital ethics advisory - Continuous update of frameworks and tools - Continuous engagement with stakeholders (boards, clients, partners) - Clear differentiation on independence, credibility, risk reduction, and the human element
Cybersecurity and confidentiality breach	- Increased exposure due to digital operations and sensitive client data - Regulatory non-compliance (POPIA)	- Data breaches or cyber incidents - Loss of client trust - Regulatory and reputational impact	Medium	High	High	- Enhance data governance and compliance - Continuous strengthening of cybersecurity measures - Annual vulnerability assessments - Train staff on data protection practices - Annual regulatory and legal compliance reviews
Capacity constraints and talent retention	- Ethics and governance specialists are scarce - Workload and passion are high	- Loss of key experts - Declining quality under workload pressure - Burn-out of staff members	Medium	Medium	Medium	- Caseload limits and mentor structures - Contractor/associate networks - Knowledge systems to reduce key-person dependency - Explicit wellbeing practices
Commercial pressure to underprice ethics work	- Competitive tenders prioritising cost over independence and quality - Donor-style pricing expectations applied to contract work	- Under-recovery of costs - Quality compromises - Mission drift toward “tick-box ethics”	Medium	Medium	Medium	- Full-cost pricing models - Clear differentiation on independence, credibility, risk reduction, and the human element - Decline bids that compromise standards (with board backing)
Reputational risk from client association	- Clients may be publicly implicated in corruption despite TEI’s advisory role “Ethics washing” accusations are increasingly common	- Media framing TEI as complicit - Loss of credibility with donors, supporters, or future clients	Low	Medium	Medium	- Formal client acceptance and exit criteria - Right to publish independence statements - Clear differentiation between advisory vs endorsement
Inability to demonstrate measurable impact	- Increasing demand for evidence of behavioural and institutional change - Ethics seen as “soft” in tight fiscal environments	- Contracts not renewed - Ethics programmes cut first	Low	Low	Low	- Define outcome indicators per service - Baseline and follow-up assessments - Simple, credible impact reporting - Board oversight of impact

TEI recognises that its risk profile will continue to evolve as its operating environment changes and therefore reviews its principal risks and opportunities regularly to ensure that its governance, strategy, and business model remain appropriate and responsive.



7. CHAIRPERSON’S REFLECTIONS

Ms Fay Hoosain
Independent Non-Executive Chairperson
Member of the Nominations and Governance Committee
Member of the Human Capital and Remuneration Committee

Dear stakeholders,

Reflecting on Our Foundations

As The Ethics Institute (TEI) marked its 25th anniversary at the end of 2025, it was fitting to reflect on the foundations that have shaped the organisation’s contribution over a quarter of a century. The occasion was both a celebration of TEI’s ethical roots and a reminder that enduring institutions are cultivated through conviction, disciplined effort, and the belief that ethics matters in practice, not only in principle.

The anniversary also prompted us to consider what must be renewed, strengthened and, where necessary, pruned as the world continues to evolve. As organisations confront new opportunities, emerging risks and growing ethical complexity, TEI’s enduring purpose remains constant: helping leaders and organisations navigate these challenges with ethical judgement, integrity, and moral courage. The celebrations carried both acknowledgement of the vision that established TEI and a clear commitment to ensuring that the Institute continues to evolve with relevance, resilience, and moral clarity.

The Context We Face

From the Board’s vantage point, the year under review affirmed a core reality: ethics is no longer peripheral. It is central to institutional resilience, public trust, and responsible leadership. Globally, organisations are navigating a convergence of technological disruption, geopolitical uncertainty, declining trust in institutions, climate pressures, democratic and governance challenges, and rising societal expectations. In South Africa, these pressures are intensified by socio-economic strain, institutional vulnerability, and mounting environmental impacts. Against this backdrop, TEI’s work is not only relevant; it is indispensable.

For me personally, TEI’s value lies not only in the depth of its institutional knowledge and experience, but also in its ability to help others exercise sound judgement in complex and contested contexts. TEI combines intellectual rigour with practical relevance: reading the signs of the times, engaging difficult questions with candour, and helping organisations translate ethical commitments into decisions, cultures, and systems. Over the past year, TEI further strengthened its role as a trusted advisor, thought leader, and partner across the public and private sectors, creating value through practical ethics guidance, institutional strengthening, and responsible leadership.

This context also speaks to the evolution of boards. Periodic oversight is no longer enough. Boards must provide active, informed, and adaptive stewardship: understanding risk, interrogating opportunity, anticipating change, and supporting decisions that create durable value. Ethics is not simply a governance safeguard; it is an enabler of ethical judgement, stronger leadership, and long-term value creation.

Strategy and Sustainability

Within TEI, the continued implementation of Strategy 2030 was a significant development during the year. It positions the organisation to remain adaptable, purposeful, and forward-looking in a rapidly evolving ethics and governance landscape. The Board remains confident that TEI is not simply preserving its legacy but stewarding it into a more complex future. By protecting established strengths while opening pathways for growth, innovation, international relevance and financial resilience, the strategy provides a clear foundation for sustained influence and public value.

Thought Leadership and Influence

TEI’s participation in global standard-setting initiatives, research collaborations, ethics forums, and public dialogue continues to reinforce its influence well beyond South Africa. Through its research, advisory services, thought leadership and practical tools, the Institute is helping organisations strengthen ethical leadership, governance capability, and responsible decision-making in an increasingly complex world.

One important expression of this contribution is TEI’s leadership in the ethics of artificial intelligence (AI). As AI becomes more deeply embedded in organisational decision-making, the need for ethical discernment, wise leadership and sound governance will only intensify. In this arena, TEI’s contribution is helping to shape how responsible AI is governed and applied, while encouraging organisations, professionals, and policymakers to think more deeply about accountability, human judgement, oversight, and responsible innovation.

Our May 2026 conference, *Navigating Ethics in a Disrupted World*, brought many of these themes into sharp focus. The launch of the *Ethics Companion for Legal and Regulatory Functions*, the recognition of the University of Johannesburg as *Ethics Initiative of the Year*, the panel discussion on whistleblower compensation, as well as the dialogue on AI demonstrated TEI’s commitment to translating ethical reflection into practical support and meaningful public dialogue. Together, these contributions reinforced the Institute’s ability to help organisations navigate uncertainty with integrity, courage, and practical wisdom.

Looking Ahead

TEI enters its next chapter with clarity of purpose and an unwavering commitment to ethical leadership. The Board and I recognise both the significance of this moment and the responsibility it places upon us. As we look to the next twenty-five years, our task is not only to preserve TEI’s legacy, but also to help define ethical leadership for a world being reshaped by profound technological, geopolitical, environmental, and societal change. TEI’s role in this work is necessary, timely and consequential.

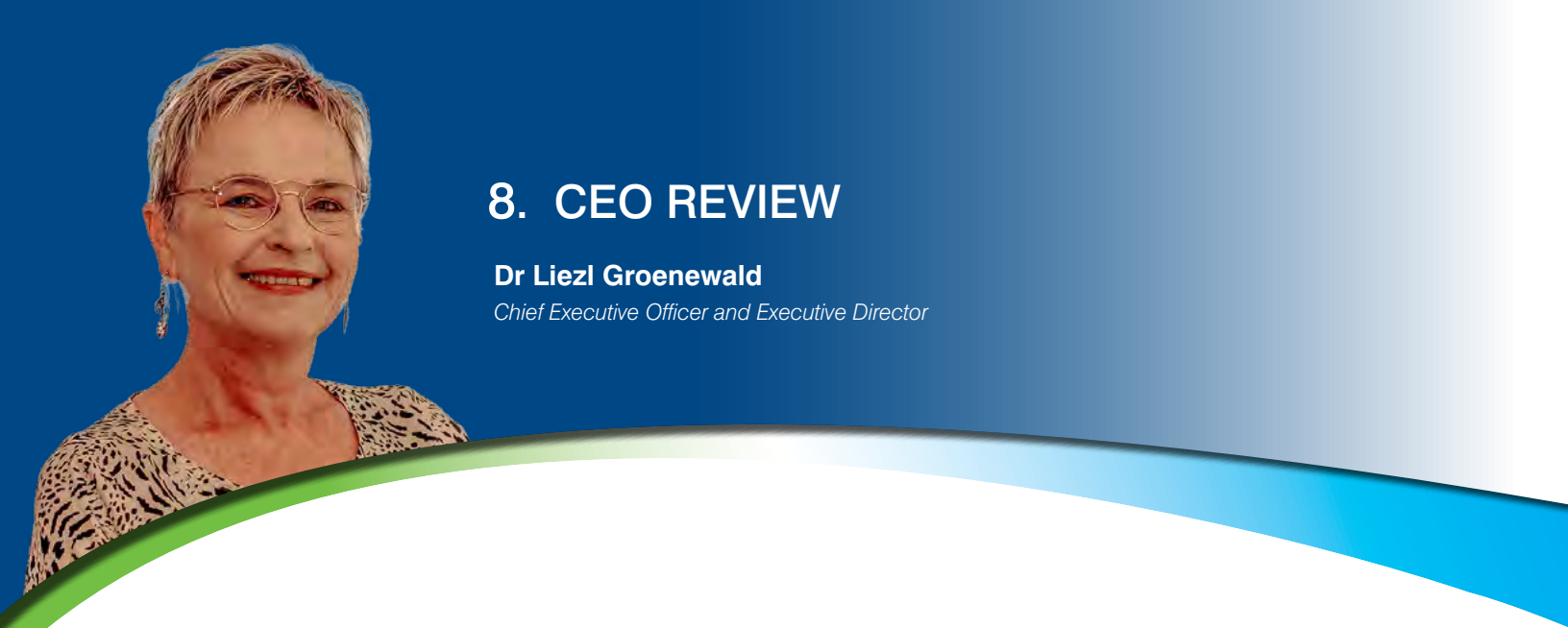
Stewardship and Appreciation

In closing, a sincere word of appreciation is due to TEI’s CEO, Dr Liezl Groenwald, our Company Secretary, Dantia Richards, the leadership team, employees, and associates. Their professionalism, commitment and shared sense of purpose remain key to the organisation’s strength and give the Board confidence that TEI will continue to grow with integrity and relevance.

I also thank my fellow Board members for their stewardship, independence, and thoughtful oversight, and TEI’s clients, partners, sponsors, supporters and collaborators for their trust and continued engagement. These enduring relationships sustain TEI’s work and strengthen its contribution to advancing ethical practice in organisations and society, in South Africa and globally.

Every best wish,

Fay Hoosain
Chairperson



8. CEO REVIEW

Dr Liezl Groenewald

Chief Executive Officer and Executive Director

When reflecting on the year under review, one is struck not only by the complexity of the environment in which we operate, but also by the consistency with which TEI has remained anchored in its purpose of building ethically responsible societies. Throughout a year of financial pressure, technological acceleration, economic uncertainty, and evolving stakeholder expectations, that purpose continued to guide our strategic choices, our services, and our contribution to society.

The broader operating environment continued to present both constraint and opportunity. Economic volatility and shifts in donor funding placed pressure on financial resilience, while increased public scrutiny and governance reform, particularly within the South African context, reinforced the demand for credible, independent ethics guidance. At the same time, the rapid advancement of artificial intelligence has introduced a new layer of complexity, requiring organisations to engage with ethical questions that are both immediate and far-reaching. Within this context, TEI has maintained its position as a steady and trusted partner, responding with both rigour and adaptability.

Our performance across core service areas reflects this responsiveness. Demand for advisory services remained strong, with engagements spanning public institutions, private organisations, and international partners. This growth is indicative of a broader shift in how organisations perceive ethics management, namely not as a compliance function, but as a strategic enabler of long-term value creation. Similarly, our assessment work continues to demonstrate measurable impact, with 92.3% of participating organisations showing improvements in ethical culture maturity following intervention. This reinforces the effectiveness of structured, evidence-based approaches to ethics governance.

Training and capacity development remained central to our mandate. Over 10,000 delegates were reached through a combination of open programmes, client-specific engagements, and broader knowledge-sharing platforms. This level of reach reflects both scale and depth, contributing to the professionalisation of ethics management across sectors. The continued strength of the Ethics Officer Certification Programme further supports this trajectory, ensuring that organisations are equipped with capable practitioners to embed ethical practices in a sustained manner.

Our thought leadership and research efforts have continued to evolve in response to emerging challenges. The development of the [Guidebook to Managing the Ethics of AI in Organisations](#), alongside ongoing contributions to global standard-setting bodies and national policy development, reflects TEI's commitment to shaping discourse at both national and international levels. The integration of artificial intelligence into our own operations, through tools such as virtual ethics and legal advisors, signals a deliberate move towards enhancing both efficiency and scalability while maintaining human oversight and ethical integrity.

During the year, TEI commenced implementation of Strategy 2030, with progress made across each of the five strategic priority areas described in this report. The identified priorities, namely foundation enrichment, partnership cultivation, financial capacity enhancement, research and development, and global expansion, provide a coherent response to the scenarios assessed during the year. These priorities are not aspirational in nature; they are grounded in the operational realities we face and are designed to ensure TEI remains relevant, resilient, and capable of delivering long-term value in a rapidly evolving environment.

TEI experienced a contraction in revenue during the year, with total income declining to R21.6 million, reflecting an increased deficit from R1 341 792 in 2025 to a deficit of R1 918 245 in 2026. This was primarily attributable to the conclusion of several funded projects and the new challenges in the traditional donor funding environment. Although income generated from training, conferences, and other fee-based services continued to grow, it did not fully offset the reduction in donor funding. When reflecting on the year under review, one is struck not only by the complexity of the environment in which we operate, but also by the consistency with which TEI has remained anchored in its purpose of building ethically responsible societies. Throughout a year of financial pressure, technological acceleration, economic uncertainty, and evolving stakeholder expectations, that purpose continued to guide our strategic choices, our services, and our contribution to society. TEI has also invested in capabilities that will enhance the organisation's long-term sustainability, including digital infrastructure, product innovation, and AI-enabled services. These investments are expected to strengthen operational efficiency, expand market reach, and position TEI to respond effectively to a rapidly evolving operating environment. These developments reinforce the importance of Strategy 2030, which focuses on diversifying revenue streams, strengthening international partnerships, expanding its products and services, enhancing operational and financial resilience, and reducing reliance on traditional donor funding to support the long-term sustainability of TEI.

TEI's stakeholder relationships remain a defining strength. Our network of partners, supporters, changes in client demands and clients continues to expand, reinforcing our social and relational capital. Engagement across more than seventy countries, together with participation in international governance and standard-setting platforms, positions the organisation as both locally grounded and globally relevant.

Looking ahead, the path is clear, though not without challenge. Funding pressures, changes in client demands, and technological disruption will continue to shape our operating environment. However, these are counterbalanced by significant opportunities in AI ethics, public sector reform, global engagement, and the growing demand for ethics capacity building. Our focus remains on navigating this landscape with discipline, ensuring that our responses are measured, evidence-based, and aligned with our purpose.

To our Board, staff, partners, supporters, and clients, I extend my appreciation. The progress reflected in this report is the result of collective effort, shared conviction, and a sustained commitment to doing work that is both meaningful and necessary.

TEI will continue to advance its role as a steward of ethical governance, remaining firm in its direction and deliberate in its actions as we move into the next phase of our journey.

Liezl Groenewald

Dr Liezl Groenewald

Chief Executive Officer

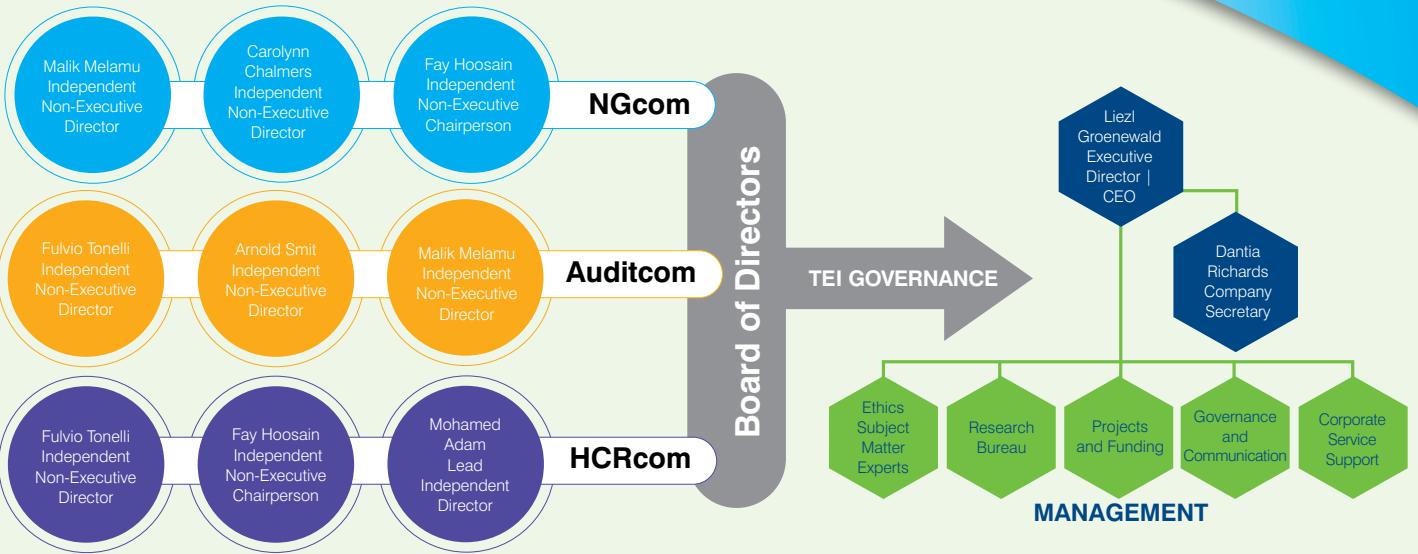
9. GOVERNANCE

TEI is governed by an independent Board of Directors that provides ethical and effective leadership, strategic oversight, and stewardship of the organisation. The Board oversees the execution of Strategy 2030, monitors organisational performance, considers principal risks and opportunities, safeguards TEI’s purpose and public benefit mandate, and promotes sustainable value creation through sound governance practices. TEI’s governance framework is aligned with the principles and outcomes of the King V™ Report on Corporate Governance for South Africa.

The Board meets formally three times each year and, where necessary, considers additional matters between meetings in accordance with its governance processes. A record of Board meeting attendance is available on [page 20](#).

Board committees

The Board has established specialised committees to assist it in discharging its governance responsibilities. Acting within approved terms of reference, each committee considers matters within its area of responsibility and makes recommendations to the Board, which retains ultimate accountability for all decisions.



10. BOARD OF DIRECTORS

8	12,5%	87,5%	50%	50%	25%	25%	50%	3	6
Total Board Members	Executive Directors	Independent, Non-Executive Directors	Male	Female	Asian	African	Caucasian	Number of Board meetings	Number of Board Committee meetings



Ms Fay Hoosain
Independent Non-Executive Chairperson
Member of the Nominations and Governance Committee
Member of the Human Capital and Remuneration Committee



Mr Mohamed Adam
Lead Independent Director
Member of the Human Capital and Remuneration Committee



Ms Carolyn Chalmers
Independent Non-Executive Director
Member of the Nominations and Governance Committee



Dr Liezl Groenewald
Executive Director
Chief Executive Officer



Mr Malik Melamu
Independent Non-Executive Director
Chairperson of the Nominations and Governance Committee



Ms Imogen Mkhize
Independent Non-Executive Director



Prof. Arnold Smit
Independent Non-Executive Director
Member of the Audit Committee



Mr Fulvio Tonelli
Independent Non-Executive Director
Chairperson of the Human Capital and Remuneration Committee
Chairperson of the Audit Committee

A concise biography of each director is available on the TEI website. To access these biographies, click on the director’s name below the relevant photograph.

10.1. Skills Matrix: Board of Directors

Top eight (8) specialist skills and expertise

The Board collectively possesses a diverse range of skills and expertise that enables it to govern the organisation effectively and support the execution of its strategic objectives.



10.2. Key governance matters considered during the financial year

- Review and approval of the CEO delegation of authority.
- Approval of the 2024/2025 audited financial statements and confirmed TEI’s status as a going concern.
- Approval of the 2025 integrated report.
- Externally assessed for compliance with the Employment Equity Act, Broad-Based Black Economic Empowerment requirements, the Protection of Personal Information Act, and the Promotion of Access to Information Act.
- Review of governing documentation i.e., Board Charter, NGcom Terms of Reference, HCRcom Terms of Reference, and Auditcom Terms of Reference, as well as related policies.
- Board succession planning.
- Conclusion of the Board tenure of Dr Khoza and Prof. Singh at the Board meeting held on 15 April 2025.
- Appointment of Ms Carolynn Chalmers as Independent Non-Executive Director.
- Performance oversight of the CEO.
- Evaluating the Board’s performance through self-assessment.

10.3. Board meeting attendance record

The Board convenes three times a year.

Board of Directors	15 April 2025	10 July 2025	16 October 2025
Mr Mohamed Adam	Present	Present	Present
Ms Carolynn Chalmers	N/A	N/A	Present
Dr Liezl Groenewald	Present	Present	Present
Ms Fay Hoosain	Present	Present	Present
Mr Malik Melamu	Present	Present	Present
Ms Imogen Mkhize	Present	Present	Present
Prof. Arnold Smit	Present	Present	Present
Mr Fulvio Tonelli	Present	Present	Present

10.4. Board management

As part of its ongoing digital transformation, TEI continues to manage Board documentation electronically. Prior to the implementation of digital governance processes, Board packs were printed and couriered to directors across South Africa for each Board meeting. The digital distribution of Board documentation has improved accessibility, efficiency, and document security within TEI’s governance processes.

Ongoing environmental benefits of digital Board management

Impact Type	Previous Approach	Current Approach
Board pack distribution	Printed and couriered	Electronic distribution
Board packs per meeting X 3 meetings p/a	11	0
Annual pages printed	Approximately 2,970	0
Paper consumption	Approximately 6 reams	0
Courier requirement	Nationwide distribution	None
Governance documentation	Predominantly paper-based	Fully digital

The environmental benefits associated with the transition to digital Board management continue to be maintained and form an integral part of TEI’s governance and operational practices.

10.5. Board affirmation

The Board is satisfied that it applies its collective expertise, independent judgement, and effective governance oversight to ensure that TEI remains purpose-driven, ethically governed, and focused on sustainable value creation. Through sound governance structures, the Board promotes long-term resilience, accountability, and responsiveness to stakeholders, in alignment with the principles and outcomes of [King V™](#).

1 Leadership and Ethical Culture

- The Board is satisfied that it has exercised ethical, responsible, and effective leadership.
- TEI is governed in a manner that actively embeds and sustains an ethical culture.

2 Strategy, Performance, and Reporting

- The Board is satisfied that the TEI strategy and business model support sustainable value creation.
- Performance is measured across financial and non-financial outcomes, including ethical and societal impact.
- Integrated reporting is reliable, balanced, and aligned with applicable frameworks and value creation principles.

3 Governing Structures and Delegation

- The Board is satisfied with the effectiveness of its composition, independence, diversity, and functioning.
- The roles of the Chairperson, CEO, and Board committees are clearly defined and effectively discharged.
- Delegation frameworks support accountability and effective oversight.

4 Governance of Risk and Opportunity

- The Board is satisfied that material risks and opportunities are identified, assessed, and appropriately managed.
- Risk governance supports resilience, adaptability, and informed decision-making.

5 Technology and Information Governance

- The Board is satisfied with the governance of technology and information, including data protection and cybersecurity.
- The ethical use and impact of emerging technologies, including AI, are appropriately considered.

6 Compliance Governance

- The Board is satisfied that TEI complies with applicable laws, codes, and standards.
- Compliance is integrated with ethical conduct and supports responsible corporate citizenship.

7 Remuneration Governance

- The Board is satisfied that remuneration is fair, responsible, and aligned with performance and long-term value creation.
- Remuneration disclosures are transparent and aligned with reporting requirements.

8 Assurance

- The Board is satisfied that combined assurance supports the integrity of financial and non-financial information.
- Internal controls and governance processes are effective.

9 Stakeholder Relationships

- The Board is satisfied that stakeholder relationships are managed in an inclusive, transparent, and equitable manner.
- Stakeholder interests are considered in decision-making and contribute to sustainable value creation.

11. OUR TEAM

Our people are central to TEI’s ability to deliver on its purpose, execute Strategy 2030, and create sustainable value. Their collective expertise, professional integrity, and commitment to ethical leadership enable the organisation to provide trusted advice, innovative research, practical guidance, and high-quality services across all sectors. We foster a collaborative and values-driven culture in which professionalism, continuous learning, and mutual respect support both organisational performance and public benefit.

A concise summary of each staff member’s profile is available on the TEI website. To access these biographies, please click on the staff member’s name below their photo.



Dr Liezl Groenewald
CHIEF EXECUTIVE OFFICER

Doctor of Philosophy
Ethics Officer 008 | Joined TEI in 2008



Remofiloe Kale
OFFICE MANAGER

Executive Assistant to CEO
Joined TEI in 2016



Dantia Richards
EXECUTIVE: GOVERNANCE AND COMMUNICATION

Company Secretary
Cert.,Dir.®, Ethics Officer 277
Joined TEI in 2012



Prof. Leon van Vuuren
EXECUTIVE: ORGANISATIONAL ETHICS

Doctor of Industrial Psychology
Joined TEI in 2014



Narisscia Campher
CORPORATE SERVICE
Communications Portfolio Manager

(Part-time Associate)
Master of Strategic Communication Management
Ethics Officer 1634
Joined TEI in 2021



Dr Lincoln Cave
ETHICS SUBJECT MATTER EXPERT

Doctor of Public Management
Ethics Officer 448
Joined TEI in 2025



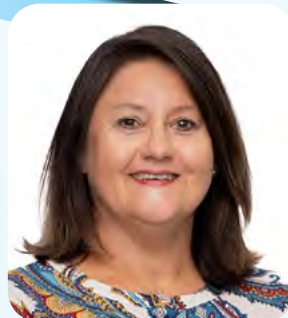
Kris Dobie
ETHICS SUBJECT MATTER EXPERT

Master of Workplace Ethics
Joined TEI in 2007



Lizette Hattingh
ETHICS SUBJECT MATTER EXPERT

(Part-time Associate)
Master of Personal and Professional Leadership
Ethics Officer 435
Joined TEI in 2012



Celia Lourens
PROJECTS AND FUNDING
Chief Projects and Funding Officer

Master of Business Management
Ethics Officer 568
Joined TEI in 2015



Jovita Matos Fazenda
ETHICS SUBJECT MATTER EXPERT & INTERNATIONAL BUREAU

Master of Anti-corruption Studies
Ethics Officer 493
Joined TEI in 2024



Palesa Mashabane
ETHICS SUBJECT MATTER EXPERT

PGDip in Compliance Management
Ethics Officer 929
Joined TEI in 2021



Rebecca Motale
CORPORATE SERVICE
Switchboard Operator

Joined TEI in 2008



Siphiwayinkosi Mdluli
ETHICS SUBJECT MATTER PRACTITIONER

Master of Management (Governance)
Ethics Officer 1566
Joined TEI in 2024



Bella Mkhabela
PROJECTS AND FUNDING
Project Management Specialist

BA Honours in Public Management and Governance
Ethics Officer 1603
Joined TEI in 2024



Olwethu Nxumalo
CORPORATE SERVICE
Operations Coordinator

BCom Honours Public and Development Management
Joined TEI in 2025



Annie Ou-Yang
RESEARCH BUREAU
Research Specialist

Master of Industrial and Organisational Psychology
Ethics Officer 1214
Joined TEI in 2021



Fatima Rawat
ETHICS SUBJECT MATTER EXPERT

Master of Management
Cert.,Dir.®, Ethics Officer 578
Joined TEI in 2016



Kgothatso Tshabalala
CORPORATE SERVICE
Training and Events Coordinator

BA Communication
Ethics Officer 844
Joined TEI in 2016



Dr Paul Vorster
RESEARCH BUREAU
Head of Research Bureau

Doctor of Industrial Psychology
Ethics Officer 889
Joined TEI in 2016



Corisa Walter
CORPORATE SERVICE
Accountant

B.Compt Accounting
Ethics Officer 1013
Joined TEI in 2018

Team collaboration

TEI marked a significant milestone with the celebration of its 25 years in existence.

This occasion reflected on a quarter century of advancing ethical leadership, thought leadership, and organisational integrity, while recognising the people, partnerships, and contributions that have shaped TEI's journey. The images that follow capture moments from this commemorative event, highlighting both the legacy established and the continued commitment to building an ethical society.



12. IMPACT AND PERFORMANCE

The purpose of this section is to demonstrate how TEI created value during the reporting period through its products, services, research, partnerships, and thought leadership. While financial performance remains important to sustaining the organisation, TEI measures its success primarily through the impact it has on the ethical maturity of organisations, the capability of ethics professionals, the strengthening of governance practices, and its broader contribution to society. The performance presented below reflects TEI’s commitment to translating ethical principles into measurable organisational and societal outcomes.

Our focus on organisations

TEI’s work is founded on the belief that lasting societal change is achieved by strengthening the ethical capability of organisations. By improving ethical leadership, governance, organisational culture, and decision-making within individual institutions, TEI contributes to broader public trust, institutional resilience, and sustainable societal outcomes. The impact presented in the pages that follow reflects this theory of change in practice.

Our work across different types of organisations is based on our uniquely developed Governance of Ethics Framework.



Governance of Ethics Framework

The Governance of Ethics Framework is founded on the premise that the primary outcome of governing and managing organisational ethics should be the cultivation of an ethical culture. This culture is initiated through leadership’s commitment to ethical conduct across all levels of governance and management. Governance structures play a critical role by setting strategic direction for ethics and providing oversight of an organisation’s ethical performance.

Effective governance of ethics requires that an organisation actively manages ethics in a deliberate, structured way and reports on its ethical performance to the appropriate governance structures. To support accountability and transparency, regular independent assessments must be conducted to evaluate the adequacy and effectiveness of ethics management and performance. These assessments are essential for enabling the organisation to report its ethics performance accurately and credibly to its stakeholders.

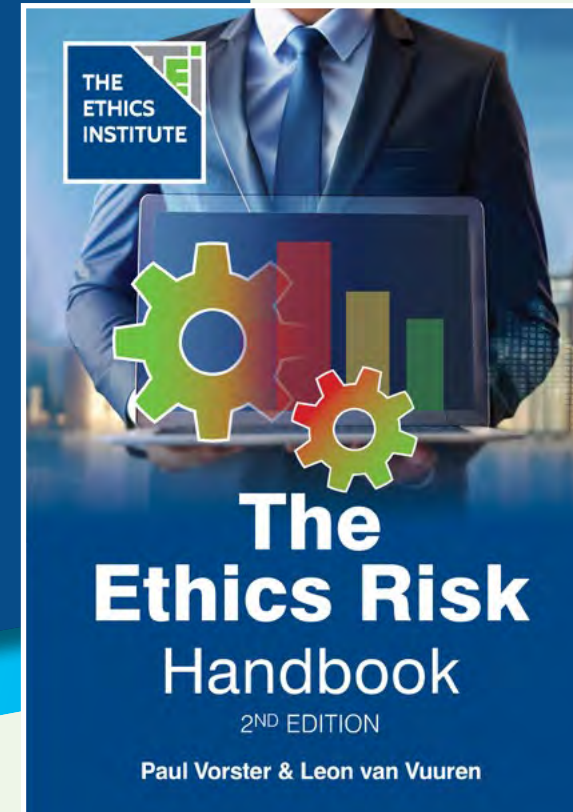
12.1. Thought Leadership

TEI's thought leadership contributes to the advancement of ethical governance by shaping professional practice, informing policy discussions, and promoting greater awareness of ethics-related opportunities and risks. Through research, publications, standards-setting initiatives, and media engagement, TEI equips leaders and organisations with practical insights to strengthen ethical decision-making, accountability, and organisational integrity. These efforts support the cultivation of more ethical organisations and, ultimately, a more ethically responsible society.

12.1.1 Publications

TEI aims to be a globally recognised thought leader in organisational ethics. Through original research, practical guidance, and evidence-based thought leadership, the Institute contributes to the advancement of ethical governance, strengthens organisational capability, and supports ethics practitioners, governing bodies, and leaders in addressing complex ethical challenges. To extend the reach of its public benefit mandate, TEI makes its thought leadership materials freely available through its expanding online resource library, providing accessible resources for individuals and organisations seeking to strengthen ethics management and ethical leadership.

These knowledge resources can be downloaded for free at: [Publications](#).



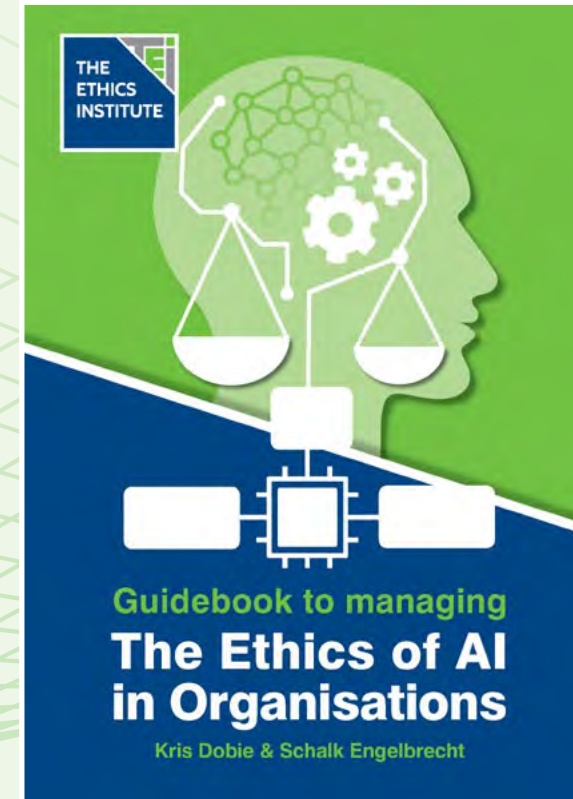
The Ethics Risk Handbook. 2nd Edition

Completed in March 2026.

Authored by Dr Paul Vorster and Prof. Leon van Vuuren

This handbook provides a practical and structured approach to identifying, assessing, and managing ethics risks and opportunities within organisations. It introduces the Ethics Risk and Opportunity Assessment (ERA) as the foundation of effective ethics management and offers guidance on embedding ethics risk management into governance and organisational decision-making.

It is intended as a resource for governing bodies, ethics officers, risk and compliance practitioners, executive teams, and other organisational role players responsible for strengthening ethical culture, managing ethics risks, and promoting sustainable governance.



Guidebook to managing The Ethics of AI in Organisations

Launched in May 2025.

Authored by Kris Dobie & Dr Schalk Engelbrecht

This guidebook addresses the following questions:

- What are the ethical risks associated with the use of AI?
- What do we, as an organisation, do about it?

It provides a concise and practical overview of the issues to look out for, supplemented by real-world case studies, and proposes an approach to managing the ethics of AI in organisations.

It is intended as a resource for all organisational role players who have a responsibility to manage the ethics risks associated with AI, including governing bodies, executive teams, ethics practitioners, risk practitioners, and IT development teams.

12.1.2. Media engagement

TEI contributes to the national and international discourse on organisational ethics by publishing evidence-based opinion pieces on emerging governance and ethics issues. Through these publications, the Institute shares practical insights, informs public debate, promotes ethical leadership, and raises awareness of contemporary ethics challenges affecting organisations and society. During the reporting period, TEI’s subject matter experts published the following articles across print, online, and social media platforms.

Articles

- [When Data Expires, Consumer Trust Does Too](#)
- [Mediocrity: the silent killer of society and organisations](#)
- [Firefighters Offer a Blueprint for Ethical Leadership](#)
- [Protecting truth in the face of fear](#)
- [King V – Building South Africa’s Ethics Infrastructure](#)
- [A Time for an Ethical Shift](#)
- [Between a rock and a hard place – Middle management and ethical leadership](#)
- [Use of emojis in the workplace](#)
- [Building Ethical Culture Through Values-Driven Institutional Policies](#)
- [Is Workplace Psychological Safety a Buzzword or an Ethical Imperative?](#)
- [Women Leaders Finishing Strong Against the Odds](#)
- [A busted myth, or scientific possibility?](#)
- [A Lesson in Ethical Leadership from a Retired Police Officer](#)
- [Who Is Watching the Watchers? South Africa’s Political Appointments and the Crisis of Ethical Governance](#)
- [From Sharpeville to Smuts – The Fight to Save a Generation](#)
- [Employee cynicism: A slow death for your organisation](#)
- [Ethical Leadership Is as Scarce as Water in Johannesburg](#)
- [Gender Equality in South Africa Demands More Than Policy — It Needs Ethical Leadership](#)
- [Does the Constitutional Court Prioritise the Rights of the Politically Connected Above the Rights of Citizens?](#)
- [Whistleblowers Are Not the Problem – Our Culture Is](#)

12.2. Research innovation and assessment impact

During the reporting period, TEI continued to refine its ethics assessment methodologies, research instruments, and analytics capabilities. The integration of quantitative and qualitative findings, comparative analysis, and practical implementation guidance provided organisations with deeper insight into their ethical cultures and enabled them to identify priorities, monitor progress, and make more informed ethics management and governance decisions. Longitudinal assessment results further demonstrated that structured ethics interventions can contribute to measurable and sustained improvements in organisational ethical culture maturity.



Research and innovation activities

- Continuous refinement of ethics assessment methodologies
- Integration of qualitative and quantitative ethics insights
- Sector benchmarking and comparative analytics
- Collaboration with ethics practitioners and organisational leaders
- Research-informed ethics strategy and implementation support
- Development of innovative assessment, reporting and analytics capabilities

Impact achieved:

Improvement highlights

- 92.3% improvement based on the broader longitudinal dataset analysed during the reporting period
- Improvements of 4 to 44 percentile points
- High-performing organisations maintained or strengthened maturity

Longitudinal insights

- Measurable improvement over time
- Structured programmes linked to stability

High-impact interventions identified

- Ethics strategies
- Ethics officers
- Ethics ambassadors
- Training
- Whistleblowing mechanisms
- Governance structures

Future development priorities

- Expanded sector benchmarking
- Greater integration of qualitative and quantitative insights
- Further automation of assessment reporting and analytics



12.3. Ethics Assessments

TEI's ethics assessments continue to provide organisations with meaningful insight into their ethical culture, ethics management practices, and reporting environments. Results from repeat assessments demonstrate that organisations implementing structured ethics management interventions continue to achieve measurable improvements in ethical culture maturity over time, providing evidence-based information to guide governance and ethics management decisions.

- **Enhanced assessment capability**
 - Assessment enhancements provided organisations with deeper insight into reporting experiences, retaliation risks, and ethics management effectiveness. The new research-informed Ethical Culture Maturity Indicator (ECMI) strengthened the quality of assessment data and established a foundation for future benchmarking and continuous improvement.
- **Improved reporting and analytics**
 - Continued enhancement of reporting and analytics capabilities improved the efficiency, consistency and accessibility of ethics assessment results, enabling organisations to make more informed decisions based on assessment findings.
- **Demonstrated improvement in ethical culture maturity**
 - Repeat assessments continued to demonstrate the positive impact of ethics management interventions. 83% of organisations that completed repeat ECMI assessments recorded improved ethical culture maturity scores, with improvements ranging from 4 to 12 percentile points.
- **Enhanced benchmarking and decision-making**
 - The implementation of integrated analytics and benchmarking capabilities improved the accessibility, consistency, and interpretation of assessment results, supporting more effective ethics management and governance decision-making.



12.4. Advisory Services

TEI's advisory services enabled organisations across the public, private, and professional sectors to strengthen ethics governance, ethical culture, and organisational accountability. Through strategic guidance, ethics management support, and governance interventions tailored to each organisation's context, TEI assisted leaders and practitioners to identify and address ethics risks, strengthen ethics oversight, and embed ethical considerations into decision-making. These engagements supported more mature ethics management practices, enhanced organisational resilience, and improved the capacity of organisations to sustain ethical conduct over time. By translating ethics principles into practical governance solutions, TEI continued to strengthen organisational cultures and contribute to sustainable value creation.

30 Organisations supported through advisory engagements

12.5. Training And Events

TEI's training and knowledge-sharing initiatives strengthen the capability of ethics practitioners, leaders, and governance professionals to promote ethical conduct within their organisations. Through practical learning, professional certification, conferences, and knowledge-sharing forums, participants develop the knowledge and skills required to strengthen ethics management, improve governance practices, and apply ethics principles in their organisational contexts. These initiatives support the development of more ethical organisations and contribute to improved governance outcomes.

- 1890** Delegates developed ethics and governance capability through open training sessions
- 3041** Delegates received organisation-specific ethics and governance training
- 5079** Delegates engaged in ethics learning, awareness, and knowledge-sharing forums
- 176** Individuals certified as Ethics Officers
- 10** Ethics Officer Certification Programmes presented



10 186 Total
delegates trained from
1 April 2025 to 31 March 2026

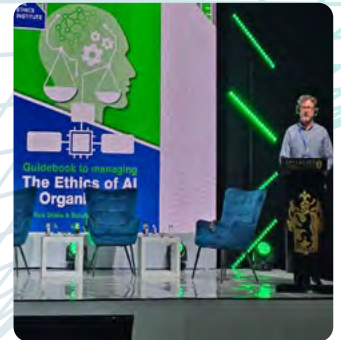
These interventions strengthened ethics capability, governance capacity, and professional competence across organisations.



12.5.1. The TEI Conference

TEI's annual conference serves as a leading platform for advancing organisational ethics through thought leadership, professional engagement, and fostering collaboration among ethics practitioners, governance professionals, academics, and organisational leaders. By facilitating the exchange of research, practical experience, and emerging ideas, the conference strengthens ethics management capability, promotes responsible leadership, and supports the ongoing development of ethical and well-governed organisations.

The 12th Annual Hybrid Ethics Conference, themed **Ethical Leadership Beyond Profit**, encouraged participants to consider the broader societal responsibilities of organisations and leaders. Discussions explored how ethical leadership contributes to sustainable value creation, stakeholder trust, responsible governance, and long-term organisational success.



12.5.2. Professional development and knowledge-sharing initiatives

TEI's professional development and knowledge-sharing initiatives strengthen the capability of ethics practitioners, governance professionals, and organisational leaders by providing opportunities for continuous learning, collaboration, and professional engagement. Through certification programmes, specialist training, webinars, and practitioner forums, participants enhance their knowledge, share practical experience, and develop the skills required to address complex ethics and governance challenges. Collectively, these initiatives contribute to the advancement of the discipline of organisational ethics and support stronger ethics management across sectors.

Ethics Officer Certification Programmes (EOCP)			
12 - 16 May 2025	Contact Gauteng	20 - 24 October 2025	Contact Gauteng
5 June - 1 July 2025	Online	6 November - 2 December 2025	Online
31 July - 26 August 2025	Online	26 – 30 January 2026	Contact Gauteng
18 - 22 August 2025	Contact Gauteng	23 – 27 February 2026	Contact Gauteng
15 - 19 September 2025	Contact Cape Town	5 – 31 March 2026	Online

Professional Learning Programmes	
9 - 13 June 2025	Ethics Ambassador Training
12 June 2025	Ethics Committees Training
6 August 2025	Ethics@theMovies
11 - 12 September 2025	Ethics Ambassador Training

Supporter Opportunities (exclusive to TEI Supporters and Sponsors)	
17 July 2025	Annual Supporter Gathering

Other Events	
29 May 2025	12th Annual Hybrid Ethics Conference
23 June 2025	World Whistleblowers Day Webinar
15 October 2025	Webinar in Celebration of Global Ethics Day
11 November 2025	The Impact of King V on the Governance of Ethics

12.6 Projects

12.6.1. Income generating services

TEI's services contribute to strengthening ethics governance, ethical culture, and organisational accountability across sectors. Through training, advisory support, research, assessments, and stakeholder engagement, organisations are supported in identifying ethics risks, improving governance practices, developing ethics capability, and embedding ethical decision-making into their operations.

1

Ethics training and certification

- Strengthened ethics capability among leaders, practitioners, and employees across sectors.
- Supported organisations in embedding ethics into governance structures, decision-making processes, and organisational culture.
- Contributed to the professionalisation of ethics management through accredited certification programmes.

2

Assessments and advisory services

- Enabled organisations to better understand their ethical culture maturity, ethics risks, and governance challenges.
- Supported the implementation of practical ethics strategies and improvement initiatives aligned with organisational objectives.
- Strengthened ethics management frameworks, accountability mechanisms, and organisational standards.

3

Research and innovation

- Generated evidence-based insights into emerging ethics risks, governance challenges, and organisational trends.
- Informed organisational decision-making and ethics management practices through research publications, surveys, and practical guidance.
- Enhanced the availability of ethics management tools, methodologies, and benchmarking capabilities.

4

Networking and advocacy

- Facilitated collaboration and knowledge-sharing among ethics practitioners, governance professionals, and organisational leaders.
- Expanded awareness of ethics-related challenges and opportunities through public engagement and thought leadership.
- Contributed to national and international discussions on ethics, governance, accountability, responsible leadership and whistleblowing.

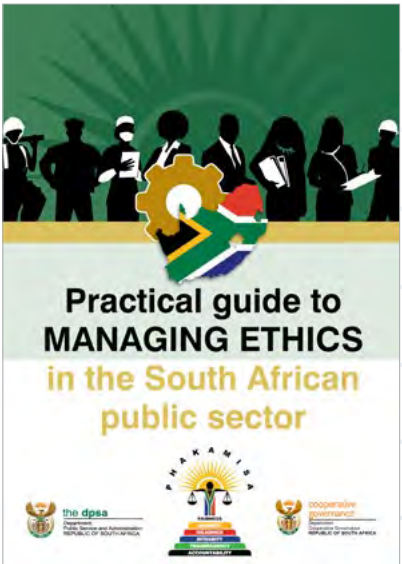
5

Impact and contributions

- Strengthened ethics governance practices within organisations across multiple sectors.
- Enhanced awareness and understanding of ethical risks, opportunities, and responsibilities.
- Supported improved organisational decision-making, accountability, and ethical culture development.
- Contributed to public sector integrity, responsible leadership, and broader societal trust.

12.6.2. Funded Initiatives

TEI undertakes third-party funded projects in collaboration with local and international partners to strengthen ethical governance, institutional capability, and responsible leadership across sectors. These projects typically involve independent research, capacity building, advisory support, and the development of practical ethics resources aligned with TEI's mission. Through these initiatives, TEI extends its public benefit contribution by developing sustainable ethics capability, supporting institutional reform, and strengthening the ethical infrastructure within the environments in which it operates.



Practical Guide to Managing Ethics in the South African Public Sector

This guide was developed into an easy to navigate website on behalf of the Department for Public Service and Administration (DPSA) for usage by all public sector ethics officers in local, provincial and national government.

12.7. Stakeholder Engagement and Societal Impact

Stakeholder relationships provide important evidence of the value created through TEI's work. The experiences of organisations, institutions, and individuals that engage with TEI demonstrate how ethics knowledge is translated into stronger governance, improved ethical cultures, enhanced leadership, and greater organisational capability. Collectively, these engagements illustrate TEI's contribution to building ethical organisations that strengthen public trust and create broader societal value.

Through rigorous research and targeted capacity development, TEI has equipped organisations and individuals with the tools required to make ethically informed decisions. In doing so, it has supported the development of more just, responsible, and resilient communities, and positioned itself as a critical resource for navigating complex ethical challenges in an increasingly interconnected global environment.

12.7.1. National Impact

During the reporting period, TEI continued to engage with stakeholders across the public sector, private sector, academia, professional bodies, and civil society through advisory services, assessments, training, conferences, collaborative initiatives, and funded projects. The following stakeholder perspectives illustrate the value experienced through these engagements.

Department of Cooperative Governance

We continue to work with TEI as they have proven themselves to be an exceptionally competent and dependable partner. Their commitment to ethical practice and integrity is not just a service offering, but a core principle of their business operations. They do not just teach ethics - they embody it.

Western Cape Local Government

TEI provided a practical perspective and respected view on how ethics can be embedded into assurance and governance processes, an essential step in strengthening trust within the public sector. Their expertise and ability to connect theory with practical application made the discussion especially interesting and valuable.

SANRAL

We are grateful to TEI who delivered insightful and thought-provoking presentations that greatly enriched the session and set a strong tone for the rest of the campaign. They were instrumental in engaging our colleagues and deepening their understanding of ethical decision-making and integrity, both in their professional and personal lives.

Umngeni Uthukela Water

We greatly appreciate the insights and outcomes shared by TEI, as they established a strong baseline for advancing and maturing our ethical culture. It has truly been a pleasure collaborating with the team on this project. The guidance and support throughout the process have been invaluable, and the knowledge gained will significantly benefit both the Ethics Office and uMngeni-uThukela Water as we continue to champion ethical practices within our organisation.

ARMSCOR

We extend our gratitude for excellent training on the governance of ethics. The content presented was of significant value to us and will assist in improving our internal processes going forward.

Bayport Financial Services

We would like to extend our heartfelt thanks for your invaluable contribution to BFS. Your insights, expertise, and engaging presentation added tremendous value and helped make it a resounding success. TEI's participation not only enriched the discussions but also inspired our teams to think more deeply about this evolving landscape.

Capitec Bank

We would like to extend a heartfelt thank you for the workshop. Your presentation evoked a sense of passion and excitement among stakeholders, and the overall feedback from stakeholders was very positive.

Onke Poswa (Personal testimony)

I am writing to express my heartfelt appreciation and sincere gratitude to TEI for awarding me the bursary to pursue the EOCP. Thank you for your generosity and commitment to nurturing ethical professionals.

12.6.2. Supporter Network

TEI offers individuals the opportunity to become Supporters of the Institute and to publicly align themselves with the advancement of ethical conduct in society. Through this community of like-minded professionals and citizens, Supporters contribute to the broader pursuit of ethical leadership, accountability, and responsible conduct across all sectors of society.

As part of joining, Supporters commit to TEI's vision of building an ethically responsible society by pledging to act ethically and to promote ethical conduct within their own spheres of influence. The Institute relies on the good faith, integrity, and personal commitment of each Supporter in upholding these principles.

TEI's Supporter Network extends the Institute's influence beyond its direct service delivery by creating a community of individuals committed to promoting ethical conduct within their respective spheres of influence. Through their ongoing engagement and advocacy, Supporters contribute to the broader advancement of ethical leadership, accountability, and responsible citizenship across society.

989	Total number of Supporters
300	Total Individual Supporters
445	Total Supporter groups
45	Total Sponsored Supporters
9	Total Lifelong Friend Supporters
172	Total EO Complimentary Supporters
23	Complimentary Supporters
241	Supporters with Ethics Officer (EO) designation

Supporters by cumulative subscription years (e.g. 1st year, 5th year)

577	172	35	7
Total Supporters between 1 and 5 years	Total Supporters between 6 and 10 year	Total Supporters between 11 and 20 year	Total Supporters above 20 years

Supporter opportunities and the Supporter pledge can be accessed by clicking [HERE](#).

12.7.3. Strategic partnerships and alliances

Our Partners and Sponsors

TEI’s strategic partnerships and alliances extend the Institute’s ability to advance organisational ethics beyond its direct services. Through collaboration with professional bodies, academic institutions, standard-setting organisations, civil society organisations, and other strategic partners, TEI expands its reach, contributes specialist expertise, supports the development of ethics knowledge and standards, and strengthens collective responses to complex governance and ethics challenges. These relationships enhance TEI’s public benefit contribution and support its purpose of building an ethically responsible society.

Strategic Partners



Association of Certified Fraud Examiners South Africa



Accountability Lab South Africa



Business Ethics Network of Africa



Chartered Institute of Government Finance, Audit & Risk Officers



Financial Planning Institute of Southern Africa



Good Governance Africa



Globethics.net (based in Switzerland)



Institute of Commercial Forensic Practitioners



Institute of Directors in South Africa



The Institute of Internal Auditors South Africa



The Whistleblower House



Institute of Risk Management South Africa



Small Business Institute



South African Board for People Practices



South African Institute of Chartered Accountants



South African Institute of Professional Accountants



Society for Industrial and Organisational Psychology of South Africa

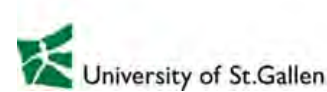


Etik ve İtibar Derneği Ethics & Reputation Society

Academic Partners



Bentley University: W. Michael Hoffman Center for Business Ethics



Institute for Business Ethics (St. Gallen University)



Graduate School of Business Leadership (UNISA)

Network Partner



Values20

Signatory Partner



United Nations Global Compact

Appreciating our Sponsors

The support of our sponsors contributes directly to TEI’s ability to undertake public-benefit initiatives, develop ethics resources, conduct research, and promote ethical leadership across society. Through these partnerships, TEI is able to extend its reach and amplify its impact beyond its commercial activities.

TIER 1



TIER 2



TIER 3



12.7.4. Global Influence And Thought Leadership Impact

TEI's influence extends beyond its direct services through active participation in national and international standards development, academic research, professional practice, and global ethics initiatives. These contributions strengthen the discipline of organisational ethics, support the development of practical governance guidance, and reinforce TEI's role as a trusted contributor to ethical leadership nationally and internationally.



Global footprint

TEI's work has contributed to ethics capacity development and governance initiatives in more than 70 countries since its incorporation in 2000.

Board and global governance participation

Contributions to national and international standards development support the advancement of governance maturity, responsible AI governance, and ethics management practices globally.

International academic appointments

TEI employees continue to serve as professors, research fellows, examiners, and lecturers at South African and international universities.

International Organisation for Standardisation (ISO) and global standards development

Active contribution to ISO Working Groups on Governance Maturity (ISO37000), Artificial Intelligence Governance, and the Group Governance Maturity Model (ISO 37014).

New publications

TEI employees authored and co-authored new publications:

- Book chapter – The Impact of Ethical Culture Maturity on Whistleblowing.
- Book chapters in the 5th Edition of Ethics for Accountants and Auditors.
- [Guidebook to Managing the Ethics of AI in Organisations](#).
- We look forward to the launch of The Ethics Risk Handbook, Second Edition, and Ethics and Compliance Handbook, Second Edition, as well as the publication of five book chapters in academic textbooks during the coming year.
- These publications contribute to the development of practical ethics knowledge and provide guidance to students, practitioners, organisations, and governance professionals.

Journal editorial contributions

Through editorial contributions, TEI employees support the development, review, and dissemination of ethics and governance research within the global academic community.

Employee professional development

Ongoing professional development strengthens TEI's internal expertise and supports the delivery of high-quality ethics services, research, and thought leadership.

AI innovation recognition

Continued innovation in AI-supported ethics management tools expands the accessibility, scalability, and practical application of ethics guidance and analysis.

Accreditation milestones

- TEI's [EAP](#) and its [EOCP](#) were accredited by [STADIO Higher Education](#).
- Accreditation strengthens the credibility and recognition of TEI's professional development programmes and supports the professionalisation of ethics management.

Public benefit and societal recognition

Adoption of the Code for Ethical Leadership for Local Government by [more than 20 municipalities](#) throughout South Africa.

Awards

- Whistleblower Champion Award by the Public Interest Group.
- Skills Development Leadership Award by the World Education Congress Awards.



12.7.5. Website Communication

TEI’s website provides accessible ethics knowledge, practical resources, publications, and professional development information to organisations, practitioners, and the broader public. Website engagement during the reporting period demonstrates continued demand for ethics-related content, with users accessing guidance, training information, publications, and practical tools that support ethical leadership, governance, and organisational ethics management. The website also serves as an important platform for extending TEI’s reach beyond its direct client engagements and supporting its public benefit purpose.

Description	2024 - 2025	2025 - 2026	%
All-inclusive site activity (visits for the year)	138 708	123 277	↓ 11%
Total sessions	61 017	72 076	↑ 18%
Total users	40 890	49 844	↑ 22%
Handbook downloads	5 783	5 354	↓ 7%
Podcast downloads	320	50	↓ 84%

Website Activity	
Online EOCP training brochure	↑ 153.4%
EOCP contact training brochure	↑ 38.4%
TEI Training programmes 2026	↑ 247.3%
Traffic to the home page	↓ 27.1%

Visitor origin:
174 different countries

Highest visit rate
South Africa

Lowest visit rate
Yemen

12.7.6. Digital Reach and Engagement

TEI’s social media platforms extend the reach of organisational ethics by making research, thought leadership, practical guidance, and professional learning opportunities accessible to a broad audience. Through regular engagement with ethics practitioners, organisational leaders, governance professionals, and the public, these platforms promote informed discussion on emerging ethics issues, strengthen awareness of ethical leadership, and support TEI’s public benefit purpose beyond its direct services.

Media	March 2025	March 2026
LinkedIn	12 304	13 765
Facebook	983	1 035
Platform X	1 414	1 427
YouTube	208	308

LinkedIn Highlights

391 824	Impressions
232	Comments
4 467	Reactions
132	Reposts

1 460 New Followers
over the reporting period

Media Coverage	2025	2026
International Broadcast	1	0
Radio	2	3
Broadcast	1	4
Print	5	2
Online	9	12

12.7.7. Environmental Responsibility

TEI’s carbon emissions were calculated using actual data collected over two financial years, ensuring an accurate reflection of operational activity. A widely used emissions calculator was applied to determine emissions values.

The data and calculations were verified internally by the Head of TEI’s Research Bureau. No external assurance was conducted for this reporting period. External validation may be considered in future cycles as part of ongoing improvements in sustainability reporting.

Office space reduction

The consolidation of TEI’s office footprint was completed during the previous reporting period as part of the organisation’s transition to a hybrid operating model. The decision was driven primarily by operational and financial considerations rather than a specific environmental objective. An associated outcome has been a sustained reduction in office energy requirements and the avoidance of embodied carbon associated with maintaining a substantially larger office footprint. As no further changes to TEI’s office accommodation occurred during the current reporting period, these environmental benefits have been maintained rather than newly created.

Ongoing environmental benefits of office consolidation:

Impact Type	Estimate	2026
Office size reduced	Reduced from 312.12 m² to 60.02 m²	60.02 m²
Annual energy saved	63,025.5 kWh	63,025.5 kWh
Annual CO ₂ saved (operational)	25.21 tonnes CO ₂	25.21 tonnes CO ₂
Embodied carbon avoided through office consolidation	100.84 tonnes CO ₂ e	100.84 tonnes CO ₂ e



Environmental impact of TEI’s hybrid working model

TEI monitors the environmental impacts associated with its hybrid operating model as part of its commitment to transparent environmental reporting. Although the hybrid working model was introduced primarily to support operational efficiency and organisational flexibility, it has resulted in measurable reductions in office energy consumption and employee commuting. During the reporting period, TEI refined its environmental measurement methodology by incorporating estimated home-of-office energy consumption, providing a more balanced assessment of the model’s overall environmental impact. TEI will continue to report these indicators annually to support consistent year-on-year performance measurement and trend analysis.

Impact Type	2025	2026
Reduction in Office Energy Use	48,000 kWh/year (19.2 t CO ₂)	48,000 kWh/year (19.2 t CO ₂)
Reduction in Commute Emissions	19,008 kg CO ₂ /year (19.0 t CO ₂)	19,008 kg CO ₂ /year (19.0 t CO ₂)
Gross annual emissions reduction	38.2 t CO ₂	38.2 t CO ₂
Home-office energy emissions	19.2 t CO ₂	19.2 t CO ₂
Net Annual Emissions Reduction	19 t CO ₂	19 t CO ₂

Air travel emissions: 2025 vs 2026

Air travel emissions decreased compared to the previous reporting period. This reduction was not the result of a specific environmental intervention, but reflects variations in project activities, events, and stakeholder engagements requiring travel during the year. TEI therefore reports air travel emissions as an environmental performance indicator rather than attributing the year-on-year reduction directly to an emissions-reduction initiative. Air travel kilometres and associated emissions will continue to be measured annually to enable longitudinal comparison and identifying trends over time.

Year	Long-haul (km)	Short-haul (km)	Emissions (tonnes CO ₂)
2025	55,571.80	71,031.80	17.62
2026	12,280.08	80,183.20	13.96

Training material

TEI continues to reduce paper consumption through the increased use of digital learning materials and alternative delivery methods. These changes were introduced primarily to support evolving training approaches and participant needs, with reduced printing emerging as a beneficial operational outcome. Printed EOCP manuals continue to be produced for selected in-person programmes where appropriate. TEI will continue to monitor annual printing volumes to strengthen longitudinal reporting on paper consumption associated with training delivery.

The environmental benefits associated with this reduction in printing continue to be maintained, contributing to lower paper consumption, reduced printing requirements and a smaller environmental footprint associated with training delivery.

12.7.8. Governance activities

TEI contributes its ethics expertise to public-interest initiatives, professional bodies, academic institutions, and governance forums to strengthen ethical leadership, governance, accountability, and institutional capability across sectors. These contributions extend beyond direct client engagements and support the development of practical guidance, governance standards, public policy, professional practice, and ethics capability that benefit organisations and society more broadly.

- Contributed specialist ethics expertise to governance and public-interest initiatives
- Supported the development of ethics-related guidance, standards, and policy inputs
- Strengthened ethics capability through education, training, and knowledge-sharing
- Advanced ethical leadership and accountability through stakeholder engagement
- Promoted ethics as a recognised profession and career pathway



Advancing ethics through public interest contributions

B20: TEI in partnership with KPMG

- Roundtable on managing the Ethics of Artificial Intelligence in organisations

Department of Public Service and Administration

- Strategic Review Session: Ethics management at local government findings, lessons learnt, and recommendations for the Department of Public Service Administration’s planned work in local government

Local Government Ethical Leadership Initiative

- Project implementation

South African Institute of Civil Engineers

- Panellist: Professional ethics presentation

Association of Certified Fraud Examiners South Africa

- Whistleblowing Management Guidance document for members review

African branch of the International Organisation of Supreme Audit Institutions: English language subgroup

- Seminar speaker: Building Resilient Institutions: Strengthening Integrity, Innovation, and Accountability in the Fight Against Corruption

Association of Certified Fraud Examiners South Africa: Student Chapter

- Presentation on why whistleblowing matters

Cape Peninsula University of Technology

- Governance of Ethics | Ethical Decision-making training

Department of Cooperative Governance and Traditional Affairs

- Review input: Local Government White Paper

Eduvos Midrand Higher Campus

- Open Day: A career in ethics

Institute of Directors South Africa

- King V video clip: Why King V matters and why TEI supports it

Max-Planck Institute for Comparative and International Law, Hamburg (Germany)

- Interview with PhD student about Sustainable Corporate Law and the Global South

National Anti-Corruption Advisory Council

- Stakeholder workshop facilitation

National Anti-Corruption Advisory Council

- Close-out event participation

Organisation for Economic Co-operation and Development

- Speakers at the Fair Market Conditions for Competitiveness in South Africa

United Nations and National Business Initiative

- Stakeholder Interviews on Whistleblowing and Business Integrity

12.7.9. Social outreach

Responsible corporate citizenship forms an integral part of TEI’s commitment to building an ethical society. Beyond advancing organisational ethics through its professional services, the Institute seeks to make a positive contribution to the communities in which it operates through carefully selected outreach initiatives that respond to practical needs. Although modest in scale, these initiatives reflect TEI’s values in action and demonstrate its commitment to making a meaningful contribution beyond its core professional activities.

2025/2026 Tailored care for girl-children

During the year under review, TEI supported a focused outreach initiative aimed at assisting vulnerable schoolgirls at Pretoria Secondary School. Through the provision of care packages, the initiative sought to address practical needs that may affect learners’ wellbeing, dignity, and participation in the educational environment. Support was directed to those learners identified by the school as most in need, ensuring that assistance was both relevant and meaningful.

Although modest in scale, the initiative reflects TEI’s commitment to applying its organisational values in practical ways beyond the workplace. By supporting identified community needs and working in partnership with local institutions, TEI seeks to make meaningful contributions where assistance can have a direct and positive impact.



13. FINANCIAL PERFORMANCE

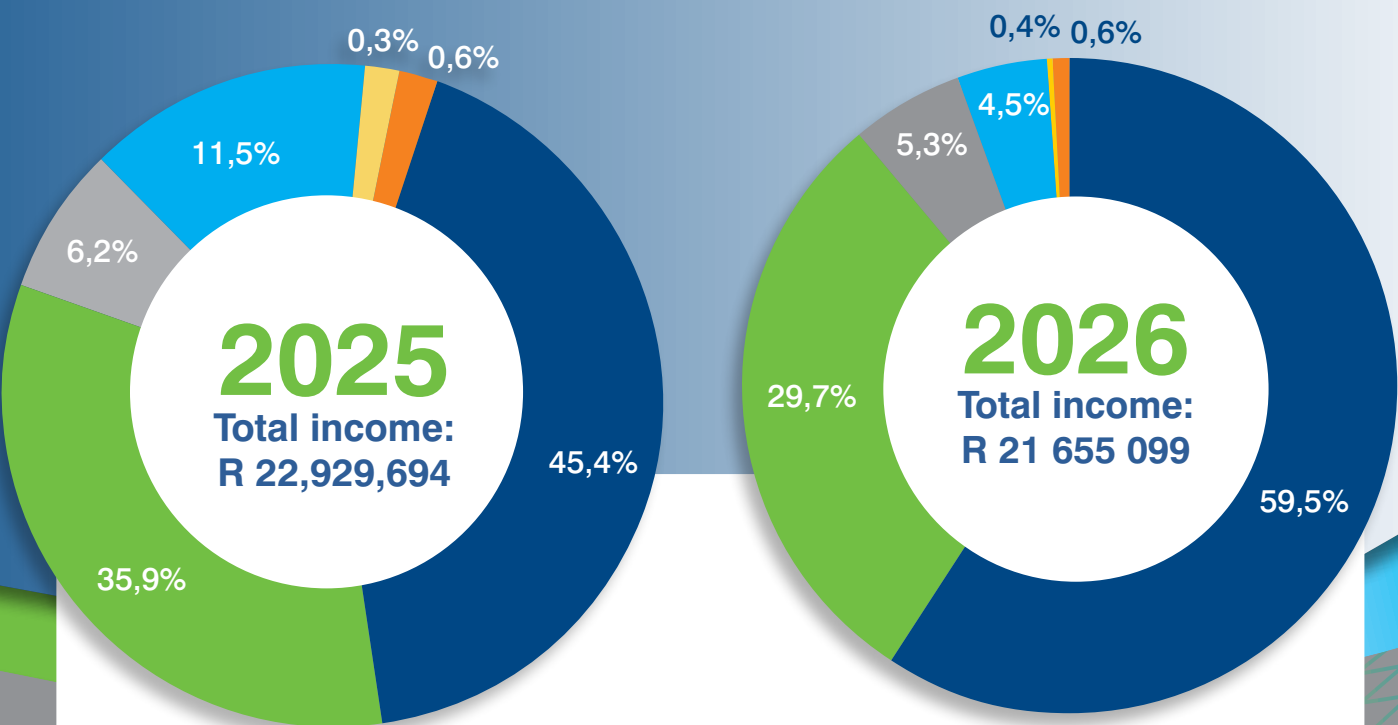
Funding model

TEI is an independent non-profit and non-government organisation that functions both as a public institute and as a social enterprise. Through its public interest role, TEI undertakes research, contributes to ethics-related policy development, and participates in national and international standard-setting initiatives. Through its social enterprise activities, TEI provides a broad range of professional services to clients and secures external funding and sponsorships for targeted projects and initiatives.

Revenue generated through these activities is reinvested into expanding TEI's research capacity, strengthening its service to clients, and developing new products and initiatives aligned with its vision of building ethically responsible societies.

TEI's funding model is designed to support both its public-interest mandate and its long-term organisational sustainability. As an independent non-profit organisation operating as a social enterprise, TEI generates revenue through professional services, products, external funding, sponsorships, and strategic partnerships. These resources are reinvested to strengthen research, thought leadership, organisational capability, product innovation, and public-interest initiatives that advance ethical leadership and organisational ethics. A diversified funding model enables TEI to remain independent, responsive, and financially resilient while continuing to fulfil its purpose of building ethically responsible societies.

Income distribution



59,5%	Training, Advisory, Assessments, and Certification Increase: Overall increase driven by continued demand across training programmes, including growth in the Ethics Ambassador Programme.
29,7%	Open courses, workshops, and conferences Increase: An increase from prior year due to successful conference and well-attended training events.
5,3%	Supporters and Sponsors Decrease: Decrease from the prior year due to two Tier One sponsors not renewing, partially offset by the return of a previous sponsor.
4,5%	Funded Projects Decrease: External funding and sponsorship support continue to play an important role in enabling TEI's research activities. Funding from GIZ was received during the year under review.
0,4%	Products Decrease: Legislative challenges relating to music rights and sole-use contracts continue to impact this area, with increased focus being placed on expanding other product sales going forward.
0,6%	Committees Decrease: TEI staff members continue to contribute to external Boards and committees, with related fees accruing to TEI. Representation was maintained on one committee during the reporting period.

* Statement of financial position

A summary of TEI’s audited annual financial statements is presented below. The information provides a concise overview of the organisation’s financial position, and financial performance during the reporting period.

	2026	2025
	R	R
ASSETS		
Non-Current Assets	373,929	138, 472
Property, plant and equipment	373,929	138, 472
Current Assets	14,069,028	15, 714, 443
Trade and other receivables	2,837,580	2, 807, 046
Cash and cash equivalents	11,231,448	12, 907, 397
Total assets	14,442,957	15, 852, 915
EQUITY		
Total Equity	10,196,924	12, 115, 169
LIABILITIES		
Current Liabilities	4,246,033	3, 737, 746
Trade and other payables	843,654	748, 833
Provisions	2,046,697	2, 011, 005
Income received in advance	1,355,682	977, 908
Total Liabilities	4,246,033	3, 737, 746
Total Equity and Liabilities	14,442,957	15, 852, 915

Statement of comprehensive income

	2026	2025
	R	R
Revenue	21,655,099	22, 929, 694
Cost of sales	(3,331,693)	(5, 228, 879)
Other income	483,974	24, 393
Operating expenses	(21,450,274)	(20, 118 511)
Operating (deficit)	(2,642,894)	(2, 393, 303)
Investment revenue	774,662	1, 127, 235
Finance costs	(0)	(14)
Foreign withholding tax	(50,013)	(75, 710)
Surplus / (Deficit) for the year	(1,918,245)	(1, 341, 792)
Other comprehensive income	-	-
Total comprehensive (deficit)	(1,918,245)	(1 341 792)

*This financial summary was extracted from the 2026 Audited Financial Statements of TEI and reflects a clean audit opinion.

14. FUTURE FOCUS

With Strategy 2030 now underway, TEI enters the next phase of its strategic journey with a clear focus on strengthening its long-term organisational resilience and public benefit impact. Building on the achievements outlined in this report, the Institute will continue to respond proactively to the evolving governance and ethics landscape while advancing its purpose through innovation, strategic partnerships, thought leadership, and organisational capability.



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Brooklyn House 1, 158
Olivier Street, Brooklyn,
Pretoria, 0181

TEI Outlook Summary (2026 - 2030)

Looking ahead, several key focus areas will shape TEI's activities:

Strategy 2030 implementation

Continued implementation of Strategy 2030 across TEI's operations, programmes, and stakeholder engagements, with a focus on organisational resilience, agility, and long-term impact.

AI, digital governance, and innovation

Expansion of TEI's work in AI ethics, digital governance, and technology-enabled ethics management solutions through research, advisory services, and innovative products.

Global growth and strategic partnerships

Strengthening TEI's international presence through strategic partnerships, participation in global ethics initiatives, and collaboration with leading organisations and institutions.

Ethics capacity building and thought leadership

Advancing ethical leadership through training, certification, research, public-interest initiatives, and thought leadership that support ethical governance across sectors.

Risks

- Economic and funding pressures
- Rapid technological and AI-related disruption
- Evolving regulatory and governance expectations

Opportunities

- AI ethics and digital governance leadership
- Global partnerships and international engagement
- Growth in ethics capacity building and professionalisation



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012 342 2799

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building an
ethical
SOCIETY