



United Nations
Global Compact

15 YEARS OF ANTI-CORRUPTION COLLECTIVE ACTION

Stories of Integrity from the Private Sector



15 Years of Anti-Corruption Collective Action: Stories of Integrity from the Private Sector

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Their significant and diverse insights, knowledge and experiences colour the pages of this Legacy Report and have helped bring to life the impact ACCA has had over the past 15 years.

Our heartfelt thanks go out to George Kell, Founding Executive Director of the UN Global Compact and our former Anti-Corruption Chief, Olajobi Makinwa, for their steadfast guidance and unwavering commitment to fighting corruption through Collective Action.

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We also extend our thanks and appreciation to our partners, including the Basel Institute for Governance, the International Chamber of Commerce, the Organisation for Economic Co-operation and Development, the UN Office on Drugs and Crime, Transparency International, and the World Bank, amongst others, for their continuous collaboration, expertise, and support.

Finally, we would especially like to thank the participating companies of the Global Compact Country Networks in Africa, Asia, Europe and Latin America. You are the changemakers, the driving force behind ACCA. Your commitment, enthusiasm, and tireless efforts to create a fairer, more transparent business environment inspires us, and it is our privilege to support you in this journey.



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ACRONYMS

ACCA	Anti-Corruption Collective Agency
B20	Business 20 (Forum for the Business Community connected to the G20)
CA	Collective Action
CBi	Convention on Business Integrity (Nigeria)
CEO	Chief Executive Officer
CoP	Communication on Progress
COVID-19	Coronavirus Disease of 2019
CoSP	Conferences of States Parties (to the UN Convention Against Corruption)
CPI	Corruption Perceptions Index
CSO	Civil Society Organization
ESG	Environmental, Social and Governance
G20	Group of 20 Forum for International Economic Cooperation
GCN	Global Compact Country Network
GCO	UN Global Compact Office
ICC	International Chamber of Commerce
KPI	Key Performance Indicator
MSE	Medium size enterprise
MSME	Micro, small, and medium enterprises
NGO	Non-governmental Organization
OECD	Organisation for Economic Co-operation and Development
PRME	Principles of Responsible Management Education
SABG	Secretariat of Anti-Corruption and Good Governance (Mexico)
SDG	Sustainable Development Goals
SME	Small and Medium-Sized Enterprises
UN	United Nations
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs and Crime

“CORRUPTION IS CRIMINAL, IMMORAL AND THE ULTIMATE BETRAYAL OF PUBLIC TRUST. TOGETHER, WE MUST CREATE MORE ROBUST SYSTEMS FOR ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY WITHOUT DELAY.”



ANTÓNIO GUTERRES
Secretary-General, United Nations

“IN THIS ERA OF UNCERTAINTY, AS CRISES RAGE AND THREATS SIMMER, WE NEED TO RE-THINK AND REVITALIZE ANTI-CORRUPTION EFFORTS... CORRUPTION UNDERPINS MANY OF THE BIGGEST CHALLENGES FACING HUMANITY TODAY.”



GHADA WALY
Executive Director, United Nations
Office on Drugs and Crime

“COLLECTIVE ACTION ENABLES CORRUPTION TO BE FOUGHT FROM MULTIPLE ANGLES, BY VARIOUS INTEREST GROUPS WORKING TOGETHER AND BUILDING ALLIANCES TO ENSURE A LEVEL PLAYING FIELD, WHERE ALL COMPANIES CAN BE ACCOUNTABLE, ETHICAL AND TRANSPARENT.”



SANDA OJIAMBO
Assistant Secretary-General of the UN and
CEO & Executive Director, UN Global Compact

“CORRUPTION CORRODES THE FABRIC OF SOCIETY. SINCE 2008, SIEMENS STRIVES TO CREATE A LEVEL PLAYING FIELD FOR BUSINESSES GLOBALLY THROUGH COLLECTIVE ACTION, SUPPORTING THE FIGHT AGAINST FRAUD AND CORRUPTION IN PARTNERSHIP WITH OUR INTEGRITY PARTNERS. WE ARE SO APPRECIATIVE OF THE STRONG ENGAGEMENT OF THE UN GLOBAL COMPACT OVER THE PAST 15 YEARS FOR THEIR PROJECTS FUNDED UNDER ALL PHASES OF THE SIEMENS INTEGRITY INITIATIVE, AND CELEBRATE THE WORK WE’VE DONE TOGETHER IN FURTHERING THE COMMON FIGHT AGAINST CORRUPTION.”



JULIANNE ALTIERI

Head, International Financial Institutions & Collective Action, Siemens

“THE PROFOUND ACCOMPLISHMENTS FROM 15 YEARS OF COLLECTIVE ACTION ENGAGEMENT BY THE UN GLOBAL COMPACT RESTS ON THE PASSIONATE WORK OF CHAMPIONS AND PROFESSIONALS IN CONTEXTUAL REALITIES THAT ARE OFTEN DEMANDING AND CHALLENGING. WE VALUE THE COMMITMENT OF THE IMPLEMENTATION TEAMS AND THEIR DEDICATED FOCUS ON DRIVING FUNDAMENTAL TRANSFORMATION GLOBALLY THROUGH PROJECT ACTIVITIES FUNDED UNDER THE SIEMENS INTEGRITY INITIATIVE.”



SHAWN TEIXEIRA

Head, Siemens Integrity Initiative, Siemens AG



Photo: Unsplash Karsten Wurth

UNITING BUSINESS FOR A MORE PEACEFUL, JUST AND SUSTAINABLE WORLD



Photo: Unsplash Kees Nadi

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FOREWORD

“OVER THE PAST 15 YEARS, THE SIEMENS-FUNDED ACCA INITIATIVE HAS MADE THE CASE FOR COLLECTIVE ACTION AS A CRITICAL MODEL FOR ADDRESSING SYSTEMIC ISSUES SUCH AS CORRUPTION. WHEN BUSINESS, GOVERNMENT AND CIVIL SOCIETY WORK TOGETHER ON COMMON PROBLEMS, WE CAN BE POWERFUL DRIVERS OF CHANGE.”



CRISTINA RITTER

Head of Anti-Corruption and Governance
UN Global Compact

The Anti-Corruption Collective Action (ACCA) initiative of the UN Global Compact, funded by the [Siemens Integrity Initiative](#) since 2010, comes to an end in June 2025, marking 15 years of Collective Action to promote business integrity around the world. It is a good occasion to reflect on and take stock of the impact these multi-year projects have had in 13 countries across Africa, Asia, Europe and Latin America.

By building a trusted community across sectors and borders, ACCA set a new standard for anti-corruption efforts, moving beyond compliance and good governance to transformational governance.

Many of the best practices and lessons learned in this report originate from local companies' Collective Action efforts. They showcase real-life examples of the ways business, Government, civil society and other relevant stakeholders are working together in a supportive environment towards zero-tolerance of corruption. Their efforts have created good business opportunities, elevated the communities in which they live, and inspired change at the national, regional and global levels.

THE POWER OF COLLECTIVE ACTION

Since the launch of the Siemens Integrity Initiative, Collective Action has grown to become the norm for tackling corruption in the private sector worldwide. It has changed mindsets, set up transparent systems, created fair and equal market conditions and laid the groundwork for transformational governance where business can prosper, mindful of people and planet.

Only a strong and united community working together, from multiple angles can address the challenges posed by systemic corruption – an issue too complex for any one company to tackle alone.

Through the Global Compact Country Networks, local businesses mobilized, identified common challenges and created Collective Action initiatives tailored to their particular local contexts.

Some developed sector-specific initiatives to allow them to delve deeper (rather than spread their energies too thin) into the specific risks of a significant industry or sector. For example, **Global Compact Network Brazil** focused on the agribusiness, construction and

energy sectors; **Global Compact Network India** on healthcare; and **Global Compact Network Indonesia** on the palm oil industry.

Other Global Compact Country Networks focused on breaking long-held silences on corruption, encouraging an often-reluctant private sector to openly share their strikingly similar challenges with corruption, particularly in countries such as **Bangladesh, Egypt, Malaysia** and **Thailand**.

Still others made strides identifying weak points in their internal practices or along their supply chain and addressing them with a clear action plan, as seen in **Kenya** and in **Mexico**.

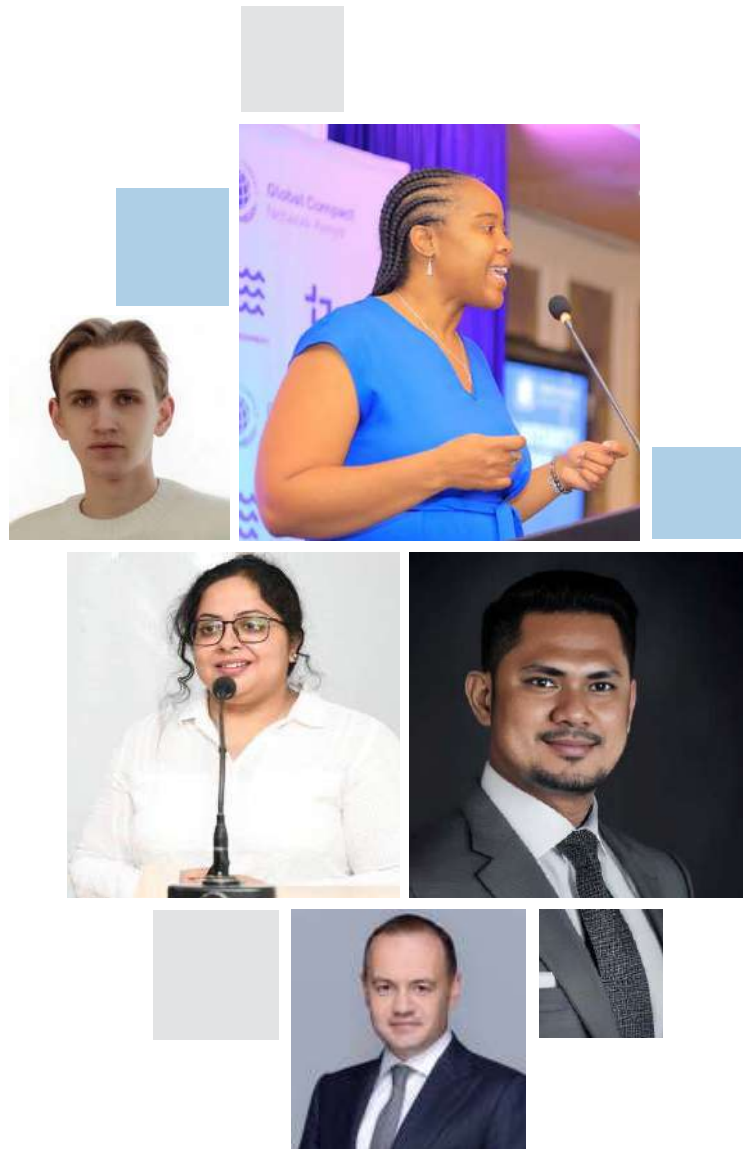
In *15 Years of Collective Action: Stories of Integrity from the Private Sector*, you will read about CEOs and local entrepreneurs, community leaders and business students alike, many of whom face corruption on a daily basis. In their efforts to address systemic corruption and promote a culture of ethics, they share what works and why.

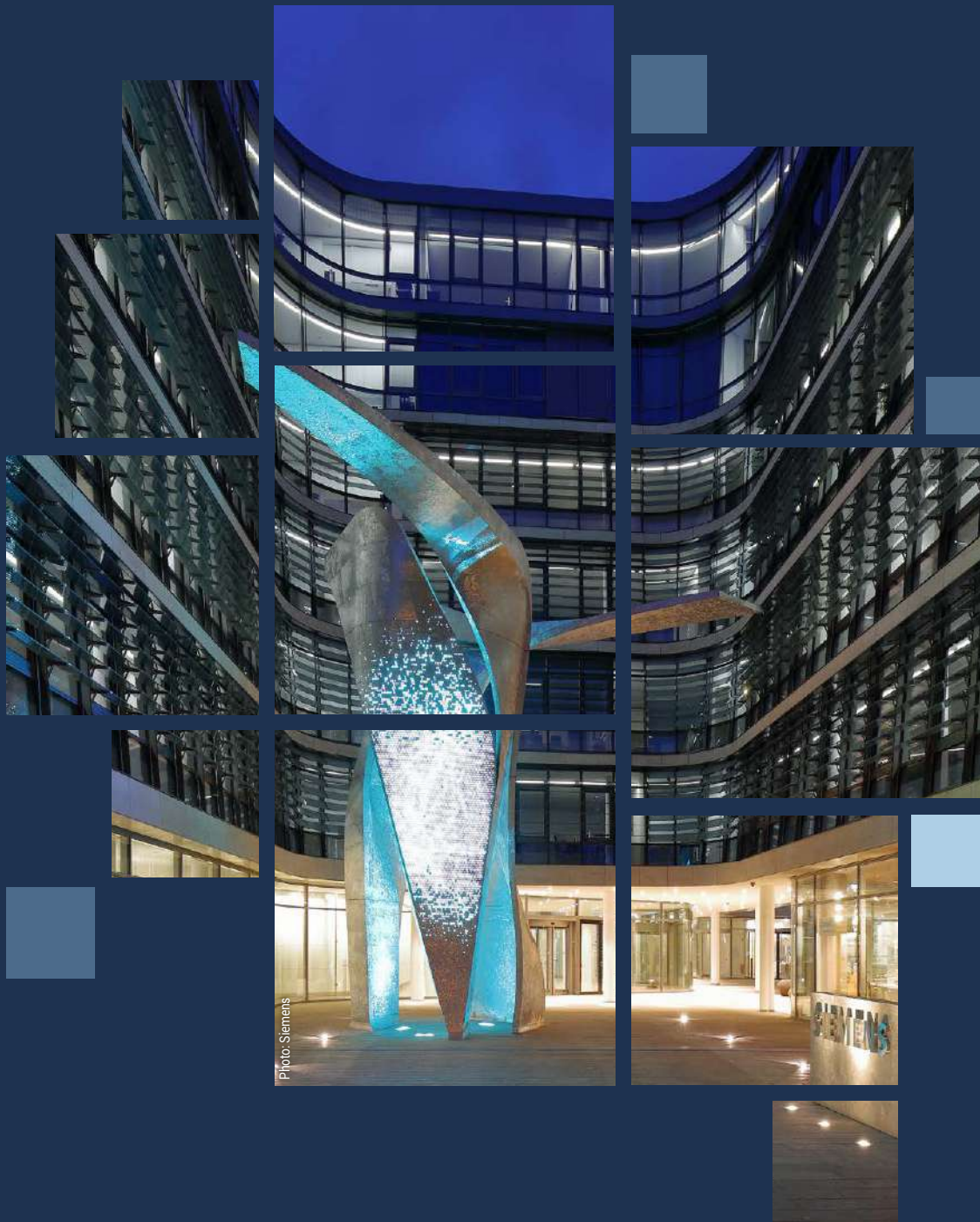
You will read about the new whistleblower technology developed by the companies Jus Diligens and Ethosphere in **India** to help employees report irregularities without fear of retribution, the MSMEs in **Nigeria** that have tightened up their accounting systems, the CEOs in **Ukraine** taking a strong, public stand against corruption, and the SMEs in **Malaysia** that now recognize the dangers of corruption and prioritize business integrity for a positive workplace culture.

All of their stories illustrate the power of Collective Action – a unique approach that with the support of the Siemens Integrity Initiative has helped to guide the work of the private sector in building a clean business environment and level playing field for all.

15 Years of Collective Action: Stories of Integrity from the Private Sector chronicles this progress. It serves as both a reference tool for ACCA knowledge – to share best practices and lessons learned – and as a promotional tool to tell the story of ACCA impact to a wider audience.

It celebrates ACCA achievements, highlights key milestones, supports access to ACCA tools and resources and recognizes all those who have worked tirelessly to promote fair and transparent business practices across Africa, Asia, Europe and Latin America over the past 15 years.





“In 2009, the World Bank Group announced a comprehensive settlement with Siemens. As part of the settlement, Siemens agreed to cooperate to change industry practices, clean up procurement practices and engage in Collective Action with the World Bank Group to fight fraud and corruption. Siemens subsequently set up the Siemens Integrity Initiative to support projects and organizations fighting corruption and fraud with funding worth USD 100 million over the next 15 years. This funding was complemented on 15 March 2013 by a separate settlement with the European Investment Bank (EIB), worth EUR 13,64 million over five years.”

- Siemens Annual Report 2023

SETTING THE SCENE

“BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY.”

Principle Ten, UN Global Compact



In the mid-2000s, several multinational companies faced significant fines and penalties due to a wide range of scandals related to corruption, including bribery and fraud. The scandals damaged reputations and highlighted the pervasive issue of corporate corruption on a global scale.

Siemens first looked to itself, determined to revamp its corporate governance structure and ethical practices and to improve transparency and accountability across its operations in over 200 countries. It set up a rigorous compliance programme to prevent and investigate corruption, including whistleblowing channels for staff to report unethical behaviour without fear of retaliation. It not only met legal requirements but also proactively addressed ethical concerns.

Siemens' efforts make it a model for other companies trying to avoid the risks of systemic corruption.

Companies, especially small and medium enterprises (SMEs), are often at a loss in the face of demands for bribes to secure contracts, regulatory approvals, and business licenses. They face extortion and unfair competition from firms willing to engage in unethical practices. The lack of a level playing field, with large and politically connected firms benefiting from Government contracts, makes it difficult for ethical businesses to thrive.

Many companies consider corruption to be an insurmountable obstacle – a system so deeply ingrained that it is simply easier to accept it as the cost of doing business. Even the most well-intentioned companies face corruption, but many are unwilling to put their necks on the line to speak out about it.

Siemens is uniquely placed to motivate business leaders to openly discuss this insidious plague. Acutely aware of the corruption challenges facing the business community, the Siemens Integrity Initiative has driven private sector anti-corruption efforts globally.



Kofi Annan,
former **UN Secretary General**
and founder of the **UN Global Compact** described corruption as an insidious plague.

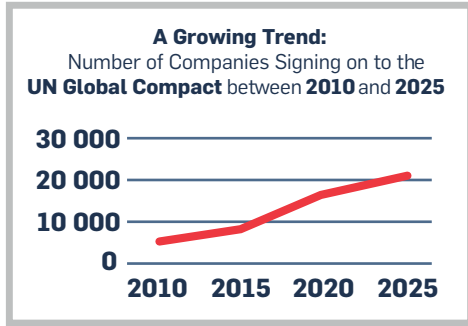
LAYING THE FOUNDATIONS FOR CHANGE

At the time, legal frameworks like the United Nations Convention against Corruption (UNCAC) and the OECD Anti-Bribery Convention were gaining traction, providing opportunities for countries to work together and learn from each other. Countries strengthened their anti-corruption institutions and investigated corporate corruption, sending a strong message that no one was above the law.

Businesses faced stronger pressure to comply but realized they could not go it alone. Doing so would either be too costly or too risky, providing advantage to their competitors who may not be playing the game in a fair or ethical way. But if a committed group of like-minded companies coordinated their efforts, they were more likely to make an impact.

The UN Global Compact was established in 2000, and enjoyed widespread participation from businesses around the world focused on a principles-based approach to doing business. In 2004, it introduced Principle Ten on anti-corruption, changing the way companies behave and making business integrity the new normal.

By aligning with the UN Global Compact, Siemens could support a large collective of like-minded companies in pushing for systemic change in global corporate governance.



UN Global Compact has grown from a group of 44 businesses into a global movement of more than 18,000 businesses across 163 countries.

Yet, while many companies recognized that the solution lay in joint, collective efforts, they were still hesitant to speak out.

“WE WORKED HARD IN THOSE EARLY YEARS. NO ONE WANTED TO BE ASSOCIATED WITH CORRUPTION IN ANY WAY. IT’S WHEN SIEMENS OPENLY SHARED THEIR STORY THAT OTHER BUSINESS LEADERS BEGAN TO FEEL COMFORTABLE TO OPEN UP ABOUT THEIR OWN VERY SIMILAR CHALLENGES WITH CORRUPTION.”



Olajobi Makinwa

Former Chief of Transparency and Anti-Corruption
UN Global Compact

The legacy of the Siemens-funded, multi-year Anti-Corruption Collective Action (ACCA) initiative lies in this very ability to unite the private sector, Governments and civil society around a topic long considered taboo.

CREATING A TRUSTED COMMUNITY OF LIKE-MINDED COMPANIES

Described by local partners as the catalyst for their Anti-Corruption Collective Action efforts, the ACCA projects created a safe space where businesses could mobilize, build trusted relationships across borders and sectors, identify common challenges and address them together, without placing undue risk on any one business.

“THE PROJECT EXPOSED US TO THE FACT THAT COLLECTIVELY WE CAN FIGHT THE MONSTER CALLED CORRUPTION AND WE CAN WIN.”

Private Sector Participant
Global Compact Network Nigeria

By meeting the private sector “where they are,” ACCA enabled relevant issues to emerge organically and in a collaborative way. It created a sense of ownership and enthusiasm among the Global Compact Country Networks and their business participants.

While some are just beginning to build the necessary platforms and trust to normalize discussions on a topic once considered completely taboo, others already have compliance programmes in place and want to go the “extra mile”, committing publicly to higher integrity standards and greatly exceeding what is required of them from a strictly legal or regulatory standpoint.

Independent of their size or resources, or of their local political context (such as the war in Ukraine, civil unrest in Bangladesh and Kenya, elections in Nigeria and South Africa), businesses were empowered to identify the most sustainable way to mitigate risks, improve their financial and operational performance, protect and enhance their reputations, improve market conditions for themselves and all business participants, and ultimately level the playing field.

Their progress has been gradual but resolute, a testament to the power of Collective Action.

FOUR FUNDING ROUNDS

Between 2010 and 2025, the Anti-Corruption Collective Action programme of the UN Global Compact benefitted from three Funding Rounds as well as the Golden Stretch Funding Round under the Siemens Integrity Initiative.

ROUND I

December 2010 – 2015
US \$ 2.87 million

COUNTRIES

Brazil, Egypt, India, Nigeria, South Africa

PARTNERS

International Chamber of Commerce, Instituto Ethos (Brazil), Egyptian Junior Business Association; Nigerian Economic Summit Group, National Business Initiative (South Africa), Principles for Responsible Management Education (USA).

IMPACT

Global Compact Country Networks developed and tested Collective Action, raising awareness of dialogue and joint efforts against corruption.

Supported Collective Action initiatives in Brazil, Egypt, India, Nigeria and South Africa to foster dialogue on anti-corruption challenges, train future business leaders and develop tools to strengthen internal anti-corruption practices

ROUND II

December 2015 – 2018
US \$ 4 million

COUNTRIES

Brazil, Egypt, India, Japan, Kenya, Nigeria

PARTNERS

Basel Institute on Governance, OECD

IMPACT

Set the grounds for the **ACCA Playbook** methodology, setting out six-step approach

Collective Action initiatives addressed the construction sector in Brazil, the Integrity Network in Egypt, the Centre for Excellence and Smart City Initiative in India, the Tokyo Principles in Japan, the toolkit to help SMEs adopt Code of Ethics for Business in Kenya, and the MSME toolkit in Nigeria to strengthen internal anti-corruption practices

B20 Collective Action Hub scaled up to share best practices in Collective Action across sectors and borders



ROUND III

2019 – 2025
US \$ 1.7 MILLION

COUNTRIES

Brazil, India, Kenya and Ukraine

IMPACT

ACCA Playbook developed and launched as a global resource in six languages

Collective Action initiatives supported in **Brazil** in the agribusiness sector, in **India** on business integrity in the healthcare sector, in **Kenya** on SME engagement and in **Ukraine** to produce a popular anti-corruption training video

Private sector voice brought to the global anti-corruption agenda

GOLDEN STRETCH

2021 – 2025
US \$ 4 million

COUNTRIES

Bangladesh, Brazil, Egypt, India, Indonesia, Kenya, Malaysia, Mexico, Thailand, Ukraine

IMPACT

ACCA Playbook transformed into an **e-learning course**

Open dialogue encouraged and mindsets changed in **Bangladesh, Malaysia, and Thailand**, agribusiness in remote provinces reached in **Indonesia**, energy sector emphasized in **Brazil**, business integrity promoted through public-private sector collaboration in **Egypt**, SMEs prioritized in **India** and **Kenya**, developed a digital assessment tool developed in **Mexico**, and a post-war recovery without corruption fostered in **Ukraine**.

Landmark CoSP resolution adopted by 190 countries committing to incentives for business integrity

ANTI-CORRUPTION COLLECTIVE ACTION AT-A-GLANCE

“SIEMENS CREATED A FAMILY; IT BUILT A COMMUNITY, STRETCHING ACROSS THE GLOBAL COMPACT COUNTRY NETWORKS AND PARTNER ORGANIZATIONS, TO WORK IN UNISON AGAINST THIS GLOBAL THREAT.”

Ashley Demming
ACCA Programme Manager, 2020-2022
UN Global Compact



Photo: UN Global Compact

At regional conference of Eastern Africa Platform to Fast-Track UNCAC Implementation

10 African countries commit to corporate compliance, Collective Action and incentives for business integrity

190 COUNTRIES signed CoSP Resolution 10/12 to adopt incentives for business integrity

CODE of ETHICS for BUSINESS in Kenya has grown from

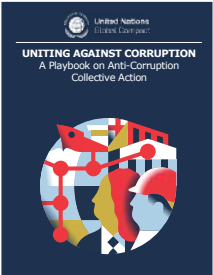
40 SIGNATORY COMPANIES to **840** COMPANIES

750 COMPANIES signed the **Ukraine Business Compact** to drive transparent investment in **UKRAINE**

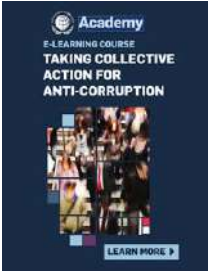
ACCA Playbook

The unique six-step Collective Action approach used throughout the initiative was translated into a specific methodology to help private sector employees mitigate corruption risks in

6 STEPS
6 LANGUAGES



eLearning Module



Based on the ACCA Playbook, an eLearning Module introduces the six-step approach to taking collective action against corruption.

91 COUNTRIES
5 LANGUAGES

5200 people participated in ACCA training sessions since 2010. Satisfaction, relevance and usefulness of trainings rated **"HIGH / VERY HIGH"** by **85%** of those SURVEYED

Call-to-Action SIGNED BY **500+** COMPANIES from **91** COUNTRIES at **CoSP10** Urging Governments to **INCENTIVIZE ANTI-CORRUPTION EFFORTS**

89% of UN Global Compact participating companies are committed to **prevent corruption and promote business integrity**

1st ever Private Sector Forum held at the **10th** Conference of the States Parties to the UN Convention against Corruption

75% of UN Global Compact participating companies have an **anti-corruption compliance programme in place**

40+ Global Compact Country Networks interested in engaging in **ACCA**

Since 2010 **3X** the number of Global Compact Country Networks are engaged in **ACCA**

GLOBAL COMPACT COUNTRY NETWORKS ENGAGED IN ACCA

- Argentina • Azerbaijan • Bangladesh • Bolivia • Brazil • Bulgaria • Guatemala • Nicaragua • El Salvador • Honduras • Costa Rica • Panama • Dominican Republic • Chile • Colombia • Democratic Republic of Congo • Ecuador • Egypt • Georgia • India • Indonesia • Kenya • Lebanon • Malaysia & Brunei • Mexico • Nigeria • Paraguay • Thailand • Türkiye • South Africa • Spain • United Kingdom • Ukraine • Uruguay • USA

A CHRONOLOGY OF COLLECTIVE ACTION MILESTONES

2010

ACCA initiative of the UN Global Compact, funded by the **Siemens Integrity Initiative**, begins.

2012

UN Global Compact Working Group successfully advocates for the inclusion of anti-corruption in the global goals.

2014

GCN Brazil sets up local committees in the 12 World Cup host cities to ensure transparency and helps pass the Access to Information Law.

2016

GCN Kenya brings the voice of the private sector to the dialogues that led to the passing of the **Bribery Act**.

2010 2011 2012 2013 2014 2015 2016 2017

2011

GCN South Africa introduces Integrity Pacts for transparency in large procurement projects.

GCN Egypt and the Egyptian Junior Business Association set up Integrity Network.

2013

GCN India publishes *Understanding the Demand and Supply Equations of Corruption and Fraud in the private sector* at the B20 Summit in Russia.

2015

UN Global Compact publishes **A Practical Guide for Collective Action Against Corruption**, paving the way for the ACCA Playbook.



2017

GCN India launches Framework for Governance of Smart Cities and Public-Private Partnership Model for Urban Governance.

GCN India establishes Centre of Excellence for transparency, ethics and governance in the private sector.

GCN Nigeria together with the Convention on Business Integrity (CBI) develops an anti-corruption toolkit to guide MSMEs in assessing compliance.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



2018
GCN Nigeria holds incubation lab to unveil the MSME toolkit to participants.

GCN Japan launches **Tokyo Principles for Strengthening Anti-Corruption Practices**.

2020
GCN Malaysia holds Business Integrity Conference, influences Government and private sector to prioritize anti-corruption ahead of elections. Also launches **e-learning course** on anti-corruption for SMEs and their supply chains.

2022
 Inaugural ACCA Awards of the Basel Institute of Governance. **GCN Ukraine** wins for inspirational newcomer.
 UN Global Compact creates **Playbook e-course**.
GCN Indonesia hosts B20 Summit parallel events.

2024
 B20 Task Force on Integrity & Compliance re-established, publishes **Policy Paper**.
Resource Guide on State Measures for Strengthening Business Integrity launched.
GCN Bangladesh launches **Corruption through my Eyes** youth competition.
 East Africa **Regional UNODC Conference** includes private sector for first time.
GCN Mexico launches CEO Pledge for business leaders.
GCN Brazil wins **ACCA Awards**.
GCN Thailand signs MOU with Public Sector Anti-Corruption Commission and Thai Institute of Directors.
GCN Brazil holds B20 Summit parallel events. New Secretariat of Anti-Corruption and Good Governance established in Mexico.

2018 2019 2020 2021 2022 2023 2024 2025

2019
GCN Egypt creates catalogue on incentives for ethical SMEs.

2021
 UN Global Compact launches **Playbook** on Anti-Corruption Collective Action.



2023
GCN Ukraine launches **video course** for SMEs.
GCN Kenya hosts the **Business Integrity Conference**.

Over 750 companies sign **Ukraine Business Compact**.

GCN Bangladesh launches Annual Integrity Day and Youth for Integrity Campaign.

GCN Bangladesh hosts **Regional Symposium**.

GCN India customizes ACCA Playbook for healthcare sector.

PRME and UN Global Compact refresh **Principles for Responsible Management Education** first launched in 2007.

First ever **Private Sector Forum** held at the UN Anti-Corruption Conference (CoSP 10).

Call-to-Action from business to Governments, results in **CoSP 10 Resolution** with 190 countries committing to adopt incentives for business integrity.

2025
GCN Kenya wins the Inspirational Newcomer in Collective Action Award.

GCO holds **Financial Sustainability Workshop** for GCNs to diversify funding sources and ensure ACCA continuity.

ACCA Initiative comes to a close as GCNs meet in **Mexico City** in June to share best practices and lessons learned for lasting impact.

JOIN OUR E-LEARNING COURSE ON ANTI-CORRUPTION

WHO SHOULD ATTEND?

- Business Owners and Entrepreneurs
- Investors and Managers
- Compliance Officers
- Performance team and executives
- Anyone committed to fighting corruption and promoting ethical business practices

COURSE DETAILS

- 5.5 Hours
- 100% Digital Learning
- 24/7 Availability
- 5 Training videos, case studies, quizzes and practical exercises
- 100% Risk-free experience! Professionalism and industry expertise.

STANDPIS AND LEARNING OBJECTIVES

Take a stand against corruption and ensure...

DIGITAL BASICS

Sign successfully completing the course...

OUR IMPACT ON THE GROUND



Although each of the Global Compact Country Networks began their Anti-Corruption Collective Action initiatives from very different places, they all made significant progress along their respective journeys towards compliance and business integrity.

Some of the participating companies of the Global Compact Country Networks were just beginning to navigate their way around the sensitive issue of corruption and were able to progress from long-held silences to open exchanges about their governance challenges.

Others were able to assess their corruption risks and went on to strengthen internal practices, even harnessing technology to increase accountability and transparency.

And those who had already adopted good governance practices are now advocating for stronger legislation, such as sanctions or incentives, and taking bold steps to become proactive and responsible corporate citizens.

BREAKING THE TABOO: FROM SILENCE TO OPEN DISCUSSION

“IN INDIA, PEOPLE DON’T OPEN THEIR MOUTHS EASILY, ESPECIALLY NOT TO SPEAK ABOUT CORRUPTION. THE COLLECTIVE ACTION APPROACH ENGAGED THEM, GAVE THEM THE RESPECT AND CONFIDENCE TO SPEAK MORE OPENLY ABOUT THE CHALLENGES THAT CONFRONT THEM AND THE TOOLS TO RISE ABOVE THEM.”

Dr. Somnath Singh
Global Compact Network India

Global Compact Country Networks worked hard to get companies to overcome their initial hesitation to speak about corruption and to dismantle the stigma surrounding the term. In several countries, companies observed that corruption remains a normalized part of business interactions, especially licensing, concessions and other government-facing processes.

Cultural values such as loyalty and reciprocity can blur ethical boundaries. For these countries, the transition from a state of suppression to open debate was a significant sign of progress.

By giving voice to the experiences of the private sector, ACCA brought attention to a subject traditionally considered too ingrained to challenge. ACCA empowered individuals not only to feel less alone but also to pave the way for change, collectively.

“THE BEAUTY OF ACCA IS THAT NO SINGLE COMPANY HAD TO PUT ITS NECK OUT. WE ARE STRONGER, TOGETHER.”

Global Compact Network Nigeria

Companies expressed their appreciation for small closed-door conversations with trusted organizations, especially when navigating such a sensitive topic.

For example, in Indonesia, during regional workshops for agribusiness, **Global Compact Network Indonesia** created a safe space for businesses to speak openly about corruption challenges and risks. Marginalized voices, particularly those of SMEs from remote areas, felt heard and empowered to actively debate the issue and to lay the groundwork for more effective anti-corruption strategies within the agribusiness sector. The initiative has since sparked interest from Indonesia’s mining sector to adopt similar approaches.

“MANY COMPANIES DIDN’T WANT TO BE ASSOCIATED WITH THE TOPIC OF CORRUPTION. EVENTUALLY, THEY BEGAN TO OPENLY DISCUSS THE PROBLEM IN A SAFE SPACE.”

Global Compact Network Indonesia

Aware of the sensitivities around discussing corruption, **Global Compact Network Bangladesh** and **Global Compact Network Egypt** framed their initiatives under the banner of integrity and good governance.

Distancing themselves from the term helped ease initial resistance from the private sector and ultimately helped to engage stakeholders and drive meaningful conversations.

SINCE ACCA

Global Compact Network Bangladesh

has grown its
Working Group for
Anti-Corruption from **8 to 41**
PARTICIPANTS
representing businesses across
multiple industries and civil society

Often hesitant to engage in open discussions about corruption, the private sector in Egypt felt heard and acknowledged when they gathered with **Global Compact Network Egypt** and the anti-corruption authority, Administrative Control Authority, to voice their concerns and challenges.

They discussed issues such as bureaucratic red tape that creates opportunities for bribery and extortion, the experience of SMEs, the interactions with government agencies in establishing a business, the lack of transparency affecting fair competition and

accountability, weak enforcement of anti-corruption laws and the importance of whistleblower protection as the fear of retaliation often discourages people from reporting corrupt practices.

“ANTI-CORRUPTION IS A SENSITIVE TOPIC IN EGYPT. FRAMING THE INITIATIVE AS ‘PROMOTING BUSINESS INTEGRITY’ RATHER THAN ‘FIGHTING CORRUPTION’ HELPED BUILD CORPORATE COMFORT AND PARTICIPATION.”

Global Compact Network Egypt

Global Compact Network India built the Centre of Excellence in 2015 to engage different stakeholders along the supply and demand side of corruption to discuss and develop new approaches to fighting corruption.

Through perseverance and creative measures, including Chatham House Rules and confidential interviews, **Global Compact Network Thailand** also shifted paradigms, building the necessary platforms and trust to normalize regular working group discussions on corruption with over 50 companies.

Many of these companies were initially reluctant to participate due to the perception that speaking openly about corruption could carry risks. Now they engage in practical conversations, peer learning and training

sessions about risk, responsibility and reform. They have also been given a voice in conversations with the public sector that traditionally excluded them.

“IN A GROUP WITH THE RIGHT PEOPLE AND THE RIGHT TONE, WE CAN BE HONEST ABOUT WHAT’S DIFFICULT. THAT’S WHERE CHANGE STARTS.”

Private sector company in Thailand

Though initially hesitant, the private sector in Ukraine soon discovered that corruption was indeed an issue they wanted to address after a series of World Café consultations organized by **Global Compact Network Ukraine** uniting business, Government and civil society to determine common challenges. They are now actively working together to create a culture of zero tolerance towards corruption, particularly in relation to the country’s post-war reconstruction and what it means for business.

“THOUGH CORRUPTION WAS A HOT TOPIC FOR THE GOVERNMENT, AND FOR CIVIL SOCIETY, IT WAS NOT NECESSARILY POPULAR TO TALK ABOUT CORRUPTION OPENLY IN CONSULTATIONS WITH PARTICIPATING BUSINESSES.”

Global Compact Network Ukraine



Photo: GCN Ukraine

Ukraine unveiled a mirrored labyrinth art installation to help raise awareness about corruption. When a person stands inside, they are visible from every angle, symbolizing personal responsibility and the challenges of eradicating corruption. The installation gained significant attention on social media, with videos reaching 900,000 views and posts peaking at 370,000 views.



ENGAGING THE NEXT GENERATION OF ETHICAL LEADERS

“ACCA TRAINING REALLY HELPED ME UNDERSTAND AND STAY ALERT TO ANY SUSPICIOUS BEHAVIOR. THE TRAINING IS GREAT FOR REMINDING US ABOUT THOSE SMALL ACTIONS THAT MIGHT SEEM HARMLESS BUT ACTUALLY HAVE A HINT OF TROUBLE BEHIND THEM.”

Minerva Foods employee, Brazil

ACCA education and training were critical to raising awareness of and building capacity to counter corruption. Through academies, e-learning courses, webinars, and videos, Global Compact Country Networks engaged business leaders and equipped them with the knowledge and skills to assess and address corruption risks.

These leaders serve as important role models for their peers and communities. Inspired and educated in anti-corruption practices, they help to challenge the normalization of corrupt behavior and set new standards for future generations that prioritize integrity, transparency and accountability.

Global Compact Network Bangladesh partnered with universities to target future leaders, organizing integrity workshops for 2000 students at 23 universities and three debates during the spring of 2024 in addition to an inter-university youth competition called “Corruption through my Eyes.” These initiatives raised student awareness of the real-world impacts of corruption, such as on access to education, healthcare, and other public services.

“ACCA MOBILIZED YOUTH IN COLLECTIVE ACTION AGAINST CORRUPTION FOR THE FIRST TIME IN BANGLADESH. IT CHANGED MINDSETS AND SHOWCASED HOW BUILDING STRONG AWARENESS ON CORRUPTION AMONG YOUTH AND IN THE PRIVATE SECTOR CAN BUILD A STRONGER NATION THROUGH GOOD GOVERNANCE.”

Shahamin Zaman

Global Compact Network Bangladesh

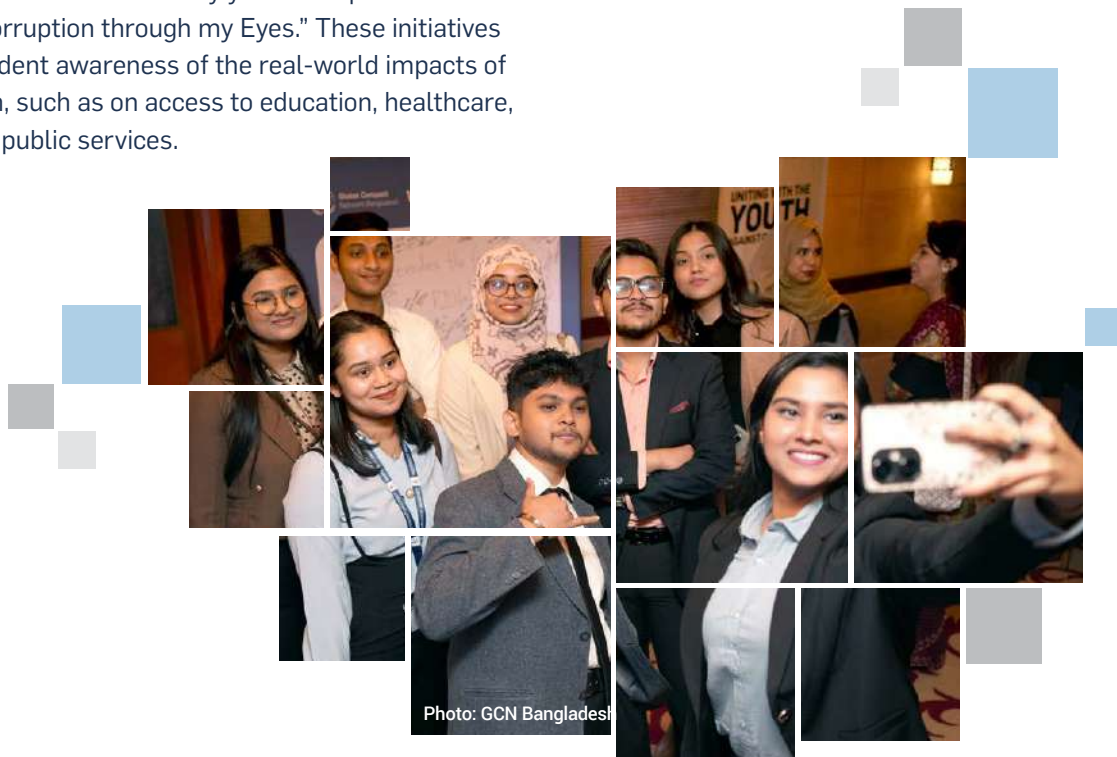


Photo: GCN Bangladesh



The *Deep down you already know!* animated series is now part of the employee training programmes at Minerva Foods in Brazil and has reached 3,900 employees worldwide to help prevent corruption and encourage ethical behaviour.

The **Deep down you already know!** campaign, developed by the Agribusiness Anti-Corruption Collective Action of **Global Compact Network Brazil**, comprises eight animated videos to teach agribusiness leaders, employees, clients and suppliers how to spot everyday corruption risks and how to deal with them, including conflicts of interest and bribery. Available in English and Portuguese, the videos are now a critical part of employee training programmes in companies across Brazil, including Minerva Foods, based in Barretos, São Paulo, which has sales in over 100 countries.

GCN Indonesia

companies outperform other companies in governance, including

WHISTLEBLOWING PROGRAMMES

scoring **64.2** compared to
47.6 out of **100**

Global Compact Network Indonesia also worked with the agribusiness sector, including business associations such as the Indonesian Employers Association, the Indonesian Palm Oil Association, the Indonesian Palm Oil Farmers Association, and the National Social Security Agency to raise awareness and build capacity to prevent corruption.

Joining forces with the Indonesian Corruption Eradication Commission and the United Nations Office on Drugs and Crime (UNODC) Indonesia, they conducted workshops in remote areas in Southwest Papua, East Kalimantan and South Sumatra, with 105 companies — many of whom did not have a dedicated anti-corruption policy.

Urging businesses to take a more active role in corruption prevention aligns with the Government of Indonesia's national priorities and efforts to reduce bribery, which, in Indonesia's forestry sector licensing, is estimated to be 22 billion rupiah per permit per year **(see also pages 29-30)**.

As part of the joint efforts between **Global Compact Network Mexico** and UNODC, a series of training sessions on corruption risks and corporate integrity were conducted in early 2024. These sessions involved 105 companies from various sectors and different states across the country. Among other topics, the workshops focused on identifying mechanisms to prevent and combat acts of corruption within the business sector, with particular emphasis on risks associated with external actors within the value chain, as well as analyzing the characteristics of whistleblowing and reporting systems. The workshops were held in Guadalajara, Monterrey and Mexico City.

“THE ACCA PROJECT OFFERED GUIDANCE TOWARDS THE DEVELOPMENT OF OUR COMPANY CODE OF ETHICS AND ITS IMPLEMENTATION.”

Nigerian MSME

“BEFORE JOINING THE ACCA PROJECT, I DID NOT REGISTER FOR TAX BUT NOW MY TWO COMPANIES ARE FULLY REGISTERED AND ALL STATUTORY DEDUCTIONS PAID. I ALSO MAINTAIN PROPER ACCOUNTS USING QUICKBOOKS ACCOUNTING PACKAGE. I NO LONGER PATRONIZE BUT DO BUSINESS ETHICALLY.”

Nigerian MSME

Global Compact Network Nigeria worked with the Convention on Business Integrity (CBI), a Nigerian business membership organization that works to promote ethical business practices, to develop an anti-corruption toolkit for micro, small and medium enterprises (MSMEs), a sector of the economy that is often ignored but considered most vulnerable to corruption risks. By engaging civil society organizations, such as the National Association of Small and Medium

Sized Enterprises, Association of Small Business Owners of Nigeria, Shea Butter Association, and the National Union of Tailors, **Global Compact Network Nigeria** was able to reach a much wider audience of Nigerian MSMEs.

96% of NIGERIAN businesses ARE MSMEs

Through practical exercises and real-world applications in training sessions and workshops, these Nigerian MSMEs learned to address specific challenges and to strengthen their internal policies and anti-corruption compliance practices.

Global Compact Network Ukraine also worked with SMEs after identifying a need to address corruption along the supply chain. They collaborated with the National Agency for the Prevention of Corruption to develop educational materials for SMEs, including an **anti-corruption video course** with five modules which has reached over 100,000 employees as part of the onboarding of new employees and the on going Learning and Development programme in five Ukrainian companies.

“THE COURSE HELPED ME REALIZE THAT I’M NOT JUST AN EMPLOYEE BUT PART OF A COLLECTIVE EFFORT TO PREVENT AND FIGHT CORRUPTION.”

Hlib Stryzhevskiy
Datagroup-Volia-Lifecell employee

The video is available on Megogo Education, a platform with over 700,000 users. It is promoted on state-owned education platforms, with a reach of over half a million businesses and has been integrated into the master’s programme in Compliance Management at Ukraine’s Kyiv National Economic University.

The video course was also featured in the “Civil Society, Business, and Government - Best Practices of Cooperation” collection, published by the Center for Democracy and Rule of Law (CEDEM), highlighting its role as a key example of successful collaboration between various sectors in the fight against corruption.



Employees at Datagroup-Volia-Lifecell, a telecommunications firm in Ukraine, have completed the anti-corruption video course as part of the company’s official onboarding programme.

“AS AN SME IN UKRAINE, ACCA HAS BEEN A GREAT OPPORTUNITY FOR US. THE WORKSHOPS AND WORKING GROUPS ALLOWED US TO SHARE EXPERIENCES WITH OTHER BUSINESSES AND THE RESOURCES HAVE HELPED US STRENGTHEN OUR INTERNAL PROCESSES AND ENSURE ALIGNMENT WITH GLOBAL COMPLIANCE FRAMEWORKS.”

Caparol Ukraine

“WE CONTINUED OUR WORK EVEN IN BOMB SHELTERS, AGAINST THE BACKDROP OF DAILY AIR RAID SIRENS AND REGULAR POWER OUTAGES.”

Global Compact Network Ukraine



In the midst of war, Ukraine continued to gather materials for the video based on real life corruption scenarios in Ukrainian businesses. Over 50 experts from private and public sectors joined, creating a dynamic platform for exchanging ideas, experiences and challenges.

In Kenya, when the Anti-Bribery Act guidelines were adopted in 2017, companies had six months to implement internal anti-corruption measures. **Global Compact Network Kenya** trained businesses, including SMEs and their employees, to strengthen their practices in line with Kenya's Code of Ethics for Business.



Photo: GCN Kenya

In Malaysia, as supply chain integrity issues came to light during the COVID-19 pandemic, the Corporate Liability Act was enacted, presenting legal risks for companies, especially SMEs in the supply chain.

Global Compact Network Malaysia and Brunei produced a series of case studies and an e-course geared towards SMEs. Developed in collaboration with Monash University, the case studies lay out the steps taken by Malaysian companies to develop strong anti-corruption policies and programmes.



Photo: GCN Malaysia and Brunei

300 SMEs along the supply chain received support to develop anti-corruption practices in Malaysia.

“THE ANTI-CORRUPTION E-MODULE IS A FANTASTIC TOOL FOR SMES, AS MANY ARE STILL GRAPPLING WITH INTERPRETING WHAT CORRUPTION MEANS IN SIMPLE TERMS AND WHAT NEEDS TO BE DONE ABOUT IT.”

Internal Audit Manager
Duopharma Biotech Berhad in Malaysia

Global Compact Network Thailand equipped companies with the tools they need to embed integrity into their internal systems and supply chains, including the **Anti-Corruption Compliance Challenges and Case Studies: Findings from the Thai Private Sector**. Thai companies learned to address challenges such as bribery, supply chain integrity and corruption risks related to migrant worker recruitment.

For example, its two-day workshop on ethical recruitment and corruption risks in the seafood processing sector was co-hosted with IOM, training 40 participants from 20 companies.



Photo: IOM Thailand

Thailand's fishing and seafood processing sector relies heavily on migrant workers. Global Compact Network Thailand co-hosted with IOM a two-day workshop on ethical recruitment and corruption risks, training 40 participants from 20 companies in the sector.

In 2023, UN Global Compact refreshed the **Principles for Responsible Management Education** (PRME). First launched in 2007 during the UN Global Compact Leaders' Summit in Geneva, PRME works to engage the business leaders of tomorrow through responsible management education that focuses on serving society and safeguarding the planet. PRME is the largest organized relationship between the UN and business schools.

PRME
800 businesses
FROM 90 countries

THE G IN ESG: STRENGTHENING GOOD GOVERNANCE POLICIES AND PRACTICES IN THE PRIVATE SECTOR

“COMPANIES THAT PRIORITIZE INTEGRITY ARE FAR MORE LIKELY TO FOSTER A POSITIVE WORKPLACE CULTURE AND AVOID THE FINANCIAL AND LEGAL RISKS ASSOCIATED WITH CORRUPT PRACTICES. ULTIMATELY, THIS CONTRIBUTES TO LONG-TERM BUSINESS SUCCESS AND SUSTAINABILITY.”

SME in Malaysia

Governance, the G in ESG, is all about how a company is run and managed. A foundation of strong internal policies and practices is a critical enabling factor for the environmental and social elements of ESG, without which global threats such as poverty, inequality, and climate change cannot be effectively addressed.

Companies that prioritize accountability, transparency and ethical business practices tend to perform better financially and attract more investors.

The ACCA Playbook sets out various ways for companies to strengthen their governance, including anti-corruption declarations, pledges of integrity, and codes of ethics.

Adhering to ethical standards Codes of Ethics for Businesses

In **Kenya**, the private sector played a crucial role in shaping governance standards, including national legislation, an integrity plan and the Bribery Act.

Even before the country had enacted anti-corruption legislation, it launched the **Code of Ethics for Business** as part of its principles-based Collective

Action initiative with **Global Compact Network Kenya**, in partnership with the Kenya Association of Manufacturers and Kenya Private Sector Alliance.

Drawing on the **Ten Principles of the UN Global Compact**, the Code is an integrity roadmap for companies to create a cleaner business environment and level playing field.

The Code of Ethics is now a complementary tool to the legal frameworks of the 2016 Bribery Act. **Global Compact Network Kenya** is working to get the Government’s approval to include the Code of Ethics as a mandatory requirement for companies in public and private procurement processes.

Safaricom, a mobile network operator in Nairobi, made the Code of Ethics a requirement for all of its suppliers. Over 700 suppliers, hundreds of dealers and 167,000+ M-PESA agents are now aligned with ethical business practices, inspiring other companies to follow suit.

Although it has been signed by over 840 companies, small and medium size enterprises (SMEs) have been slow in adopting it, and as such **Global Compact Network Kenya** developed an anti-corruption toolkit to help SMEs enhance their business practices in line with the Code of Ethics.



840 companies have signed the **CODE OF ETHICS FOR BUSINESS** in **Kenya**

Committing to transparent business practices Anti-Corruption Declarations

Looking for a good place to begin their Anti-Corruption Collective Action efforts, **Global Compact Network Japan** gathered its participating companies, Government, lawyers, investors, academia and civil society to develop and launch the “Tokyo Principles for Strengthening Anti-Corruption Practices” (“Tokyo Principles”), along with an anti-bribery assessment tool for Japanese companies to evaluate their anti-corruption policies and practices.

The **Tokyo Principles** call for a company's top management to commit to advancing anti-corruption practices, as laid out in Principle Ten of the UN Global Compact and Target 16.5 of the global goals.

With support from Principles for Responsible Investment, **Global Compact Network Japan** promoted the importance of the Tokyo Principles for improving accountability and public disclosure of information as well as company performance. Together, they developed a roadmap to increase corporate commitment to and adoption of the Tokyo Principles.



In 2018, Shin-Etsu Chemical Co., Ltd. became the first company to sign the Tokyo Principles, which call for commitment from top management to advance anti-corruption practices.

“IT WAS VERY HELPFUL FOR ME TO LISTEN TO THE FRANK OPINIONS OF THE PEOPLE IN CHARGE OF OTHER COMPANIES, TO LEARN TO RECOGNIZE THE DANGERS OF CORRUPTION AND THE IMPORTANCE OF PREVENTING CORRUPTION.”

Japanese MSE

90% of Japanese company participants are willing to participate in similar projects in the future | **84%** of participants put their new knowledge into practice

When the war began in **Ukraine**, some partner companies ceased operations or deprioritized anti-corruption as they focused on survival and crisis response. Others remained on board, moving ACCA efforts online to focus on compliance activities with business transparency in order to build back better. In partnership with the Minister of Economy, they created an alliance with international businesses to support Ukraine's post-war recovery with integrity, the **Ukraine Business Compact**.

The Business Compact united over 750 businesses across 52 countries and 21 different economic sectors to commit to a post-war reconstruction free from corruption.

“THE WAR IN UKRAINE SIGNIFICANTLY DISRUPTED OUR BUSINESS OPERATIONS, FORCING US TO ADAPT OUR COMPLIANCE SYSTEMS TO AN EVER-CHANGING ENVIRONMENT. WE WERE GLAD TO SHARE OUR EXPERIENCE IN THE CAMPAIGN, BUSINESS INTEGRITY LESSONS FROM A WAR ZONE, AND THE STRATEGIES WE IMPLEMENTED TO ENSURE CONTINUED COMPLIANCE AND RESILIENCE DURING THESE TURBULENT TIMES.”

Food and agrotech company, MHP, Ukraine



In the midst of war, Ukraine launched the **Business Integrity Lessons from a War Zone** campaign, with experts offering advice on how to overcome compliance challenges during wartime. A high-level forum on Information Warfare and Information Operation attracted more than 4000 online participants.

Together with UNODC, **Global Compact Network Mexico** introduced a **CEO Pledge for business leaders** who have committed to raising awareness, implementing anti-corruption policies and promoting integrity across their value chains. Since its launch in June 2024, 24 CEOs have already signed the pledge.

“IT IS ESSENTIAL THAT THIS COMMITMENT IS SHOWN FROM THE TOP LEADERSHIP AND COMMUNICATED INTERNALLY, AS WE DID, SO THAT IT IS REFLECTED IN CONCRETE ACTIONS AND NOT JUST IN WORDS.”

Luis Soto

Director of Inplarsa
a plastics manufacturing SME in Mexico

in 2022
9 OF 10 BUSINESS LEADERS perceived high levels of corruption in **Mexico**
and
4 OF 10 COMPANIES reported they were victims of corruption in their interactions with public officials

Supporting clean procurement **Integrity Pacts**

An Integrity Pact is a written agreement between a government agency managing a procurement process and the companies bidding on the project to refrain from bribery and other forms of corrupt practices. It is monitored by a civil society organization (visit **B2O Collective Action Hub** to learn more about Integrity Pacts).

Together with the National Business Initiative (NBI), **Global Compact South Africa** held discussions with the Government of South Africa, through the National Treasury, to introduce **Integrity Pacts** for transparency in large procurement projects, particularly in the construction sector. Despite initial interest, they were unable to garner enough support from the public contracting agencies nor the construction industry associations (see also **Lessons Learned on page 36**).

“IT’S IMPORTANT TO HAVE A COALITION OF THE WILLING.”

Dr. Achieng Ojwang

Global Compact Network South Africa

Building trusted partnerships across sectors **Government Synergies**

Global Compact Country Networks were able to amplify their ACCA impact when aligned with Government priorities or leveraging a change in Government, particularly when that Government committed to address corruption.

“DURING OUR CONSULTATIONS WITH BUSINESS, THE UKRAINIAN GOVERNMENT’S NATIONAL AGENCY ON CORRUPTION HAD JUST LAUNCHED A NEW ANTI-CORRUPTION PROGRAMME. SO TOGETHER WITH THE SIEMENS-FUNDED ACCA INITIATIVE, THE TRIFECTA OF BUSINESS, GOVERNMENT AND CIVIL SOCIETY WAS PERFECTLY FORMED, AND WE WERE READY TO GO.”

Global Compact Network Ukraine

Global Compact Network Egypt collaborated with the Government of Egypt’s Anti-Corruption Authority and UNODC to hold the first ever open public-private consultation on anti-corruption in Egypt, a topic traditionally avoided. Together they addressed challenges affecting the operations of companies and identified ways, in line with Egypt’s National Anti-Corruption Strategy, to address them.

“WE ALWAYS THOUGHT ANTI-CORRUPTION WAS THE JOB OF REGULATORS. NOW WE SEE IT’S A COLLECTIVE MISSION.”

Egyptian MSE



Participants of the first ever public-private consultation on anti-corruption in Egypt had the chance to discuss and analyze how private sector companies could best contribute to the fight and prevention of corruption in Egypt in their day-to-day work.

The partnership between **Global Compact Network Kenya** and the Ethics and Anti-Corruption Commission has been acknowledged as a best practice in Africa and beyond.

This alliance has helped the Government to promote anti-corruption compliance programmes for business and has empowered Kenya's private sector to play a crucial role in shaping governance standards, including the Kenya Integrity Plan, the Anti-Bribery Act and its regulations.

In Kenya, private citizens are also authorized to recommend investigations into potential misconduct, thus giving the public itself a direct role in battling corruption.

“THE IMPACT OF THE ANTI-CORRUPTION EFFORTS HAS REACHED BEYOND COMPANY WALLS, ENCOURAGING BUSINESSES TO ENGAGE WITH THEIR SUPPLIERS, CUSTOMERS AND PARTNERS IN WAYS THAT PROMOTE SHARED VALUES.”

Sally Mwenesei

Senior Fraud Analyst, at the mobile network operator Safaricom in Nairobi, Kenya

A promising alignment between the Government and **Global Compact Network Mexico** will help pave the way for a more transparent and ethical business environment in Mexico.

The Secretariat of Anti-Corruption and Good Governance (SABG), newly formed in November 2024, aims to work with civil society and the private sector to improve public services and fight corruption. Having a collaborative relationship and open communication channels with the SABG will help **Global Compact Network Mexico** present the recommendations of its Public Private Working Group.

IN **MEXICO** FROM
2019 - 2023
8% DROP
 in the public
 perception of corruption

Business integrity workshops held in **Malaysia** for SMEs along the supply chain also benefitted from collaboration between business, Government and civil society. **Global Compact Network Malaysia and Brunei** built key partnerships with the Malaysian Anti-Corruption Commission, UNODC Malaysia, ABAC Centre of Excellence, Anti-Bribery Committee Japan, the Coalition for Business Integrity, the Malaysia Productivity Organization and the Malaysia International Chamber of Commerce & Integrity.



Photo: GCN Malaysia and Brunei

During a business Integrity workshop, GCN Malaysia and Brunei launched its series of case studies for SMEs, *Malaysian Companies Best Practices in Business Integrity and Anti-Corruption*.

“GOVERNMENT OFTEN EXPECTS PRIVATE SECTOR TO ‘LISTEN AND LEARN’, BUT WE WANT TO SHAPE THE AGENDA TOO.”

Thai company

One of the most significant impacts of **Global Compact Network Thailand** was the establishment of its formal Working Group with the Anti-Corruption Commission and the Thai Institute of Directors. Through this partnership, private companies were able to not only share challenges but help shape potential solutions, laying the groundwork for long-term public-private cooperation.



Photo: GCN Thailand

HARNESSING THE POWER OF DIGITAL TECHNOLOGY FOR TRANSPARENCY

“CORRUPTION SHOULD NO LONGER BE VIEWED THROUGH THE LENS OF 20 YEARS AGO. IN THE DIGITAL AGE, WE MUST EVOLVE THE FIGHT, HARNESSING EMERGING TECHNOLOGIES... FOSTERING A GLOBAL CULTURE OF INTEGRITY... AND DRIVING BOLD SOLUTIONS TO BUILD A FUTURE FREE FROM CORRUPTION.”

Ms. Ivanna Alvarado
UNODC Youth Ethics Ambassador

The use of new technologies allows us to hold institutions and individuals accountable in ways that were not possible before, making corruption harder to conceal.

Tools like blockchain for tracking public funds and platforms for citizen engagement or crowdsourced corruption reporting offer new opportunities to scale up transparency and accountability and to mobilize against corruption.

Digital technology solutions are also a key component of what Global Compact Country Networks offer their participating companies, such as digital platforms where the activities of a Collective Action initiative are carried out or the main documents and agreements are signed, where help desk chatbots answer questions about specific corruption scenarios and how to respond to them, and where digital compliance systems and tools are developed and shared.

Over the course of the ACCA initiative, **Global Compact Network India** saw the development of a digital whistleblowing system; **Global Compact Network Kenya** developed a microsite to help SMEs better understand the requirements of national regulations; **Global Compact Network Mexico** is finalizing a digital self-assessment tool; the Basel Institute of Governance has developed a comprehensive online database of Collective Action efforts; and UN Global Compact developed a data visualization tool for companies to better communicate progress on the Ten Principles of the UN Global Compact.

India’s Digital Whistleblower Protection

Companies in India were inspired by some of the tools outlined in the Global Compact Network India publication **Best Practices Compendium on Anti-**

Corruption: “Strengthening Transparency, Accountability and Value-based Healthcare in India. The guide features case studies and hypothetical scenarios drawn from the pharmaceutical and biopharmaceutical sector, hospitals, government health agencies and elsewhere.

After reviewing the guide, Jus Diligens, a legal and compliance firm, partnered with DB Tech to develop a whistleblower tech solution, WhistleSentinel, to better identify corruption and malpractice in its operations.

Employees from Indian companies, such as the Global Manufacturing Corporation in New Delhi, now feel comfortable raising concerns about corrupt practices.

“I COULD FILE MY REPORT IN DETAIL, AND I WAS UPDATED ON THE INVESTIGATION’S PROGRESS WITHOUT EVER REVEALING MY IDENTITY.”

Employee from Global Manufacturing Corp. in New Delhi.

Before the anonymous reporting system, workers were hesitant to report irregularities, fearing backlash from senior management. Now companies with the whistleblower protection software are better able to identify corruption and malpractice in their operations.



Jyoti Shekar, managing partner at Jus Diligens, has used the Best Practices Compendium published by Global Compact Network India.

Kenya's Online Code of Conduct

Global Compact Network Kenya worked with the Kenya Association of Manufacturers and Kenya Private Sector Alliance to develop an online platform for signing and reporting under the Code of Ethics for Business in Kenya (see also the **G in ESG Section on page 19**), allowing companies to publicly upload their annual anti-corruption reports to promote transparency and accountability.

The online platform houses anti-corruption tools and resources, including model policies and a self-assessment toolkit. These help businesses, especially SMEs, better understand the requirements of national regulations, set up anti-corruption programmes and track progress.

“THE IMPLEMENTATION OF THE ONLINE CODE OF ETHICS FOR BUSINESS IN KENYA HAS IMPROVED THE EASE OF DOING BUSINESS, REDUCING COSTS, AND STRENGTHENING GLOBAL COMPETITIVENESS.”

Kenya Private Sector Alliance

Mexico's Digital Corporate Integrity Tool

Global Compact Network Mexico worked with UNODC to develop a digital tool that helps companies assess their compliance with UNCAC standards and other anti-corruption regulations in the private sector. With 39 indicators and 68 questions, the **digital assessment tool** is now being used by companies to pinpoint and improve weaknesses or gaps in their anti-corruption systems, such as in hiring processes, training, procurement and financial procedures.

“WE BELIEVE THIS IS ONE OF THE MOST COMPREHENSIVE TOOLS IN MEXICO REGARDING CORPORATE INTEGRITY: IT INCLUDES CLEAR INDICATORS, ALIGNS WITH INTERNATIONAL REGULATIONS, AND INCORPORATES BEST PRACTICES.”

Luz María Guzmán

Head of Anti-Corruption, UNODC Mexico

B20 Collective Action Hub

The **B20 Collective Action Hub** is a global repository of information, tools and resources related to Anti-Corruption Collective Action efforts from around the world. This comprehensive hub was developed by the Basel Institute of Governance, in partnership with the UN Global Compact, following a 2013 mandate from the B20 group of business leaders. It is used to share best practices, access resources, assess progress, encourage collaboration, identify areas for improvement and inspire additional efforts in Anti-Corruption Collective Action and ethical business practices.

Communication on Progress Data Visualization Tool

The **Communication on Progress (CoP) Data Visualization Tool** of the UN Global Compact is a powerful way for companies to demonstrate their commitment to sustainability and their progress on the Ten Principles of the UN Global Compact, including corruption.

All company participants submit an annual CoP to report on corporate performance, assess progress on the Ten Principles and the Sustainable Development Goals, identify gaps and inform future goals. The CoP Data Visualization Tool (launched in 2024) is an interactive dashboard that offers aggregated data and insights into the progress of companies in advancing the Ten Principles of the UN Global Compact. The CoP tool transforms raw data into clear, visual insights for informed decision making, providing greater understanding of achievements, areas for improvement and where best to place resources for future Collective Action. It is an important resource to compare corporate performance and is one of the largest sources of private sector sustainability data.

Explore the **CoP** data visualization tool:

150+ COUNTRIES
20 000 COMPANIES

SANCTIONS AND INCENTIVES FOR PRIVATE SECTOR INTEGRITY

“REWARDING GOOD BEHAVIOUR SO OTHERS WILL DO THE SAME THING... THE IDEA IS SPREADING AS WE CONTINUE TO HIGHLIGHT MORE EXAMPLES.”

Global Compact Network Brazil

Refraining from corruption can be difficult, particularly for small and medium sized enterprises (SMEs) in the face of systemic corruption and low enforcement of anti-corruption laws.

As part of ACCA, many Global Compact Country Networks and their participating companies advocated for a mix of sanctions and incentives to encourage companies to refrain from corruption and bribery and embrace ethical business practices.

Sanctions, such as fines and asset seizures, court legal suits and prison terms, as well as negative publicity, exclusion from government contracts, can be effective tools to discourage corrupt practices and send a strong signal that these will not be tolerated.

On the other hand are incentives that provide motivation for ethical business, such as tax breaks, grants, preferential treatment in contracts, as well as positive media coverage and customer loyalty for those who adhere to standards of integrity and transparency.

When regularly enforced, both sanctions and incentives provide motivation for ethical business practices, slowly chipping away at the systemic nature of corruption and ultimately creating a more transparent and fair business environment (see also the [Resource Guide on State Measures for Strengthening Business Integrity](#) published by OECD, UNODC and UN Global Compact to help States identify and implement an appropriate mix of sanctions and incentives for business integrity).

Integrity Awards

Being recognized for ethical conduct in the market can help companies to stand out from their competitors, boost reputations, and open up new opportunities for partnerships and investment.

In Brazil, the Ministry of Agriculture and Livestock created the national Integrity Award to promote, recognize and reward practices of integrity by companies in the agribusiness sector. The goal is to reduce fraud, bribery and corruption in the sector and to raise awareness among agribusinesses and cooperatives of the important role they play in terms of social responsibility, sustainability and ethics. Participation in Global Compact Network Brazil's food and agrobusiness Anti-Corruption Collective Action initiative was considered as a criterion for this Award, which annually rewards achievements towards fairer business environments.

The **Anti-Corruption Collective Action Awards** are presented annually by the Basel Institute on Governance to highlight and encourage the development of Collective Action initiatives. These awards recognize and celebrate the achievements of collaborative efforts to tackle corruption and raise standards of business integrity. GCN Ukraine and GCN Kenya were also ACCA Award recipients in 2022 and 2025 respectively.



Photo: GCN Brazil

The **2024 Anti-Corruption Collective Action Awards** were presented to Brazil for outstanding achievement in its Agribusiness Anti-Corruption Collective Action and also for Inspirational Newcomer in its Transparency 100% Movement.

Ethics and Integrity Registers

Ethics and Integrity programmes helped foster a corporate culture of honesty and transparency, with companies beginning to appreciate the economic benefits of avoiding corruption and the increased trust from investors and customers.

For example, in **Brazil**, companies that have a rigorous code of conduct, training, reporting system, complaints procedure, and financial disclosure are recognized in the **Empresa Pró Ética (Pro-Ethics Register)**, an ethics list created by the Ethos Institute and Brazil's office of the Comptroller General. Inclusion in this ethics list can create positive public perception and strengthen a company's brand. **Global Compact Network Brazil** was invited to join the Steering Committee of the Pro-Ethics Register, recognizing GCN Brazil's growing influence as a leading force in ACCA.

Building on its experience with the Collective Action initiatives, GCN Brazil developed the award-winning **Transparency 100% Movement** which encourages companies to go beyond their legal obligations and commit to five ambitious transparency and integrity goals.

They include 100 per cent transparency in governance structure and compliance, in interactions with the public administration, and in whistleblower channels as well as 100 per cent integrity in the supply chain and in executive salaries. The Transparency 100% Movement engages senior leadership, helping companies to assess themselves and track improvements on each of the five targets.

As early as **2025**
The Transparency
100% Movement
COUNTS 70 COMPANIES
 of varying sizes, primarily in the
 energy sector and reaches more than
100,000 EMPLOYEES

Global Compact Network Egypt worked with an Advisory Committee, including representatives from the Financial Regulatory Authority, PricewaterhouseCoopers, Siemens Energy, UNODC, the Government, Arab League and International Finance Corporation to develop a **"Business Integrity Seal"** that recognizes and rewards ethical businesses in Egypt. Companies that demonstrate a strong commitment to anti-corruption measures receive business incentives such as facilitated access to services, public recognition, operational support and training.

Global Compact Network Egypt recently showcased leading ethical companies in a series of video interviews to make the business case for fighting corruption.

By recognizing companies that excel in combating corruption, this GCN Egypt initiative aims to create a ripple effect that encourages more businesses to strengthen their anti-corruption frameworks. With the commitment of the Steering Committee and the participation of the business community, the Business Integrity Seal has the potential to become a hallmark of corporate responsibility in Egypt.

As part of **Egypt's Integrity Network**

108 SMEs

have appointed **compliance managers** and submitted **anti-corruption policies**

500 SMEs

are equipped with **knowledge** about **corruption risks** and how to avoid them

Global Compact Network Nigeria worked to develop an integrity pact between MSMEs and the finance sector, seeking to incentivize MSMEs that have strong anti-corruption practices with better access to financing from banks and other institutions.

FROM GOOD GOVERNANCE TO TRANSFORMATIONAL GOVERNANCE: PROTECTING PEOPLE AND PLANET



“IT’S INSPIRING TO WITNESS SO MANY DYNAMIC COMPANIES COMING TOGETHER WITH THE SHARED GOAL OF MAKING A MEANINGFUL IMPACT ON OUR WORLD.”

Maxim Timchenko, CEO DTEK

Many companies are not just strengthening their internal controls; they are adopting ethical practices to help pave the way for a more peaceful, just and sustainable world.

The following ACCA initiatives illustrate some of the ways companies have raised the bar, moving beyond accountability and transparency to address specific industries where corrupt practices have had negative impacts on people and planet, impacts that may derail progress on the global goals.

For example, **Global Compact Network Ukraine** addressed **SDG 7 – Clean Energy** when it supported a green transition in the energy and extractives sector.

Global Compact Network India addressed **SDG 11 – Sustainable Cities** in its efforts to establish a business case for good governance in smart city projects as well as **SDG 3 – Health and Well-being** in its efforts to reduce corruption in the healthcare sector.

Global Compact Network Brazil and **Global Compact Network Indonesia** addressed **SDG 2 - Food Security** and **SDG 8 Decent Work and Economic Growth** in their respective efforts in the food and agriculture sector.



Improving food security in Brazil

The food and agriculture industry is one of Brazil's most important economic sectors. Together with 28 agribusiness companies, **Global Compact Network Brazil** worked to create transparent processes across the agribusiness supply chain and in public-private sector relations. They developed a set of voluntary, collaborative, and self-governing rules and commitments that apply equally to all participating companies, protecting the Brazilian agribusiness sector from corruption, money laundering and bribery. They also developed resources like the **Best Practices Guide on Anti-Corruption in Agribusiness** to guide companies in adopting more ethical practices.

“WE ENCOURAGE COMPANIES TO GO BEYOND THE LEGAL FRAMEWORK AND BECOME MODELS OF COMPLIANCE AND INTEGRITY. WE BELIEVE IN INTEGRATING ANTI-CORRUPTION EFFORTS WITH ENVIRONMENTAL AND HUMAN RIGHTS INITIATIVES AS A CORE STRATEGY FOR ENHANCING BUSINESS SUSTAINABILITY.”

Chantal Castro

Global Compact Network Brazil



Photo: Pexels/Melquizedeque

Participation in Brazil's Collective Action on Agribusiness increased by 400%; the initiative is now self-funded with 12 sponsor companies.



Strengthening urban infrastructure and quality of life in India

In June 2015, the Government of India launched The Smart Cities Mission to make 100 cities all over the country citizen friendly and sustainable. **Global Compact Network India** developed a Framework for Governance of Smart Cities, set out the business case and a roadmap for good governance in the Smart Cities Project. They provided a platform to discuss governance challenges and ethical solutions and developed toolkits to assist businesses in assessing their risks in the infrastructure sector and developing strategies to mitigate these risks. These Collective Action efforts improved transparency in the bidding processes of Pune, Dharamshala and Chennai Smart Cities.



Promoting a culture of integrity in India's healthcare sector

Global Compact Network India was instrumental in driving transformative change in the health sector. Together with pharmaceutical companies, healthcare experts, the Ministry of Health & Family Welfare, the Government of India and the United Nations Office on Drugs and Crime (UNODC), they identified challenges in India's healthcare sector, such as wasteful and unethical prescribing practices, high costs and high levels of public distrust, along with ways to address them.

When MSMEs voiced their frustrations, highlighting the difficulties of operating transparently in a system that often works against them, Global Compact Network India organized workshops and training sessions that emphasized not just compliance but the tangible benefits of ethical business practices. These Business Integrity Sessions equipped MSMEs with the knowledge to strengthen governance, navigate regulatory frameworks, and build resilience against corruption.

MSMEs that had earlier been reluctant to discuss compliance are now spearheading discussions on moral business, with the concept of integrity moving from being a liability to a strength.

As a result, ten healthcare, legal and academic organizations have committed to integrating ACCA in their strategies and training to ensure a more equitable, transparent and accountable healthcare system.



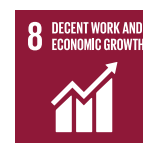
Global Compact India and its public and private participants are working to create a healthcare system that not only delivers care more effectively but also ensures that it reaches the most vulnerable.

300 COMPANIES including **230+** MSMEs in the health and pharmaceutical sectors participated in the **GCN INDIA BUSINESS INTEGRITY SESSIONS**

“THE ACCA TRAINING WAS AN EYE-OPENER THAT REVEALED THE EXTENT TO WHICH CORRUPTION PENETRATES THE HEALTHCARE SECTOR. I REALIZED THAT IT IS ALMOST IMPOSSIBLE TO CHANGE THE CORRUPTION ISSUE MERELY BY LAWS. WHAT WE NEED IS FOR EVERYONE TO COME TOGETHER COLLECTIVELY AND PUT AN END TO IT.”

Jyoti Shekar

Lawyer in New Delhi, India



Boosting jobs and economic growth, zero hunger (1) and climate action (13) in Indonesia's palm oil industry

Indonesia produces over 30 million tonnes of palm oil every year, providing millions of jobs and boosting economic growth. However, the industry is vulnerable to corruption, which not only undermines the industry but also livelihoods, the environment and global supply chains.

“WE CAN’T AFFORD TO IGNORE CORRUPTION ANY LONGER; IT THREATENS THE VERY FOUNDATION OF OUR PALM OIL INDUSTRY. WE MUST ACTIVELY ENFORCE GOOD MANAGEMENT AND SUSTAINABILITY PRACTICES. THIS MEANS EMBEDDING TRANSPARENCY AT EVERY LEVEL TO STRENGTHEN BUSINESS INTEGRITY AND COMBAT CORRUPTION.”

Rachmat Perdana Angga, Chair
Indonesian Palm Oil Association East Kalimantan

Together with the Indonesian Corruption Eradication Commission (KPK) and UNODC Indonesia, **Global Compact Network Indonesia** travelled from the capital city to remote areas, more vulnerable to corruption, in Southwest Papua, East Kalimantan and South Sumatera provinces, where they teamed up with local business leaders and combined resources to create a regional workshop focused on the palm oil industry. They addressed topics related to energy, licensing and land, and palm oil exploitation ([see also page 17](#)). They formalized their participation in an **Anti-Corruption Collective Action Declaration**, a milestone in strengthening ethical business practices. Eighteen companies and five organizations signed the Declaration.



“CORRUPTION IS A COMPLEX ISSUE THAT REQUIRES A COLLECTIVE EFFORT. THE GOVERNMENT CANNOT TACKLE THIS ALONE; WE NEED THE COOPERATION OF THE PRIVATE SECTOR AND THE COMMUNITY.”

Satya Pambudi, Auxiliary Inspector of Economic
Affairs, East Kalimantan Province



Accelerating the transition to clean energy with transparency in Ukraine

Global Compact Network Ukraine hosted the Ukraine Recovery Conference in the middle of a war and developed the Ukraine Business Compact, which was signed by over 750 companies committing to a post-war reconstruction that accelerates a green transition with zero tolerance for corruption. They are currently exploring avenues for integrating clean energy projects in the recovery process, while ensuring a stable energy supply.

“NOW EVEN CEOS ARE STEPPING UP TO SHARE THEIR EFFORTS - NOT TO PORTRAY UKRAINE AS A COUNTRY AT WAR - BUT AS A COUNTRY READY TO LEAD AND COMPETE ON THE GLOBAL STAGE.”

Daria Ruban
Global Compact Network Ukraine

55+ CEOs in Ukraine
are leading by example in fostering
integrity, through
speaking roles,
advisory contributions
and public commitments

64 Companies
have signed the
Memorandum on
Anti-Corruption Collective Action
in **Ukraine**, committing to
ethical business practices.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Why SDG 16 Matters: The link between corruption and the global goals

Today, we face the grim reality that only 17% of the global goals are on track. Tackling corruption is a vital part of the action needed to achieve the global goals. Sustainable Development Goal 16 - peaceful, just and inclusive societies - includes specific targets on reducing corruption and bribery, building effective, accountable and transparent institutions and ensuring public access to information. Progress on SDG 16 contributes to progress on other SDGs.

For example:

1 NO
POVERTY



SDG 1 - Peaceful societies with strong, transparent institutions reduce conflict and foster economic stability, directly impacting poverty reduction as well as **SDG 2** (Zero Hunger) including agricultural production, distribution and food security.

7 AFFORDABLE AND
CLEAN ENERGY



SDG 7 - Strong institutions can foster an environment for innovation, adoption of renewable energy technologies, and enforcement of regulations that promote energy efficiency and protection of the environment.

3 GOOD HEALTH
AND WELL-BEING



SDG 3 - Good governance ensures that healthcare resources are effectively distributed and reduces corruption in health services.

8 DECENT WORK AND
ECONOMIC GROWTH



SDG 8 - Stable legal frameworks support economic growth, creating jobs and sustainable business environments.

5 GENDER
EQUALITY



SDG 5 - Inclusive institutions reduce inequalities, help address gender-based violence and protect women's rights.

11 SUSTAINABLE CITIES
AND COMMUNITIES



SDG 11 - Good governance helps ensure access to basic services, affordable housing, efficient transportation and green spaces for all, particularly those in vulnerable situations.

How Business Can Help

Business plays a vital role in advancing the global goals. Companies can establish good governance frameworks that encourage transparency and accountability, including anti-corruption policies and compliance programmes, diligent procurement processes and supply chains free from corrupt practices. The private sector can also work collectively with Government and civil society to advocate for legal reforms as well as sanctions and incentives that promote ethical business practices and help pave the way for a more peaceful, just, and sustainable world.

In June 2021, the UN Global Compact released the **SDG 16 Business Framework: Inspiring Transformational Governance**, a reference tool developed by business for business. It demonstrates how business can support and strengthen peace, justice, and strong institutions as essential pillars of governance.



Photo: UNICEF Ukraine

AMPLIFYING THE VOICE OF BUSINESS AT THE REGIONAL AND GLOBAL LEVELS



Photo: World Bank KM Asad / Dhaka, Bangladesh

OUR IMPACT GLOBALLY

The ACCA initiative has amplified the voice of business at regional and global levels (including at the B20, G20, CoSP, Regional Conference in Eastern Africa to Fast-Track UNCAC Implementation, the World Economic Forum's Partnering Against Corruption Initiative, the United Nations General Assembly Special Session on Corruption, International Anti-Corruption Conferences and OECD's Anti-Corruption and Integrity Forums), raising the profile and importance of doing business with integrity and contributing to the achievement of the global goals, specifically SDG 16 on good governance.

BRINGING THE PRIVATE SECTOR VOICE TO THE GLOBAL ANTI-CORRUPTION AGENDA

At the **B20 Summit in Indonesia**, Global Compact Network Indonesia organized parallel events where it launched the ACCA Playbook, encouraging Collective Action to advance business integrity and sustainability.

The UN Global Compact also emphasized the importance of businesses adopting sustainable and socially responsible policies, reporting on their implementation and aligning their climate commitments with scientific data.

The UN Global Compact contributed to reestablishing the B20 Task Force on Integrity and Compliance and became a Network Partner, ensuring that G20 policy recommendations aligned with key priorities — namely Collective Action, incentives for business integrity and compliance frameworks aligned with corporate sustainability standards, among others.

At the **B20 Summit in Brazil**, the Task Force advocated for stronger G20 action in areas like anti-corruption measures and ethical leadership, as outlined in its **Policy Paper**.

A key focus was on stimulating Collective Action to strengthen value chain integrity and resilience, including collaborations among the public sector, private sector and civil society (see also **B20 Collective Action Hub**, a legacy ACCA project which serves as a global resource center for anti-corruption Collective Action).

In 2023, the UN Global Compact co-hosted the first-ever **Private Sector Forum** at the tenth Conference of States Parties (CoSP10) to the UN Convention against Corruption, in partnership with UNODC, to raise

awareness among Governments of specific private sector challenges and priorities, to better inform their decisions and commitments to fight corruption.

During CoSP10, the UN Global Compact presented a **Call-to-Action** from businesses — signed by 500 companies from 91 countries — urging Governments to intensify and reward anti-corruption efforts. Governments stepped up to the challenge, with 190 countries committing to adopt incentives for business integrity (see **Resolution 10/12**, "Providing incentives for the private sector to adopt integrity measures to prevent and combat corruption").

IMPLEMENTING RESOLUTION 10/12 AT THE REGIONAL LEVEL

For the first time in history, business representatives attended the East Africa **Regional Platform to Fast-Track UNCAC Implementation** held in Kenya, where East African nations gathered to select four or five thematic areas for focused anti-corruption efforts. Notably, most of the regional platforms to fast track UNCAC implementation have prioritized engagement with the private sector as a key area.

Business representatives, who made up 25 per cent of participants, co-drafted alongside anti-corruption authorities and Government officials, an endorsed Roadmap for ten African countries to address corruption through Collective Action.

1/4th of the **Eastern Africa Anti-Corruption Platform** regional meeting were: **business participants, including company founders and owners of SMEs**

UNODC and UN Global Compact published an updated version of the **Resource Guide on State Measures for Strengthening Business Integrity** to assist Governments in this endeavour, including a whole chapter on engaging the private sector in developing effective incentives.

During the regional conference, the publication inspired dialogue on the balance between sanctions and incentives for states in enhancing business integrity.

Following the regional platform event, **Global Compact Network Kenya** hosted a Business Integrity Conference, bringing together 88 participants from the private sector, Governments and civil society to discuss concrete case studies and ways to collectively overcome challenges.

CONNECTING ACROSS BORDERS

Regular monthly ACCA meetings were established at the beginning of the ACCA initiative to help shape the ACCA Playbook. These meetings also provided a platform for all the Global Compact Country Networks to share Collective Action experiences and best practices, offer technical support and mentor those who may not have been as far along in their anti-corruption efforts. These monthly meetings as well as other national, regional and international gatherings helped to inspire new anti-corruption Collective Actions and to create partnerships across borders.

For example, **Global Compact Network Kenya** learned from the approach adopted by **Global Compact Network Nigeria** to develop an anti-corruption toolkit for MSMEs and also connected with Transparency International in Kenya to explore synergies in their respective efforts to advance ACCA.

Global Compact Network Japan established partnerships with the Principles for Responsible Investment (PRI) Japan and the Anti-Bribery Committee Japan which were critical to the development of the Tokyo Principles and anti-bribery assessment tool.

Global Compact Network Brazil led a Train-the-Trainers session on Collective Action for UN Global Compact Networks across Latin America, focusing on promoting anti-corruption efforts and sharing best practices among countries such as Argentina, Chile, Colombia, Paraguay, Uruguay and Peru.

The ACCA initiative empowered the Global Compact Country Networks and recognized them as critical actors in convening and advancing work on ACCA. It also provided an opportunity to re-engage Government agencies and ministries and other partners in regional and global efforts to advance their specific ACCA initiatives.



United Nations
Global Compact

**United for Business Integrity:
the Global Collective
Action Contest!**

Are You Up To The Challenge?
If you seek to bring together like-minded stakeholders to enhance business integrity standards in an industry, a sector, or your entire country, this is your chance!



United for Business Integrity: The Global Collective Action Contest

This contest was organized to highlight the power of Collective Action and to assess the challenges faced by Global Compact Country Networks to address Principle Ten. Of the 24 applications received, 11 Country Networks (Bulgaria, Colombia, Democratic Republic of Congo, Georgia, Lebanon, Nigeria, Paraguay, South Africa, Spain, United Kingdom, Uruguay) were accepted to participate in Collective Action workshops held locally with local and international experts.



Bringing the voice of the private sector to the regional anti-corruption agenda
Ten African countries committed to corporate compliance, Collective Action and incentives for business integrity at the Regional Conference of the Eastern Africa Platform to Fast-Track UNCAC Implementation, held in Kenya with the private sector, including SMEs.

ACCA LESSONS LEARNED

“LOOKING AHEAD, WE WILL BUILD ON THESE LESSONS TO SHARPEN OUR STRATEGY AND ENSURE THAT EVERY INITIATIVE WE LAUNCH IS TIMELY, RELEVANT AND DELIVERS REAL IMPACT.”

Tetiana Sakharuk
Executive Director

Global Compact Network Ukraine

Throughout the ACCA initiative, Global Compact Country Networks learned the importance of being agile, creative and responsive to the evolving contexts in which they operated.

Here are a few of the valuable lessons learned in their efforts to ensure ACCA initiatives were timely, effective and impactful.

Collective Action takes time, trust and persistence. Overcoming reluctance and shifting entrenched mindsets and behaviours require continuous dialogue, education and unwavering commitment from all stakeholders. Take the time to build meaningful, long-term trusted relationships among private and public sectors. Frame sensitive topics in a positive light, such as in Bangladesh, Egypt, Malaysia and Thailand where promoting “business integrity” rather than “fighting corruption” helped build corporate comfort and participation.

“THE PROCESS TO IDENTIFY THE VARIOUS STAKEHOLDERS, INVITE THEM TO THE TABLE, AND FOR THEM TO COME WITHOUT FEAR OR FAVOR TOOK ALMOST A YEAR, BUT I THINK THAT IS WHAT ANTI-CORRUPTION COLLECTIVE ACTION IS ALL ABOUT. IT DOESN'T HAPPEN OVERNIGHT, THERE IS NO SET FORMULA, THERE IS NO SET DESIGN. EVERY GROUP, EVERY ISSUE IS DIFFERENT, AND GETTING THOSE INDIVIDUAL STAKEHOLDERS REPRESENTING THE GROUP THAT THEY COME FROM HAS BEEN TEDIOUS BUT A VERY WELCOME TASK.”

Shabnam Siddiqui

Former Executive Director
Global Compact Network India

Understand the local context. While there are best practices for Collective Action, there is no single roadmap to create meaningful change across all countries, sectors or regions. It is important to meet people where they are, take the time to listen to and understand their unique history, challenges, knowledge and resources. The most successful initiatives use different approaches tailored to local needs.

Take a sector-focused approach. Projects that focused on a single sector tended to have a higher ability to gather allies and sustain progress. For example, Brazil, India and Indonesia identified sectors with committed stakeholders, popular with the public and media and relevant to policymakers.

“TAKING A SECTORAL APPROACH TO ANTI-CORRUPTION COLLECTIVE ACTION WORK CAN HELP EXPEDITE THE PROCESS FOR MEANINGFUL CHANGE WITHIN THE REGION. HOWEVER, IT IS IMPORTANT TO DO THE LEGWORK TO ENSURE THAT THE INDUSTRY HAS BOTH AN INTEREST AND SUPPORT TO START THIS TYPE OF PROJECT. BEFORE DIVING IN, IT CAN BE HELPFUL TO CONDUCT BACKGROUND RESEARCH AND EVEN HOLD IDEATION MEETINGS OR “COLLABORATIVE LABS” TO DISCUSS POTENTIAL PROJECT IDEAS TO ENSURE THERE WILL BE PUBLIC AND PRIVATE SECTOR SUPPORT.”

Ana Aranha

Former Anti-Corruption Senior Manager
Global Compact Network Brazil

Ensure business partners are genuinely committed to change. Some companies may be publicly eager to participate but lack the commitment and internal buy-in to make substantive changes. Managing relationships with these companies is key to avoiding the appearance of whitewashing.

Engage with Government ministries and agencies. Work to establish consensus on key policy asks from the business community and then approach policymakers as a united front to influence legislation on corruption, procurement and other issues. To reinforce an equal playing field for all companies, it is critical for all parties — both those who are expected to follow rules and those who enforce rules — to be committed to ethical business practices.

“CORRUPTION IS A TANGO BETWEEN THE PRIVATE AND THE PUBLIC SECTOR, SO IT REQUIRES COMMITTED EFFORT FROM BOTH SECTORS TO MAKE MEANINGFUL CHANGE. AS SUCH, THERE IS REAL VALUE IN PROVIDING COMPANIES WITH A PLATFORM, TOOLS AND RESOURCES THEY NEED TO NOT ONLY PUSH BACK ON CORRUPT BEHAVIOURS, BUT TO ALSO HELP AND HOLD THE GOVERNMENT ACCOUNTABLE FOR ADDRESSING CORRUPTION-RELATED CHALLENGES.”

Judy Njino
Executive Director
Global Compact Network Kenya

Continuous monitoring, proactive planning, and flexibility are key in the face of adversity, such as during the COVID-19 pandemic, changes in Government, political conflicts, instability and other unexpected crises. For example, no physical events or gatherings were possible due to security risks amidst the Russian invasion of Ukraine. Some partner companies ceased operations or deprioritized anti-corruption efforts as they focused on survival and crisis response. In response, Global Compact Network Ukraine shifted key activities to virtual platforms, introduced security measures, launched a search for new partners and strengthened relationships with active stakeholders. These alternate strategies, accompanied by trust-building, clear purpose and consistent follow-up, led to tangible outcomes despite the crisis.

Strategic communication helps enhance visibility and reach a wider audience.

The development of a communication strategy with storytelling, outreach campaigns and media partnerships helps to showcase the work being done; to bring to life the impact ACCA has had on the ground and to raise public awareness of the importance of business integrity.

Ensure sustainability of projects. Secure a long-term source of funding, such as membership fees or local business funding, to ensure lasting impact and expanded outreach. For example, Global Compact Network Brazil managed to secure local business funding; Global Compact Network India secured additional support through partnerships and sponsorships, and Global Compact Network Indonesia secured in-kind contributions, such as event venue rentals, to overcome resource limitations. Incentives, such as compliance certifications, procurement benefits and public recognition, also help businesses stay committed to anti-corruption practices long after the initial project has come to an end.



ACCA CHAMPIONS

Reinventing how we do business

The ACCA initiative inspired corporate leaders around the world to take strong, public stances against corruption and to commit to ethical business conduct. ACCA champions are often sought out for guidance on combating corruption and have become influencers who can drive change across their organizations, their communities, their countries and around the world.



United Nations
Global Compact

BRAZIL

NEWS
WORLD
BUSINESS
E-PAPER

GCN Brazil awarded seat at National Transparency Council



The award winning GCN Brazil and its network of companies was given a seat at the **National Transparency Council** and asked to monitor the OECD Anti-Bribery Convention, influencing clean market policies across borders.

The award winning GCN Brazil and its network of companies was given a seat at the **National Transparency Council** and asked to monitor the OECD Anti-Bribery Convention, influencing clean market policies across borders.



United Nations
Global Compact

Kenya

NEWS
WORLD
BUSINESS
E-PAPER

GCN Kenya Wins 2025 Collective Action Award for Inspirational Newcomer



GCN Kenya cemented its leadership role as the voice of the private sector, contributing to anti-bribery legislation and the Kenya Integrity Plan to create more competitive market conditions.




United Nations
Global Compact

Malaysia

NEWS
WORLD
BUSINESS
E-PAPER

GCN Malaysia and Brunei Increased Anti-Corruption Programmes through tools and training developed for SMEs



The number of anti-corruption programmes under implementation by SMEs has exponentially increased in Malaysia because of the models, tools and training developed by GCN Malaysia and Brunei, in response to national legislation.



United Nations
Global Compact

Bangladesh

NEWS
WORLD
BUSINESS
E-PAPER

Global Compact Network Bangladesh Bangladesh Youth Declaration Campaign Against Corruption



GCN Bangladesh conducted eight workshops, three debates, a Youth Declaration Campaign Against Corruption, and an inter-university Integrity Competition called Corruption Through My Eyes as part of a creative Youth for Integrity Campaign to advance awareness among the country's future leaders.



 NEWS WORLD BUSINESS E-PAPER

GCN Thailand Shifts Mindsets

GCN Thailand creates safe spaces for discussions on corruption



Global Compact Network Thailand shifted mindsets, creating safe spaces to normalize discussions on corruption, a topic most companies are reluctant to discuss.



 NEWS WORLD BUSINESS E-PAPER

GCN Ukraine Shows Remarkable Adaptability

Efforts Led to International Recognition and New Role as Host of the Ukraine Business Compact



In the face of unpredictable crises, first with COVID-19 and then the war, GCN Ukraine showed remarkable adaptability, redesigning its strategic plan, moving activities online and continuing to build momentum. Their efforts led to international recognition and a new role as host of the Ukraine Business Compact in partnership with the Government of Ukraine.



 NEWS WORLD BUSINESS E-PAPER

GCN India Drives Change in the Health Sector

Develops Pharma Consensus Framework



GCN India was instrumental in driving transformative change in the health sector, with companies such as BASF, GHEL, OTPC, PepsiCo, Fortis and the Sri Sathya Medical Institute adopting the ACCA Playbook principles. A Pharma Consensus Framework now serves as a reference document for healthcare organizations.



 NEWS WORLD BUSINESS E-PAPER

GCN Indonesia Ensures No One Left Behind

Travels to remote areas to protect SMEs from corrupt practices in palm oil industry



Global Compact Network Indonesia travelled to remote areas to ensure no one was left behind, protecting **SMEs** from corrupt practices in the palm oil industry.

ANTI-CORRUPTION RESOURCES

Between 2010 and 2025, the Anti-Corruption Collective Action (ACCA) initiative generated a wide range of publications, resources and tools to assist countries and the private sector in taking meaningful action against corruption and creating fairer, more transparent business practices. These resources are housed online on the **ACCA Portal** of the UN Global Compact so ACCA continues to inspire businesses towards greater transparency and integrity long after the initiative comes to an end.

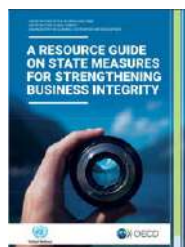
AT THE GLOBAL LEVEL



Uniting against Corruption: Playbook on Anti-Corruption Collective Action (2021). Available in six languages, the [ACCA Playbook](#) outlines the six-step approach to help companies and other stakeholders assess local corruption risks and promote ethical business practices collaboratively.



eLearning Module, Taking Collective Action for Anti-corruption (2024) introduces the six-step approach to help companies assess local corruption landscapes, engage stakeholders and apply Collective Action to mitigate corruption risks. It is available in five languages: Arabic, English, French, Portuguese and Spanish.



Resource Guide on State Measures for Strengthening Business Integrity (2024) provides States with a framework to identify and implement an appropriate mix of sanctions and incentives for encouraging business integrity. It also includes case studies that serve to share information and practices and provide inspiration to States and the private sector.



Communication on Progress (CoP) Data Visualization Tool offers insights into the progress of UN Global Compact business participants in advancing the **Ten Principles** and the SDGs. This data is based on information reported by participating companies through the CoP digital questionnaire, which has been updated to include specific questions related to Anti-Corruption Collective Action under Principle Ten.



The **ACCA Website** of the UN Global Compact is a repository for the Anti-Corruption Collective Action initiative, listing all of the projects and housing all of the resources generated between 2010 and 2025.



B20 Collective Action Hub is a **digital platform** for global collaboration and knowledge sharing on anti-corruption and other ethical business practices. Run by the Basel Institute on Governance for the B20, its resources are freely accessible. A helpdesk function is available for users to ask specific questions.



UN Global Compact — UNODC Doing Business with Integrity Course (2024). First launched as the Fight against Corruption, one of the first resources of the UN Global Compact for business, this **e-learning tool** has nine interactive learning modules to help increase understanding of **Principle Ten of the UN Global Compact** against corruption and the **UN Convention against Corruption** as it applies to the private sector.

A **Global Webinar Series on Business Integrity**, also by UNODC and UN Global Compact provided a space for interaction, dialogue, and knowledge-sharing.



Fighting Corruption in the Supply Chain: A Guide for Customers and Suppliers (2nd Edition, 2016). This resource outlines common supply chain corruption scenarios and provides a framework and a set of tools for addressing them.



A Practical Guide for Collective Action Against Corruption (2015) paved the way for the ACCA Playbook, providing guidance on how to initiate and implement ACCA initiatives while showcasing various examples from Collective Action projects worldwide.



Anti-Corruption Risk Assessment (2013)

This guide sets out the steps for an anti-corruption risk assessment: namely how to establish the process, identify the risks, rate the risks, identify mitigating controls, calculate remaining residual risk and develop an action plan.



Business Against Corruption: A Framework for Action (2011) outlines a structured approach for business to comply with international anti-corruption standards, establish strong ethical practices, enhance their reputation and foster a culture of integrity across all levels of their companies.



Human Rights and Anti-Corruption Compliance (2016). Part of an ongoing series, this Good Practice Note identifies approaches that have been recognized by a number of companies and stakeholders as being good for human rights.

AT THE COUNTRY LEVEL



GCN Bangladesh produced **United Against Corruption: Regional Perspectives on Collective Action** as part of its Regional Symposium on Collective Action Against Corruption with GCN India, Indonesia, Kenya, Malaysia & Brunei, and the GCO.



GCN Brazil produced:

- Best Practice Guide on Anti-Corruption (2022) in **English, Portuguese** and **Spanish**
- **e-learning course** (2024) tailored for agribusiness supply chain partners
- **Guidance on Good Practices during Election Year** (2022) in Portuguese
- Animated video series **Deep Down You Already Know!** (2024), which presents everyday ethical dilemmas in agribusiness and how to address them (in English and Portuguese)
- **Guide for Integrity in the Construction Sector** (2018) in partnership with the Ethos Institute
- **ESG Good Practices in Public Administration for the Energy Sector** (2024) and Stakeholder Mapping (2024)
- Two talking head videos (2025) featuring the **ACCA Advisory Board** addressing best practices and lessons learned and the other featuring members of the **Collective Action for Integrity in the Energy Sector**.



GCN Egypt published the **Integrity Pledge** (2013) to encourage business leaders to lead by example, as well as an (2022), available in English and Arabic, which is a practical resource for the private sector to better understand and address corruption risks.



GCN India produced:

- **Best Practice Compendium on Anti-Corruption: “Strengthening Transparency, Accountability and Value-based Healthcare in India** (2024) which features case studies and strategies to enhance transparency from prominent healthcare institutions
- **Pharma Consensus Framework**, which now serves as a reference document on transparency and responsible business conduct for the pharmaceutical and healthcare sector;
- **Framework for Governance of Smart Cities** (2017)
- **The Evaluation of Health Systems in India: Decoding the Impact on Health Governance, Transparency, and Infrastructure** (2025), offering evidence-based recommendations to enhance transparency, compliance, and multi-stakeholder accountability in ongoing and future health policy frameworks



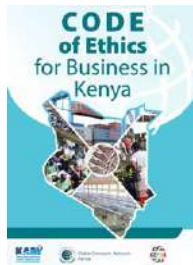
GCN Indonesia published:

- **Indonesian version of the ACCA Playbook**
- Study on SDG 16 and ESG risk reporting with IDX, Sustainalytics and BCG, titled **“Measuring Indonesian companies’ progress in SDG 16: Peace, Justice, and Strong Institutions in the framework of ESG Risk Reporting.**
- **Report** on the regional agribusiness workshops.





GCN Japan launched the **Tokyo Principles for Strengthening Anti-Corruption Practices**, a set of seven guidelines to help Japanese companies promote Collective Action, transparency and accountability.



GCN Kenya published the **Code of Ethics for Business in Kenya** (2012) and the Code of Ethics for Business in Kenya **platform** (2024) to promote ethical business practices in line with the ten principles of the UN Global Compact. The online platform streamlines reporting processes and enables real-time monitoring of anti-corruption efforts.



GCN Malaysia and Brunei published a series of case studies on business integrity, **Malaysian Companies Best Practices in Business Integrity and Anti-Corruption** as well as a comprehensive anti-corruption toolkit and an **e-learning course** to equip companies with the resources they need to enhance integrity for their SME suppliers.



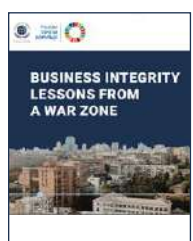
GCN Mexico developed a **digital self-assessment tool** to help companies assess their compliance with UNCAC standards and other anti-corruption regulations. It offers a detailed questionnaire and a microsite for submitting company information.



GCN South Africa published **Mainstreaming Integrity in Business Practices** (2014) with case studies from 14 companies, showcasing different risk areas and best practices for mainstreaming integrity in particular companies.



GCN Thailand published **Anti-Corruption Challenges and Case Studies: Findings from the Thai Private Sector**. It starts with an overview of Thailand's anti-corruption framework and provides insights into the internal anti-corruption efforts of Thai companies, highlighting case studies of successful strategies.



GCN Ukraine produced a series of educational resources, including a **video course** for SMEs, produced with the Ministry of Digital Transformation of Ukraine and the Office for Enterprise and Export Development, the handbook **Fighting against Corruption: Collective Action** and **Business Integrity Lessons from a War Zone**.

THE WAY FORWARD: BUILDING ON THE MOMENTUM OF THE ACCA INITIATIVE



“THE SIEMENS INTEGRITY INITIATIVE GAVE US THE MOMENTUM WE NEEDED TO BEGIN. WITHOUT THEIR SUPPORT, WE WOULDN’T HAVE LAUNCHED WHEN WE DID. THEIR EXPERTISE AND FUNDING WERE INSTRUMENTAL AT A TIME WHEN BUSINESSES RECOGNIZED THE NEED FOR STRONG, COMPLIANT SYSTEMS AND WERE ACTIVELY SEEKING A PATH FORWARD.”

Tetiana Sakharuk

Executive Director

Global Compact Network Ukraine

Photo: Pexels Belle Co

Between 2010 and 2025, the Anti-Corruption Collective Action (ACCA) initiative of the UN Global Compact, funded by the Siemens Integrity Initiative, played a significant role in advancing the fight against corruption around the world, engaging the private sector, Government and civil society in dialogue and collaborative efforts to promote fair and transparent business practices.

“COLLECTIVE ACTION IS BECOMING THE STANDARD WAY OF FINDING SOLUTIONS TO THESE ENDURING PROBLEMS, REPLACING SPORADIC, SCATTERED EFFORTS FROM STAKEHOLDER GROUPS HERE AND THERE.”

ACCA Playbook

Through ACCA, the UN Global Compact and 13 Global Compact Country Networks in Africa, Asia, Europe and Latin America set a new standard for compliance, ethics and transparency in the private sector, and made the case for Collective Action as a critical and sustainable model for addressing systemic issues like corruption.

While there is no one-size-fits-all to ending corruption, and there is still a long way to go, many best practices and innovative solutions emerged to help companies do business better, mitigate the risks, pitfalls and costs of corruption and seize the benefits of a culture of integrity

that is fostered and implemented collectively by a committed group of like-minded stakeholders.

Companies around the world stepped up to become significant actors in anti-corruption efforts, transitioning from respecting their compliance obligations to positively affecting the ecosystems in which they operate.

This newly active role by the private sector represents an important shift from the Government-focused anti-corruption policy development of the early 2000s to a multi-stakeholder approach — with mutually complementary advances from both the private and public sectors. This has created positive synergies which are crucial in the context of the 2030 Agenda for Sustainable Development.

“THE SIEMENS FUNDING ENABLED THE GLOBAL COMPACT COUNTRY NETWORKS TO ENGAGE IN AND MOVE THE NEEDLE ON ANTI-CORRUPTION AND GOOD GOVERNANCE... AND GAVE US A ROBUST OFFERING TO BUILD CAPACITY ON PRINCIPLE TEN WHICH WAS PREVIOUSLY MARGINAL, RELATIVE TO CLIMATE AND HUMAN RIGHTS ISSUES.”

Alex Stein

Managing Director

Foundation for Global Compact

With committed international financial support over the medium to long term, Global Compact Country Networks and their private sector participants made remarkable strides. They had the capacity to implement local ACCA initiatives as planned, and they gained international visibility to strengthen partnerships with different sectors locally, regionally and globally.

“OUR COMPANY RECOGNIZES THE IMMENSE VALUE OF THE ACCA INITIATIVE AND IS ENTHUSIASTIC ABOUT CONTINUING OUR SUPPORT EVEN AFTER THE PROJECT CONCLUDES”

Urmi Group, Bangladesh

WHERE DO WE GO FROM HERE?

As the Siemens-funded ACCA Initiative comes to a close, the UN Global Compact and the Global Compact Country Networks recognize the importance of not only sustaining but ramping up ACCA efforts.

Today's geopolitical and economic environment is more complex, unpredictable and unstable than in recent decades, making it difficult to fight corruption effectively and hindering the cohesion needed to shape Collective Action initiatives. Yet, it is precisely during such times that business leadership matters most.

“THE PRIVATE SECTOR IS REALIZING THAT ITS ROLE IS NOT A PASSIVE, REACTIVE ONE — THE SUBJECT OF REGULATIONS TO WHICH IT MUST RESPOND, ADHERE TO AND IMPLEMENT — BUT AN ACTIVE ROLE IN WHICH IT PROACTIVELY TACKLES THESE CHALLENGES AND PROPOSES SOLUTIONS AND NEW APPROACHES IN A COLLECTIVE WAY.”

ACCA Playbook

We must build on the momentum provided by ACCA — using technology to not only ensure transparency and promote integrity but also to promote and communicate progress, tracking the impact of our Collective Action efforts across different sectors and sharing the knowledge we have generated so that it continues to inform future initiatives.

Global Compact Country Networks are actively looking to diversify funding, piggybacking on other projects, seeking out in-kind contributions and forging new partnerships with different sectors including academia, civil society, the public sector and other organizations.

Now more than ever, we must continue to work together to build a world where integrity is the foundation of our businesses, and where success is measured not only in

profits but in the positive impact we have on people and the planet.

Today, we stand at a crossroads, where the anti-corruption landscape is fundamentally different from where it stood in 2010. Where the commitment to fight for transparency and fairness is stronger than ever. Where we are no longer working in silos, but through coordinated, multi-sectoral efforts across nations, civil society and the private sector. Where concrete measures are in place to detect, prevent and punish corruption.

The ACCA initiatives illustrate what is possible when countries, companies and individuals come together to fight for what is right.

The ACCA initiative created the momentum, the trusted partnerships and the vision needed to ensure lasting impact—to carry the agenda forward, so that integrity is not just an aspiration, but a standard in the private sector around the world. Even as the initiative comes to a close, there is private sector interest to continue the work.

“GOING FORWARD, WE ENVISION EXPANDING THE ACCA MODEL TO OTHER CRITICAL DOMAINS, REINFORCING OUR COLLECTIVE RESOLVE TO BUILD INSTITUTIONS THAT THRIVE ON TRANSPARENCY, VALUE-BASED GOVERNANCE AND INCLUSIVE PROGRESS.”

Global Compact Network India

ENSURING LASTING IMPACT

ACCA outcomes show great potential for continuity. Country Networks along with private sector participants aim to build on the key opportunities ACCA generated, including:



Safe, private-sector-led platforms to promote open dialogue and shared responsibility



An increasingly informed and vocal private sector playing a key role as drivers of integrity in the communities where they operate and in national, regional and international strategies



A subtle shift in messaging (namely from anti-corruption to integrity) to allow businesses in some countries to feel more comfortable engaging, while still reinforcing the core principles of transparency and accountability



Digital platforms with unprecedented levels of information accessible to citizens to hold public and private sectors accountable



Local and global resources and tools in place to assess and address corrupt practices in business operations, especially for the most vulnerable – MSMEs



Strong, inclusive and trusted partnerships built across borders and sectors, with a shared commitment to and responsibility for systemic change



Appropriate incentives to encourage continued improvement in compliance programmes



Increased awareness of the impact of ethical business practices on the 2030 Sustainable Development Agenda

Fifteen years later, the private sector is increasingly open to condemning the problem of corruption and committed to addressing it collectively. They are collaborating across sectors and borders, co-creating innovative solutions, exchanging best practices and resources, and leveraging technology to ensure more transparency and accountability.

They have demonstrated great commitment and ambition to engage in ACCA initiatives in the future. It is important to capitalize on this momentum to advance ACCA and deliver sustainable impact toward cleaner businesses and fairer markets.

“A NEW NARRATIVE HAS EMERGED, WHERE PUBLIC INSTITUTIONS ARE RE-THINKING INTERNAL POLICIES, AND BUSINESSES ARE NO LONGER SPECTATORS BUT ACTIVE DRIVERS OF INTEGRITY.”

Global Compact Network Egypt

What the ACCA journey has shown is that we can only truly tackle corruption through an inclusive, collaborative and coordinated response, one that creates buy-in and ownership, empowering companies and all parts of society to shift mindsets away from corrupt practices and towards transformational governance.



Photo: Unsplash





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