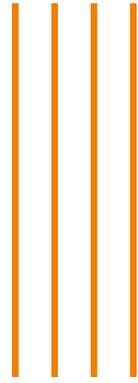


COLLECTIVE ACTION IN PRACTICE: A GAME-CHANGER FOR BUSINESS INTEGRITY

STORIES, EVIDENCE AND INSPIRATION FROM
THE BASEL INSTITUTE ON GOVERNANCE

Nicolas Hocq and Vanessa Hans





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THE BASEL INSTITUTE ON GOVERNANCE**

Nicolas Hocq and Vanessa Hans

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About the authors



Nicolas Hocq joined the Basel Institute on Governance in 2023 as part of the Private Sector directorate, where he has been leading communications and supporting global engagement on anti-corruption Collective Action. His contribution to this book reflects a broader commitment to advancing integrity and inclusion through collaboration and multi-stakeholder engagement.

Prior to joining the Institute, Nicolas served as Editorial and Project Advisor at the International Committee of the Red Cross (ICRC), where he contributed to the International Review of the Red Cross. He previously worked at the academic publisher Frontiers, developing thematic collections and events focused on gender, diversity and global development challenges.

He holds a Master's degree in European Public Affairs from La Sorbonne University and a Bachelor's degree in International Relations from the University of Montreal.



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Since joining the Basel Institute in 2020, she has advised companies, international organisations and state-owned enterprises on integrity strategies, while also contributing to global policy discussions through various advisory roles. She is a member of the Advisory Group of the Anti-Corruption Initiative for Asia and the Pacific (ACI) of the Asian Development Bank (ADB) and Organisation for Economic Co-operation and Development (OECD), as well as of the Anti-Corruption Leaders Hub of the OECD under the Global

Initiative to Galvanize the Private Sector as Partners in Combatting Corruption (GPS) and of the UNCAC Working Group on Human Rights and Corruption.

Prior to joining the Institute, Vanessa was the Managing Director of the French Chamber of Commerce in the Philippines, where she championed multi-stakeholder dialogue and ethical trade. She holds a Master's degree in Corporate Social Responsibility from the University of Nottingham and a Bachelor's degree in Business Administration from HEC Montreal. 🧩

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Collective Action is, by its nature, a collaborative endeavour – one that relies on the shared commitment and contributions of diverse stakeholders. In this spirit, the work of the Basel Institute on Governance under the Siemens Integrity Initiative has also been deeply collaborative. This book would not have been possible without the generous support, insights and collaboration of many individuals and organisations.

First and foremost, we gratefully acknowledge the **Siemens Integrity Initiative**, whose support and partnership over the years have enabled the growth of our Collective Action work and the documentation of its impact in this publication. We are especially thankful to **Sabine Zindera, Shawn Teixeira, Julianne Altieri, Karin Gebhard** and **Monika Besel** for their dedication, trust and support.

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We are also grateful to the wider team at the Basel Institute on Governance, past and present, whose commitment to promoting integrity, collaboration and innovation continues to shape this field and inspire our work. Among them, we specifically thank: **Mark Pieth**,

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We would also like to recognise **Gemma Aiolfi**, who led the development of Collective Action at the Basel Institute from its early days and helped shape the concept and practice globally. Her thought leadership, dedication and ability to bring people together have been instrumental in transforming Collective Action into a recognised and impactful approach to business integrity.

A special tribute goes to **Gretta Fenner** (1975–2024), who played a pivotal role in securing and implementing the Siemens Integrity Initiative projects for the Basel Institute. As Managing Director for nearly two decades, Gretta worked tirelessly to advance anti-corruption and good governance in pursuit of a more peaceful, equitable and inclusive world. Her vision and leadership continue to inspire all who carry this work forward.

Finally, we thank all those who continue to champion Collective Action in their work, in government, the private sector and civil society. This book is a tribute to your efforts and an invitation to keep building momentum. 🌟

With the support of

SIEMENS

Table of contents

INTRODUCTION	9
PART 1 ADVANCING THE KNOWLEDGE BASE	17
The B20 Collective Action Hub: a flagship platform for Collective Action.....	21
Understanding Collective Action: an updated typology to drive impact.....	37
Bridging integrity, human rights and the Sustainable Development Goals.....	47
PART 2 MAINSTREAMING COLLECTIVE ACTION AS A NORM	57
Milestones in establishing Collective Action as a global norm.....	61
The Collective Action conferences and regional forums.....	83
International awards: recognising excellence in Collective Action.....	103
PART 3 PROVIDING HANDS-ON SUPPORT	119
Facilitating learning between Integrity Partners.....	123
Supporting Collective Action practitioners worldwide.....	131
A CALL TO ACTION	143



INTRODUCTION

Introduction

Over the past twenty years, anti-corruption Collective Action has emerged as one of the most promising approaches in the global fight against corruption. What started as an innovative idea has become an evolving field of practice, shaped by hundreds of multi-stakeholder initiatives worldwide. Collective Action is increasingly recognised by international organisations, national governments, development banks and the private sector as a necessary component for levelling the playing field and raising integrity standards.

At its core, Collective Action is a simple yet powerful concept: tackling corruption challenges together, rather than alone. The approach brings together diverse stakeholders – primarily businesses, but often also civil society organisations, public sector representatives and/or academic institutions – around shared goals and practical solutions. It is based on the understanding that corruption is rarely the result of individual misconduct alone. Rather, it stems from systemic issues that require collective responses built on trust, transparency and mutual accountability.

This collaborative spirit is more relevant than ever: corruption continues to evolve and adapt, finding new ways to undermine economic opportunity, public trust and the rule of law. Meanwhile, companies are under increasing pressure from regulators, investors and the public to demonstrate meaningful action on integrity and responsible business conduct. They find themselves navigating a growing web of international frameworks, national legislation and stakeholder expectations. In this context, Collective Action provides a way to join efforts to drive systemic change and manage risks.

COLLECTIVE ACTION IN PRACTICE

The Basel Institute on Governance has played a central role in this changing anti-corruption landscape. It has helped shape business integrity through a combination of knowledge development, capacity building, policy engagement and hands-on support to practitioners. Its efforts, carried out in close collaboration with partners across the globe, have contributed to embedding Collective Action as a norm in key global frameworks, corporate compliance standards and multi-stakeholder partnerships. The Basel Institute has been at the forefront of documenting what works and building communities of practice that carry the work forward.

This book offers a comprehensive reflection on that journey. It is not a retrospective in the traditional sense. Instead, it aims to capture the living ecosystem of Collective Action as it exists today, its foundations, its progress and the possibilities it continues to offer for the future. The stories, insights and empirical evidence shared in the following pages reflect the diversity of the field, the impact already achieved and the challenges that remain.

Structured into three thematic parts, the book explores the multifaceted nature of Collective Action:

- **Part 1: Advancing the knowledge base** – presents the analytical tools and conceptual models that help us make sense of Collective Action in practice. It showcases the B20 Collective Action Hub as a flagship resource, documenting more than 340 initiatives and providing access to hundreds of publications. Part 1 also introduces a newly developed typology that reflects the evolving forms of Collective Action and their distinct roles in shaping business integrity. It also explores how the anti-corruption field intersects with human rights and sustainable development, offering fresh perspectives on risk, responsibility and collaboration.
- **Part 2: Mainstreaming Collective Action as a norm** – illustrates the growing recognition of Collective Action in international standards and policy frameworks. It highlights milestones such as the 2021 OECD Recommendation for Further Combating Bribery of Foreign Public Officials in International Business Transactions,

INTRODUCTION

the United Nations Convention Against Corruption (UNCAC) Conference of the States Parties Resolution 10/12, the United Nations General Assembly Political Declaration against Corruption, and references in regional and national strategies and legislations. It also showcases the Institute's International Collective Action Conference series and the Collective Action Awards, which have helped build a common language around Collective Action and inspire action across industries and geographies.

- **Part 3: Providing hands-on support** – focuses on the Basel Institute's direct support to Collective Action practitioners. It highlights the importance of peer learning and the mentoring programme for civil society organisations, which has grown into a global community of practice. These efforts are grounded in our belief that the success of Collective Action depends not only on policies and frameworks, but also on the people driving change on the ground, often with limited resources and in challenging environments.

Throughout the book, the emphasis is on impact. Whether through policy shifts, new initiatives, strengthened partnerships or simply by creating a sense of community among practitioners, the aim of our efforts has been to make Collective Action more accessible, more sustainable and more effective. This publication gathers many stories to show what is possible and to encourage others to engage.

Much of the progress captured in this publication would not have been possible without the support of the Siemens Integrity Initiative. With its long-term vision and commitment to fostering ethical business practices, the Initiative has been a driving force for anti-corruption efforts worldwide. It has empowered organisations to develop practical and collaborative approaches to business integrity. The Basel Institute's work on Collective Action has been strengthened and sustained through multiple funding rounds of the Siemens Integrity Initiative, enabling the development of global knowledge platforms, hands-on support to practitioners and the creation of spaces for

COLLECTIVE ACTION IN PRACTICE

dialogue and peer learning. The Initiative's legacy is reflected not only in the projects it has supported but in the global community of Collective Action practitioners it has helped to build.

This publication also recognises the role of Gretta Fenner (1975–2024), whose vision and leadership shaped the Basel Institute's Collective Action work from its inception. As Managing Director of the Institute for nearly two decades, Gretta worked tirelessly to advance anti-corruption and good governance for a more peaceful, equitable and inclusive world. She firmly believed in the power of dialogue, collaboration and long-term commitment to drive meaningful change. Under her guidance, Collective Action grew from a novel idea into an internationally recognised norm. Gretta championed the role of the private sector as an essential ally in tackling corruption and promoting fair business. Her support was equally instrumental in expanding Collective Action to address emerging issues such as human rights. This book is a reflection of her legacy, both through the impact of the initiatives it showcases and the vibrant community of practitioners she helped to inspire.

“Effectively preventing corruption through Collective Action requires creativity, innovation and courage. Honouring Collective Action initiatives and the people behind them is an expression of appreciation for their work, but also hopefully serves others as inspiration, thereby multiplying the impact of even the smallest action.”

Gretta Fenner

The timing of this publication is not incidental. With momentum building globally around business integrity, transparency and ESG, there is a critical opportunity to scale up Collective Action, embed it more deeply into national and international frameworks, and broaden its reach to include new industries, actors and regions. But doing so requires sustained effort, collaboration and commitment.

This book is therefore also a call to action. It invites readers – whether policymakers, business leaders, civil society representatives,

INTRODUCTION

researchers or integrity supporters at large – to reflect on how they can support and shape the future of Collective Action. The pages that follow are intended to serve as both a resource and a source of inspiration: a snapshot of how far we have come and a guide to where we hope to go from here.

Ultimately, fighting corruption is not a task for one actor alone. It is a collective responsibility. And with the right partnerships, tools and determination, Collective Action can help turn this shared responsibility into lasting impact. 🌟

“The scope of integrity and anti-corruption Collective Action initiatives has grown massively over the last 20 or so years. This is because companies, civil society and others have recognised that to tackle extortion and the payment of bribes requires more than an inward-looking ethics and compliance programme to ensure fair competition. Collective Action is a practical tool that can be tailored to accommodate diverse interests and focus on tangible change. When properly deployed it can be transformative, and this has been acknowledged by international organisations and in anti-corruption guidance.”

Gemma Aiolfi, Senior Advisor, Legal and Compliance, Basel Institute on Governance



PART 1

**ADVANCING THE
KNOWLEDGE BASE**

Part 1: Advancing the knowledge base

Right from the start, Collective Action has drawn its strength from practice: people coming together to address shared corruption challenges in their industries, regions or countries. But practice alone is not enough. As the field grows, so too does the need for a deeper understanding of what makes Collective Action effective, sustainable and scalable. Advancing the knowledge base means learning not only from successes but also from the complex realities that practitioners face around the world.

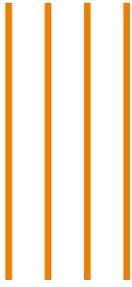
Part 1 presents key building blocks for a more informed, evidence-based approach to Collective Action. It begins with a closer look at the B20 Collective Action Hub, a flagship knowledge platform developed by the Basel Institute following a mandate from the B20 group of business leaders and with support from the Siemens Integrity Initiative. More than just a repository of case studies and tools, the hub now serves as a dynamic reference point for global trends, documenting over 340 initiatives and offering insights into the diversity and reach of Collective Action today.

The second chapter introduces a new typology for understanding Collective Action in its various forms. Developed in consultation with global experts and based on years of experience, the typology reflects the evolving nature of Collective Action initiatives, from informal engagement

platforms to formal assurance mechanisms. It provides a common language and framework to analyse Collective Action, helping practitioners and policymakers identify suitable approaches for their context and purpose.

Finally, Part 1 explores how anti-corruption Collective Action, human rights and the Sustainable Development Goals (SDGs) intersect. As companies navigate increasingly complex ESG expectations, aligning anti-corruption with human rights due diligence and sustainability efforts is both a challenge and an opportunity. Through roundtable discussions, research and practical tools, the Basel Institute has helped companies explore these synergies, revealing the value of collaboration in managing risk, driving ethical business practices and contributing to the SDGs.

Together, these chapters reflect a growing maturity in the field of Collective Action, where data, dialogue and evidence inform action. They also highlight the role of the Basel Institute on Governance and its partners in generating knowledge that is useful, accessible and impactful for those working to build fairer and more transparent systems. 🌟



The B20 Collective
Action Hub:
a flagship platform
for Collective Action

The B20 Collective Action Hub: a flagship platform for Collective Action

The B20 Collective Action Hub was established in 2013, following a mandate from the B20 group of business leaders, through the work of the B20 Integrity and Compliance Task Force, in recognition of the need to document, share and support private sector-led anti-corruption initiatives worldwide. The G20 Anti-Corruption Working Group (G20 ACWG), the direct government counterpart of the B20 Integrity and Compliance Task Force, has officially welcomed the development of the hub.

The Basel Institute on Governance – already a recognised leader in the field, having promoted Collective Action as an effective tool to prevent and combat corruption since its foundation in 2003 – was entrusted with developing the hub into a global resource centre dedicated to anti-corruption Collective Action.

From the outset, the hub was envisioned not only as a repository of knowledge, but as a practical support platform to encourage and facilitate Collective Action in diverse contexts. Its creation marked a milestone in the broader effort to embed integrity, transparency and ethical collaboration into business practices and policymaking across G20 countries.

Thanks to sustained support from the Siemens Integrity Initiative and other partners, the hub has steadily grown in scope and impact. Today, it offers a rich collection of tools, publications and hands-on resources, including an open-access database of over 340 Collective Action initiatives. All resources are freely accessible and users

COLLECTIVE ACTION IN PRACTICE

benefit from a dedicated helpdesk service offering tailored guidance on Collective Action approaches.

Over time, the hub has evolved into a flagship platform for Collective Action, bridging the B20 and G20 agendas and providing practical entry points for businesses, policymakers and civil society actors seeking to engage in multi-stakeholder approaches to fight corruption. As a cross-cutting initiative, the B20 Collective Action Hub reflects the full spectrum of the Basel Institute's work on Collective Action – from advancing the knowledge base, to supporting implementation, to promoting norms at the global level. Its evolution over the past decade illustrates how a single platform can generate impact through research, practical tools and global policy dialogue alike.

A central knowledge hub for Collective Action

At the heart of the B20 Collective Action Hub lies its role as a global reference point for anti-corruption Collective Action. One of the hub's most enduring contributions is its function as a comprehensive and evolving repository of knowledge, enabling organisations, policymakers and practitioners to draw on the collective experience of a growing global movement.

What sets the B20 Collective Action Hub apart is its capacity to facilitate action through knowledge. By documenting and analysing more than 340 Collective Action initiatives worldwide, the hub not only showcases the breadth of existing efforts. It also provides a blueprint for others looking to replicate or adapt proven models. The initiatives on the database range from sector-specific integrity pacts and industry-led compliance agreements to cross-sector public-private partnerships addressing systemic corruption challenges.

The hub offers access to a curated collection of over 270 publications on Collective Action, including research papers, case studies, practical



THE B20 COLLECTIVE ACTION HUB

guidelines and analytical tools. These resources reflect both theoretical insights and hands-on experience, offering a structured, evidence-based understanding of what makes Collective Action work in practice. Far from being a static archive, the hub is continually updated to reflect emerging trends, innovative approaches and real-world lessons from diverse regions and sectors.

In addition to its core publications, the hub regularly shares insightful blogs, event updates and news articles, helping practitioners stay informed on developments in the wider business integrity and Collective Action ecosystem.



This combination of in-depth resources and timely commentary makes the hub an essential platform for anyone working to foster ethical business environments and level the playing field through collaboration.

As the demand for practical, context-sensitive approaches to corruption grows, the B20 Collective Action Hub remains a cornerstone of global knowledge and practice; one that continues to shape the way Collective Action is understood, implemented and scaled.



A practical toolbox for businesses and policymakers

Beyond serving as a knowledge hub, the B20 Collective Action Hub offers a range of practical tools and services designed to support the implementation and scaling of anti-corruption Collective Action efforts. These tools have been developed specifically to help businesses, policymakers and civil society actors move from theory to action, regardless of their industry, level of experience or the size of their initiatives.

Among the most impactful of these tools is the interactive eLearning course on Collective Action Against Corruption, developed by the Basel Institute. This free, self-paced online course puts users in the shoes of a fictional entrepreneur navigating corruption risks in a transitional political landscape. Through this interactive simulation, participants learn how to identify stakeholders, build trust, develop collaborative strategies and respond to real-world challenges. The course not only introduces the principles of Collective Action but also builds the practical skills needed to design, lead and sustain



THE B20 COLLECTIVE ACTION HUB

effective initiatives. A certificate of completion is awarded, showing that participants have been guided through the development stages of Collective Action and have created their own Collective Action roadmap by the end of the course.

Complementing the course is the hub's free helpdesk service, which offers tailored guidance to individuals and organisations seeking advice on any aspect of Collective Action. Users can submit specific questions and receive responses from the Basel Institute's expert team. This service has proved particularly valuable for anti-corruption agencies, civil society organisations and other stakeholders operating in complex environments, where navigating anti-corruption strategies may require nuanced, context-sensitive solutions.

In conjunction, these tools form a practical support system that enables stakeholders to not only understand Collective Action, but also apply it effectively in their own settings. Whether through structured learning or on-demand advisory services, the B20 Collective Action Hub ensures that the barriers to implementation are lowered and that businesses, organisations and public sector entities around the world are better equipped to join the growing movement for business integrity.



A benchmark for measuring Collective Action progress

A major milestone in the evolution of the B20 Collective Action Hub was the introduction of a Collective Action Key Performance Indicator (KPI), developed under the 2024 B20 Brazilian presidency. This marks the first time that a systematic, data-driven mechanism has been established to track countries' uptake and visibility of Collective Action approaches and initiatives, ensuring new levels of clarity and accountability.

The KPI provides a valuable tool for assessing the number of G20 governments that are engaged in or provide support to at least one Collective Action initiative. The scope of "G20 countries" in the KPI is wide, comprising core members and associated members, including all countries in the African Union and the European Union. The measurement is based on data from the B20 Collective Action Hub initiatives database.

The 2024 baseline of 43 G20 governments (out of the 96) that support or are engaged in at least one Collective Action Initiative – or 45 percent – reflects the success of two decades of efforts by the Basel Institute and others who champion multi-stakeholder approaches to business integrity. But it also highlights room for improvement.

The KPI enables stakeholders to monitor trends over time, identify gaps in engagement, and assess the geographic and thematic spread of initiatives. In doing so, it brings much-needed structure to a rapidly growing field. More specifically, it allows the B20 and the Collective Action community to track government support, which has been identified as crucial for the success of Collective Action as it strengthens incentives for companies to engage and invest in corruption prevention.

By committing to update the KPI annually, the Basel Institute ensures that Collective Action remains visible and measurable across B20 cycles. The indicator serves as a foundation for advocacy, offering future B20 presidencies a clear evidence base to call on G20 governments and businesses to engage more actively in Collective Action.

THE B20 COLLECTIVE ACTION HUB

The introduction of this Collective Action KPI also reinforces the alignment between B20 and G20 integrity agendas. It provides G20 governments with a practical way to reflect on their support for multi-stakeholder anti-corruption approaches and to explore how national policies and initiatives can strengthen Collective Action at home and abroad.

More broadly, the KPI is a signal of maturity within the Collective Action movement. It reflects a shift from experimentation and awareness-raising towards systematic implementation, evaluation and growth. With this tool, the B20 Collective Action Hub continues to lead the way in not only facilitating Collective Action but also measuring and communicating its global impact.

B20 Brazil Collective Action recommendation: *stimulate and foster Collective Action to promote integrity*

KPI: Number of G20 countries* engaging in at least one ongoing Collective Action initiative with government support or involvement



*G20 core members and associated countries, including African Union, Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, United Kingdom, United States, European Union.

Lessons from the B20 Hub's success

Over more than a decade of operation, the B20 Collective Action Hub has generated valuable insights into what makes Collective Action effective, sustainable and impactful. Its evolution and success reflect broader lessons about building lasting integrity mechanisms that are both locally grounded and globally relevant.

One of the clearest takeaways is the importance of long-term institutional commitment. The hub's development and impact have

COLLECTIVE ACTION IN PRACTICE

only been possible thanks to the continued support of the B20, the Basel Institute on Governance and key donors such as the Siemens Integrity Initiative. This sustained backing has enabled the hub to evolve in step with the needs of practitioners and policymakers. It demonstrates that even the most innovative anti-corruption tools require ongoing investment, strategic alignment and consistent stewardship to maintain momentum.

A second lesson lies in the power of data to shape norms. The introduction of the B20 Collective Action KPI has created a much-needed framework for monitoring progress and identifying gaps. It has also elevated Collective Action by offering a concrete, measurable indicator that helps embed anti-corruption collaboration into the expectations of governments, companies and global platforms.

The KPI shows that when data is applied strategically, it becomes a tool not only for learning but for promoting norms and shifting behaviour at scale.

The B20 Collective Action Hub has also made clear that tools and knowledge must go hand in hand. While policy discussions and high-level commitments are essential for setting the tone, they must be matched with practical resources that empower organisations to act. The interactive eLearning course and the helpdesk service are examples of how accessible, hands-on tools can turn broad commitments into action on the ground. These resources have played a key role in reducing barriers for small and medium-sized enterprises, organisations facilitating Collective Action initiatives and other stakeholders who may lack prior experience in the area.

Together, these lessons underscore that Collective Action is not just a method for fighting corruption – it is a vehicle for reshaping norms, building trust and institutionalising integrity. The B20 Collective Action Hub stands as both a product and a promoter of these lessons, offering a tested model that can inform integrity-building efforts globally. 🌟



Insights and trends from the B20 Hub

In 2024–25, the Basel Institute conducted a thorough review and update of the B20 Hub's database of Collective Action initiatives to enhance the consistency, accuracy and usability of the information. This effort drew on publicly available data from initiative websites in different countries and languages. The update ensures that users continue to have access to the most reliable, up-to-date insights into the evolving landscape of Collective Action.

The following graphics illustrate various aspects and trends of Collective Action, based on data from the B20 Hub.

Industry reach

Multi-industry initiatives dominate the current Collective Action landscape, reflecting the fact that corruption risks are not confined to a single industry and often require system-wide responses.



Among single-industry initiatives, industries such as construction, services, gas, health, transportation and electricity stand out. These are typically characterised by complex regulatory environments, high-value transactions and frequent public-private interactions.

Profiles of Collective Action facilitators

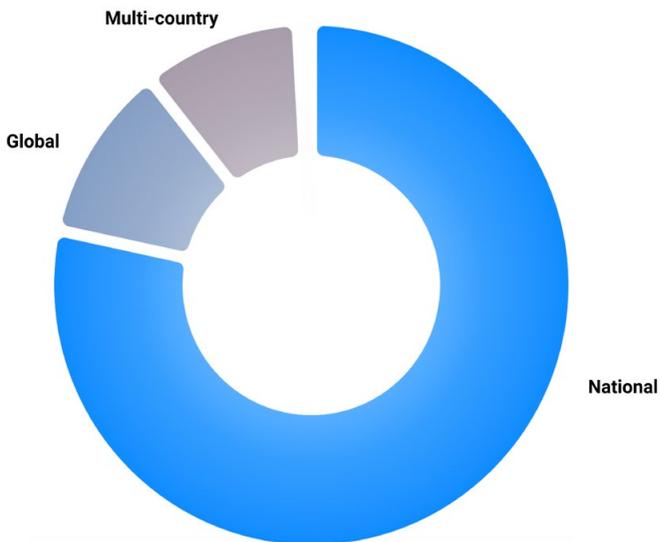
Civil society organisations emerge as the most common convenors of Collective Action initiatives, reflecting their central role in facilitating cross-sectoral collaboration. Business associations and international organisations are also prominent in this role. The presence of government agencies, academic organisations and specific businesses among Collective Action facilitators, although less common, speaks to the diversity of possible hosting models.



Geographic scope

The majority of Collective Action initiatives operate and focus on change at the national level – i.e., within individual countries. This focus allows initiatives to engage directly with domestic stakeholders, align with national reform agendas and address country-specific corruption risks.

Multi-country (two or more countries) and global initiatives demonstrate the importance of cross-border collaboration to strengthen business integrity, set international norms and support businesses across multiple jurisdictions.



Mission focus

Most initiatives aim to influence the industry in which their member companies operate. Others seek to shape the broader business environment at the national, regional or even global level. A smaller number of initiatives focus more narrowly on driving change within small groups of companies.

However, in our analysis of various initiatives' websites, we found that many do not clearly articulate their mission, highlighting a potential area for improvement in transparency and communication in promoting the Collective Action approach.



Influence company
behaviour



Influence industry



Influence broader
business environment

Stakeholder composition

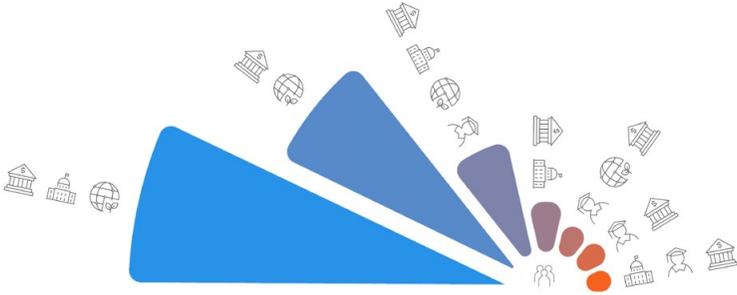
The predominant configuration of initiatives involves collaboration between actors from the private sector, public sector and civil society. The second most common model includes only the private sector and civil society. Other stakeholder constellations, for example involving academic organisations or without civil society participation, are less common.



Private sector • Public sector • Civil society • Academia

These patterns underscore the critical role of civil society and NGOs, not only as observers, but also as convenors and sources of expertise. Their participation in Collective Action initiatives helps to ensure transparency, advance objectives that are in the public interest, and maintain pressure for integrity in both business and government spheres. The recognition of academic organisations as a fourth stakeholder group broadens the knowledge base and analytical capacity supporting these initiatives.

THE B20 COLLECTIVE ACTION HUB

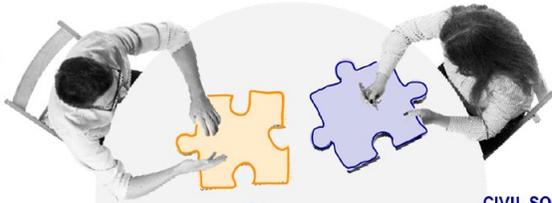


An overview of anti-corruption Collective Action stakeholders and **what they can bring to the table** was developed collaboratively by participants at the 4th International Collective Action Conference in 2022:

Anti-corruption Collective Action: what stakeholder groups can bring to the table

PRIVATE SECTOR

- Engage
- Commit
- Drive



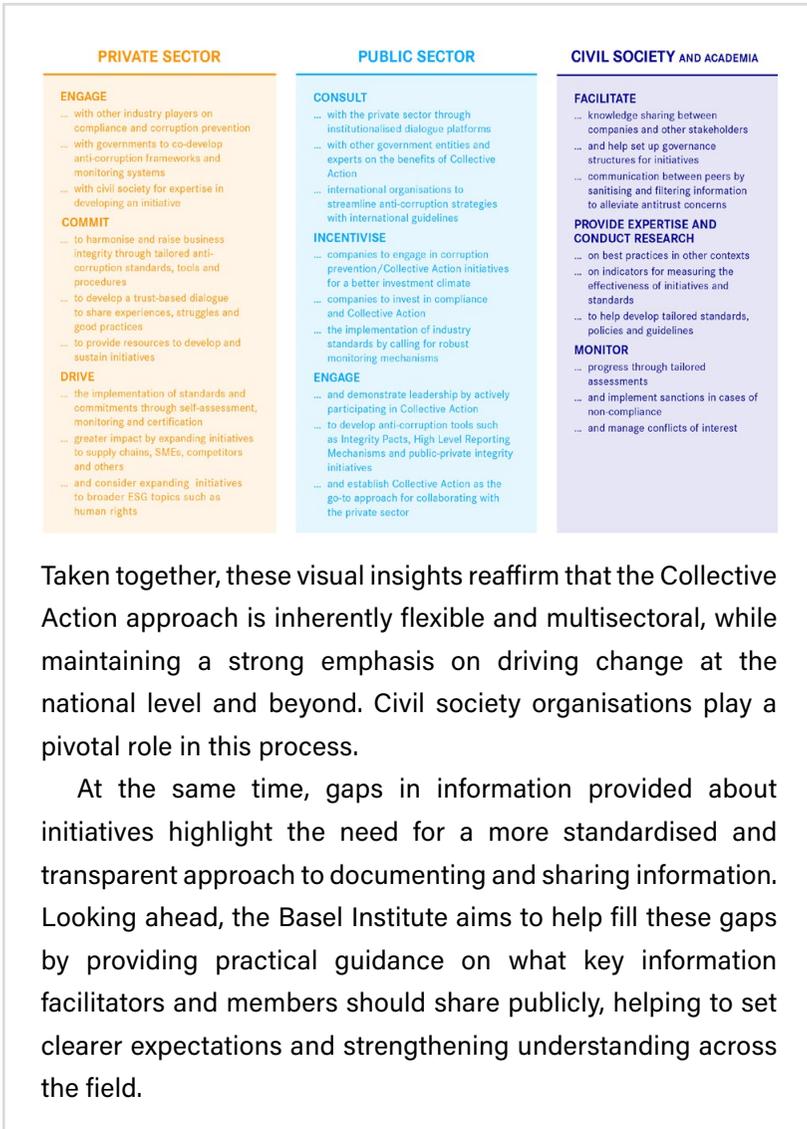
PUBLIC SECTOR

- Consult
- Incentivise
- Engage

CIVIL SOCIETY AND ACADEMIA

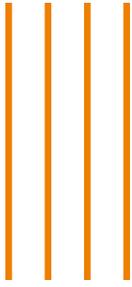
- Facilitate
- Provide expertise and conduct research
- Monitor

COLLECTIVE ACTION IN PRACTICE



Taken together, these visual insights reaffirm that the Collective Action approach is inherently flexible and multisectoral, while maintaining a strong emphasis on driving change at the national level and beyond. Civil society organisations play a pivotal role in this process.

At the same time, gaps in information provided about initiatives highlight the need for a more standardised and transparent approach to documenting and sharing information. Looking ahead, the Basel Institute aims to help fill these gaps by providing practical guidance on what key information facilitators and members should share publicly, helping to set clearer expectations and strengthening understanding across the field.



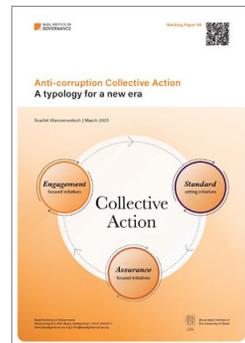
Understanding
Collective Action:
an updated typology
to drive impact

Understanding Collective Action: an updated typology to drive impact

As Collective Action continues to evolve globally, so does the need for a shared understanding of what it encompasses. On the one hand, all initiatives under this umbrella share common traits, notably a focus on anti-corruption and multi-stakeholder collaboration including the private sector. On the other hand, their approaches, structures and levels of formality can vary widely.

To reflect this diversity and provide clarity to practitioners, facilitators and partners, the Basel Institute has developed an updated typology, led by Scarlet Wannewetsch. It is building on the definition of Collective Action provided by the World Bank in 2008 in its guide for business, *Fighting corruption through Collective Action*:

“Collective action is a collaborative and sustained process of cooperation between stakeholders. It increases the impact and credibility of individual action, brings vulnerable individual players into an alliance of like-minded organizations and levels the playing field between competitors. Collective action can complement or temporarily substitute for and strengthen weak local laws and anti-corruption practices.”



COLLECTIVE ACTION IN PRACTICE

The new Collective Action typology is based on an analysis of data from the B20 Collective Action Hub, the most comprehensive global database of Collective Action initiatives. The typology clusters initiatives into three categories, capturing the aim an initiative is particularly focused on:

- Engagement-focused initiatives
- Standard-setting initiatives
- Assurance-focused initiatives



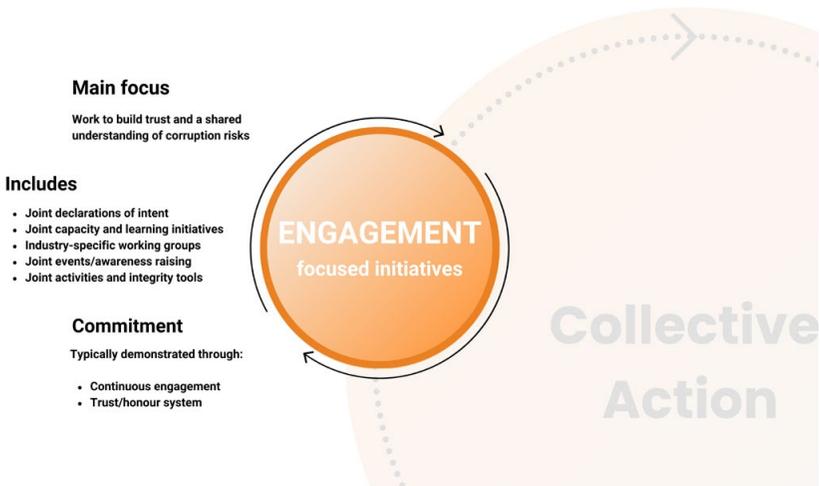
Visualisation of the new Collective Action typology.

Engagement-focused initiatives

At their core, engagement-focused initiatives are built on dialogue, awareness and trust building. They typically bring together diverse stakeholders to exchange perspectives, identify shared concerns and explore opportunities for collaboration.

These initiatives often take the form of coalitions and are built on joint declarations or knowledge-sharing platforms. They are especially valuable in building trust towards developing flexible and practical approaches to common issues related to corruption.

While their structures may be light, their impact can be far-reaching: helping to shift norms by creating a joint understanding of risks and finding common ground on how to address these risks collectively.

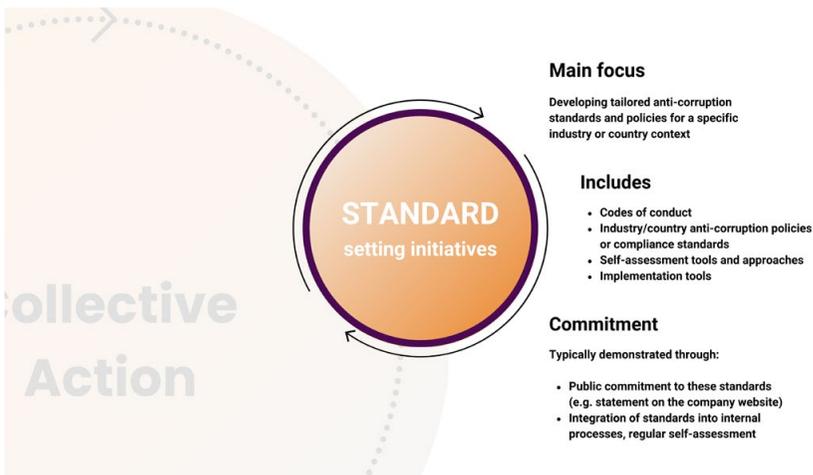


Standard-setting initiatives

Standard-setting initiatives aim to translate engagement into developing common standards and promoting common rules, such as codes of conduct or principles for business integrity. These initiatives are often tailored to the needs of a particular industry or national context, reflecting shared values and collective responsibility.

By co-creating ethical standards, participating organisations commit not only to compliance, but to raising the bar for responsible conduct in their sphere of influence.

Such initiatives can reshape expectations, improve public trust and serve as reference points for broader reform efforts. They can also strengthen the regulatory landscape by consolidating the common ground between public and private sector priorities.



Assurance-focused initiatives

For assurance-focused initiatives the focus lies on the implementation of common standards developed through Collective Action. In addition to shared standards, they include mechanisms for external verification and accountability, such as certification schemes, third-party audits or monitoring bodies.

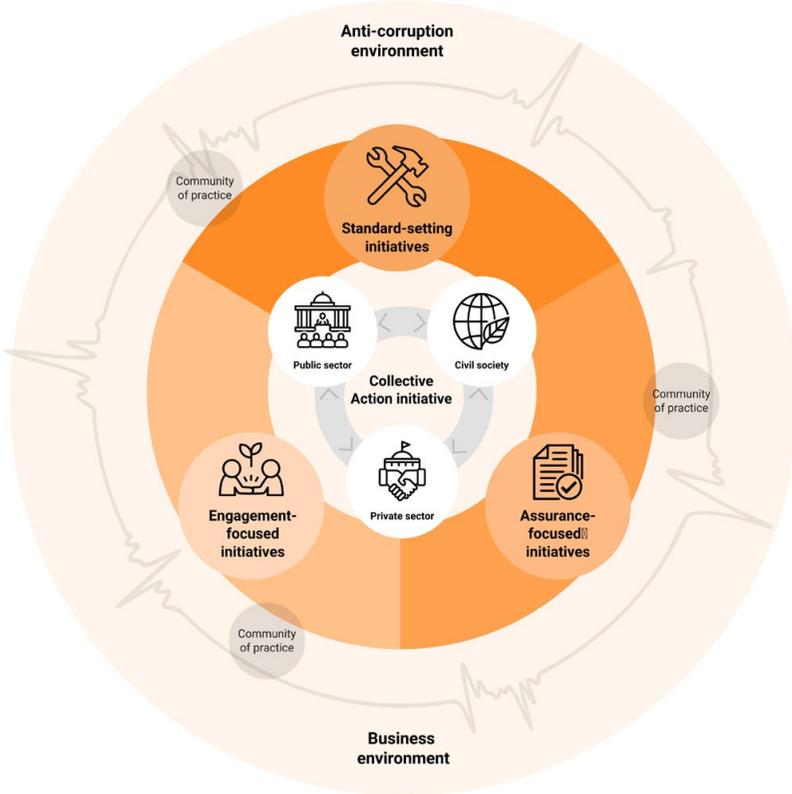
These initiatives typically require significant commitment and capacity from all involved, but the rewards are substantial: increased credibility, improved business integrity systems and tangible contributions to systemic change.

They offer stakeholders, including governments, investors and the public, confidence that commitments are being upheld and progress is being measured.



The Collective Action ecosystem

Collective Action initiatives are not isolated. They are integrated into a larger “ecosystem”. The graphic illustrates how Collective Action initiatives interact with their broader environment.



At the core, Collective Action brings together the private sector, public sector and civil society in joint efforts to promote integrity and tackle corruption. Each initiative type reflects different strategies, structures and objectives, but all contribute to strengthening the anti-corruption landscape and fostering a more responsible business environment.

The initiatives are embedded in a “community of practice” – informal or formal networks of practitioners who exchange knowledge, support one another and promote the continued evolution of Collective Action.

The ecosystem highlights the dynamic and interdependent nature of Collective Action, showing how collaboration across sectors and continuous learning are essential to achieving lasting impact.

A framework for action and reflection

This typology is more than just a new way of categorising Collective Action initiatives. The typology embraces the flexibility of the Collective Action approach. It enables practitioners to better understand the range of options available when designing or strengthening an initiative. It helps stakeholders assess what type of Collective Action best suits their context, and how different models may complement or build on one another.

Importantly, the typology and its circular visualisation also recognise that Collective Action is not static. Initiatives may evolve over time, transitioning between categories as they mature, respond to new challenges or deepen their engagement with stakeholders. This dynamic nature is essential to the relevance and longevity of Collective Action efforts. The typology provides a framework to understand and guide that dynamic.

The typology acknowledges that impact does not depend on institutional complexity alone. Each type of initiative can make a difference, whether by starting a conversation, shaping sectoral standards or reinforcing integrity through structured oversight. What matters is the ability to engage relevant actors, respond to specific risks and foster long-term commitment to change.

By providing a shared vocabulary and a structured lens for analysis, the typology contributes to more consistent and credible implementation of Collective Action across the globe. It strengthens the foundation for evidence-based approaches and supports the development of initiatives that are both context-sensitive and results-driven. 🌟



Bridging integrity,
human rights and
the Sustainable
Development Goals

Bridging integrity, human rights and the Sustainable Development Goals

Over the past decade, growing awareness of the interconnectedness between corruption, human rights and sustainable development has led to important shifts in how companies approach risk and corporate responsibility. The pressure on companies to take action around the topic of human rights has significantly increased. Similar to the field of bribery 20 years ago, the regulatory landscape is shifting away from soft law towards mandatory human rights due diligence regulations.

Companies in almost all industries continue to be challenged when it comes to addressing the jigsaw of varying international and national standards. But this also presents opportunities for companies to meet the expectations of stakeholders by convening to identify joint solutions aiming at levelling the playing field. In response to this momentum, the Basel Institute on Governance has taken a leading role in exploring how Collective Action can serve as a bridge between the anti-corruption and human rights agendas in the business context.

The Institute's work in this space is grounded in the belief that integrity and respect for human rights are mutually reinforcing and that collaboration is essential for making progress on both. These efforts contribute directly to the advancement of the Sustainable Development Goals (SDGs), notably SDG 16 on peace, justice and strong institutions. They also support broader SDG targets related to inclusive economic growth, decent work and responsible business conduct.

Integrity and human rights: from parallel conversations to integrated approaches

In 2020, the Basel Institute initiated a series of roundtable discussions aimed at understanding how companies are approaching anti-corruption and human rights within their compliance and sustainability strategies. More than 50 companies participated, representing a wide range of industries and levels of experience.

The roundtable discussions and bilateral consultations sought to identify potential synergies between companies' anti-corruption and human rights approaches and to uncover challenges. Participants also shared ideas for tackling the increasing expectations that regulators, investors and other stakeholders place on companies.

Building on the tried and tested Collective Action methodology of the Institute, this initiative created a safe and constructive environment for companies to reflect on internal structures, exchange experiences and consider how to align anti-corruption compliance and human rights due diligence while recognising the distinct nature of each field.

The roundtables and bilateral consultations revealed a number of common challenges. Participants highlighted the following key points:

PERSISTENT INTERNAL SILOS BETWEEN COMPLIANCE AND SUSTAINABILITY FUNCTIONS

Anti-corruption is typically managed by compliance teams, while human rights remain under the corporate social responsibility (CSR) or sustainability umbrella. Breaking down these silos and fostering regular, constructive exchange was identified as an urgent priority.

RAPIDLY CHANGING STAKEHOLDER EXPECTATIONS

Companies noted a sharp increase in attention to human rights from regulators, clients, public lenders and investors. The speed at which expectations are evolving was described as a significant pressure point. The situation is not unlike the increasing stakeholder expectations around anti-corruption compliance experienced in previous years.

DIFFERING LEVELS OF MATURITY AND UNDERSTANDING

While some industries – especially those that are more heavily regulated or have a history of human rights controversies – have developed strong internal frameworks, others are still in the early stages. This unevenness is similarly found in anti-corruption compliance. It can be a barrier to coordinated progress across industries.

LACK OF OWNERSHIP AND BOARD-LEVEL OVERSIGHT

In some companies, it remains unclear who is responsible for assessing human rights risks. In many cases, there is no formal oversight from the executive or board level. This undermines implementation and resource allocation. It may also lead to inefficiencies within the wider framework of anti-corruption, human rights and sustainability risk management.

CHALLENGES IN ASSESSING HUMAN RIGHTS RISKS

Companies struggle with the conceptual shift from a traditional risk assessment approach focused on “risk to business” to one centred on “risk to people”. This, combined with limited in-house expertise, makes it difficult to identify and respond to risks in supply chains that affect human rights and/or people’s exposure to the negative impacts of corruption.

GAP BETWEEN POLICY AND IMPLEMENTATION

Most companies have developed human rights policies – either as standalone documents or integrated into broader environmental, social and governance (ESG) frameworks which also cover anti-corruption. However, without strong leadership support and operational follow-through, these policies often remain aspirational.

SUPPLY CHAIN CHALLENGES

Many suppliers and third parties do not fully understand how human rights requirements affect their business relationships. Companies highlighted the need for clearer communication, as well as capacity-building initiatives and whistleblowing mechanisms. Much can be learned from existing efforts around anti-corruption compliance.

A COMPLEMENTARY BUT DISTINCT APPROACH

While participants acknowledged the synergies between anti-corruption and human rights, there was a shared understanding that these topics should not be completely merged. Instead, they should be approached as interconnected elements within an overarching risk and compliance strategy, each requiring specialised expertise.

The Collective Action roundtable approach proved to be a powerful driver of reflection and change. The discussions revealed not only the need for better alignment between anti-corruption and human rights efforts, but also a growing demand for accountability and transparency. Companies are increasingly expected to demonstrate how they are addressing integrity and sustainability challenges, not only through internal processes but also through public disclosure.

This evolution is driven in part by new ESG-related regulations, such as the EU's Corporate Sustainability Reporting Directive, and a global shift in stakeholder expectations. Companies are under pressure to establish governance structures that adequately address both anti-corruption compliance and broader environmental, social and governance (ESG) topics, including human rights.

For companies, this means that internal reflection must increasingly be accompanied by clear, credible and measurable corporate disclosure.

Increased transparency through corporate disclosure

Disclosure of anti-corruption efforts is not a new issue. Increased transparency through disclosure can be useful to build trust with external

stakeholders, mitigate reputational risks and identify best practices. While corporate disclosure does not guarantee implementation, the increased transparency generated by such requirements is a positive step for greater accountability and can prompt new approaches.

The Institute has been looking at innovative approaches to corporate disclosure for anti-corruption compliance which can help provide inspiration for wider ESG-related reporting: effectiveness indicators, corporate culture and engagement in anti-corruption Collective Action.

One such approach is a set of effectiveness indicators for anti-corruption compliance, developed through a Collective Action initiative in partnership with Norges Bank Investment Management (NBIM) and a group of leading healthcare companies.

While initially co-developed with companies in the health sector, these indicators offer value to companies across industries. They serve as a starting point for companies interested in measuring the effectiveness of their compliance programmes. The indicators are grouped into five themes: culture, risk management, third parties, compliance function and oversight. They combine qualitative and quantitative metrics.

A particular focus lies on corporate culture which plays a pivotal role in the effectiveness of any compliance programme. The indicators help companies establish a baseline to assess the perceptions of integrity within their organisation and provide methodologies to monitor how that culture evolves over time. They also encourage companies to consider how visibly leaders are communicating on ethics, how ethics is reflected in performance management systems and whether integrity is embedded in decision-making.

Another indicator of corporate culture is active engagement in anti-corruption Collective Action. This recognises that collaboration with peers, civil society and in some cases government is both a signal of commitment and a driver of meaningful change.

Measuring corporate culture remains a challenge, but these indicators offer a practical starting point. They support companies in shaping a culture of integrity and in demonstrating their efforts to external stakeholders, whether through ESG reporting, investor communication or peer benchmarking.

Through this work, the Basel Institute is encouraging companies to move beyond check-box compliance by embedding ethics and integrity into governance structures, leadership behaviour and daily operations.

Lessons learned

Here is what we can learn from the Basel Institute's engagement with companies over the past years:

- **Institutional silos remain a major barrier.** Even in companies with advanced compliance and risk management systems, anti-corruption and human rights are often addressed separately. Creating spaces for joint reflection and action is essential.
- **There is no one-size-fits-all solution.** Companies vary widely in their level of preparedness and internal structure. Tailored guidance, flexible tools and peer exchange are key to supporting meaningful progress.
- **Corporate culture is a fundamental factor.** Whether addressing bribery or human rights, a company's culture plays a critical role in shaping outcomes. Encouraging leadership buy-in, open dialogue and shared accountability is essential.
- **Collective Action remains a powerful enabler.** In contexts where companies face common challenges, working together offers a pathway to more coherent standards, more resilient practices and stronger impact.

The Basel Institute will continue to build on this work by facilitating further dialogue, supporting the effective implementation of policies and measures, and by contributing to the development of integrated approaches that promote both business integrity and respect for human rights. In doing so, it remains committed to strengthening private-sector contributions to the Sustainable Development Goals, in particular those that seek to promote inclusive, just and corruption-free societies. 🌟

“Business integrity, anti-corruption Collective Action, and human rights are increasingly seen as interconnected pillars for building responsible global value chains. As awareness grows, companies are recognizing that tackling corruption isn’t just about compliance – it is also about protecting human rights and fostering fairer systems. Corruption undermines ethical business practices while fueling exploitation and inequality. When companies address these risks, they also contribute to more transparent and accountable environments that respect human dignity.”

Cristina Ritter, Head of Anticorruption and Governance,
United Nations Global Compact



PART 2

**MAINSTREAMING
COLLECTIVE ACTION
AS A NORM**

Part 2: Mainstreaming Collective Action as a norm

Over the past two decades, Collective Action has evolved from an emerging niche concept to a recognised element of global anti-corruption practice, endorsed by governments and expected by investors, standard-setters and compliance professionals around the world. Today, it is increasingly reflected in major anti-corruption instruments, political declarations, national strategies and business integrity frameworks. This transformation did not happen overnight. It is the result of consistent efforts, including practical demonstration, broad-based consultation and strategic engagement with global and regional institutions, governments, the private sector and civil society.

The Basel Institute has played an active role in this journey. While high-level conferences and public events are often the most visible part of Collective Action efforts, the substance lies in the strategic work behind the scenes. Over the years, the Basel Institute's long-standing engagement with multilateral organisations such as the United Nations and OECD, as well as with regional and national actors, has helped bring Collective Action into the mainstream. It is now a recognised driver to raise standards of integrity in an industry or market, enhance fair competition and level the playing field.

These strategic efforts have led to tangible outcomes across multiple fronts, including formal recognition of Collective Action

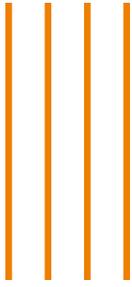
in global anti-corruption standards, growing alignment with national anti-corruption policy frameworks, and the development of indicators and tools to track its uptake and impact.

Collective Action is not only being promoted, but also celebrated as an example of how collaboration and ingenuity can support business integrity. Whether through the visibility of international conferences, the recognition of outstanding achievements or the growing presence of Collective Action commitments, momentum is building.

The Collective Action conference series, convened by the Basel Institute, are a striking example of this shift. The conferences are not merely events, but powerful spaces where practitioners exchange ideas, forge partnerships and drive the agenda forward. Equally, the Collective Action Awards have become a unique platform to celebrate innovation, inspire new initiatives and give visibility to those making a tangible impact on the ground.

Part 2 of this book highlights the critical milestones and growing visibility of Collective Action as a norm, not in theory, but in policy and practice. By showcasing how governments, international organisations and businesses are embedding Collective Action into their strategies, and by sharing how Collective Action practitioners are now celebrated as part of a global movement, this part underscores the ongoing and collective effort required to sustain progress.

Ultimately, mainstreaming Collective Action means more than gaining endorsements. It means embedding collaboration, trust and shared responsibility into the way we fight corruption. 🌟



Milestones
in establishing
Collective Action
as a global norm

Milestones in establishing Collective Action as a global norm

“Fostering and sustaining Collective Action is a challenge. It is crucial to take stock, assess what has been successful, and to disseminate best practices.”

Julia Fromholz, Head of the Anti-Corruption Division of the Organisation for Economic Co-operation and Development, OECD

Promoting Collective Action as an international norm for tackling corruption and improving integrity in business conduct has been at the core of the Basel Institute’s work since it was established in 2003.

This commitment has positioned the Basel Institute as an important contributor to the global discourse on preventing corruption, which is the focus of Collective Action. We have been working alongside leading international institutions to embed the approach into policy frameworks, standard-setting processes and national anti-corruption strategies. Through sustained engagement in international forums, at high-level conferences and through direct support to organisations around the world, we have helped elevate Collective Action from a promising concept to an established pillar of effective corruption prevention.

In international endorsements and frameworks

United Nations | UN

Central to our work has been our long-standing engagement with the **United Nations Convention Against Corruption (UNCAC)**. The world’s most comprehensive and legally binding anti-corruption instrument is now ratified by 191 States Parties. UNCAC – particularly

COLLECTIVE ACTION IN PRACTICE

Article 12, which addresses private sector involvement in corruption prevention – does not yet explicitly mention Collective Action. But the convention now recognises the critical role of non-state actors, including civil society and the private sector, in combating corruption through a multidisciplinary approach. Looking ahead, we see a clear opportunity for Collective Action to be formally recognised within the text of UNCAC.

Building on this foundation, we have a long history of working with the **United Nations Office on Drugs and Crime (UNODC)**, which has become a strong proponent of Collective Action. Most recently, we contributed to their 2024 Resource Guide on State Measures for Strengthening Business Integrity, developed through a broad consultation process and published on the UNODC Business Integrity Portal.

In parallel, we have supported the implementation of the **United Nations Global Compact's** Tenth Principle on anti-corruption, adopted in 2004. This principle calls on businesses to go beyond avoiding corruption and take proactive steps to embed integrity in their operations and supply chains. As part of our collaboration with the UNGC, the Basel Institute has provided strategic guidance and technical support to various UN Global Compact Country Networks implementing Collective Action initiatives.

The UNGC has also been our implementing partner for the second funding round of the Siemens Integrity Initiative, which significantly strengthened Collective Action efforts in Brazil, Japan and Nigeria. In these countries, we worked closely with local Global Compact Networks and key partners to catalyse multi-stakeholder initiatives: in Brazil in collaboration with the Instituto Ethos; in Japan in partnership with the Japan Federation of Bar Associations and the Anti-Bribery Committee Japan; and in Nigeria alongside the Convention on Business Integrity.

“Collective Action is the driver of systemic changes. By uniting different stakeholders and building trust, we can collectively find virtuous cycles of engagement. As the

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

previous manager of Global Compact Network Brazil, I have seen how powerful it is to put competitors on the same table and find a minimum consensus around integrity and anti-corruption, and how the discussions changed the actors and the companies that they represented.”

Ana Aranha, Senior Manager, Business Integrity Accelerator, UNGC, previously Anti-corruption Manager, Global Compact Network Brazil

Our efforts have also contributed to political milestones. During preparations for the **UN General Assembly Special Session (UNGASS) against corruption in 2021**, we actively engaged in consultations. We also co-hosted, alongside the Swiss Federal Department of Foreign Affairs, a high-level side event on “Collective Action: Building Efficient Public-Private Partnerships”. These efforts culminated in a major breakthrough: the political declaration adopted at the UNGASS 2021 marked the first time that UN Member States explicitly committed to promoting Collective Action and public-private partnerships to support business integrity and fair competition.

This international momentum has since spread to the **Conference of the States Parties (CoSP) to the UNCAC**. At the 10th CoSP in 2023, we led a session as part of the inaugural Private Sector Forum co-hosted by UNODC and UNGC. The forum and our session



Gretta Fenner (right) on a panel at the 2023 Private Sector Forum at CoSP10.

COLLECTIVE ACTION IN PRACTICE

highlighted the tangible impact of Collective Action initiatives in building more ethical and transparent business environments. In a powerful call to action, more than 500 companies urged governments to intensify anti-corruption efforts and promote Collective Action.

This collective voice helped shape Resolution 12 dedicated to the private sector, tabled by Brazil, Norway and Saudi Arabia, and adopted at the 10th CoSP. The resolution calls on States Parties to develop frameworks that incentivise private sector integrity, including through codes of conduct and robust internal governance systems. It opens up important new opportunities to further institutionalise Collective Action within national policy and legislation. The Basel Institute will continue to support this momentum and help to drive it forward.



Xiaohong Li from the UNODC (right) moderating a panel on regulatory and normative approaches to Collective Action at our 5th International Collective Action Conference in June 2024. Photo: David Borter, LEO MEDIA GmbH / BBM PRODUCTIONS AG.

Organisation for Economic Co-operation and Development | OECD

The Basel Institute has played a significant role in advancing Collective Action within the framework of the OECD, particularly in relation to its core anti-corruption instrument, the Convention on Combating Bribery

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

of Foreign Public Officials in International Business Transactions (the **Anti-Bribery Convention**). This Convention, supported by a robust peer-review monitoring mechanism led by the OECD Working Group on Bribery, sets global standards for combating foreign bribery. It holds member countries accountable through rigorous, expert-led evaluations and country reports.

In 2021, the OECD marked a milestone in international anti-corruption policy with the adoption of the revised Recommendation of the Council for Further Combating Bribery of Foreign Public Officials in International Business Transactions (**2021 Anti-Bribery Recommendation**). The Basel Institute was actively involved in the development of this Recommendation and successfully advocated for the formal inclusion of Collective Action as a key strategy for preventing and addressing foreign bribery. This was the first time that Collective Action had been explicitly endorsed in an international anti-bribery standard.

Our contributions are reflected in the Recommendation's recognition of Collective Action across three areas:

- **Private sector awareness-raising:** Member countries are encouraged to promote partnerships and collaborative initiatives between the public and private sectors to raise awareness and enhance detection and prevention of foreign bribery.
- **Addressing the demand side of bribery:** Governments are advised to consider actively fostering or participating in Collective Action initiatives with private sector actors and civil society to tackle both bribery and solicitation.
- **Empowering business and professional organisations:** The Recommendation highlights the role of these organisations in supporting companies to prevent and detect bribery. It recommends that they promote Collective Action as part of broader anti-corruption efforts.

Importantly, the inclusion of Collective Action in the 2021 Anti-Bribery Recommendation brings it under the scope of the OECD's peer-review mechanism. This allows civil society and the private

COLLECTIVE ACTION IN PRACTICE

sector to monitor governments' engagement with Collective Action. It strengthens accountability and positions Collective Action not only as a tool for OECD countries but also as a model for adoption by non-member states in their national anti-corruption strategies. This further reinforces the emergence of Collective Action as a global norm.

Building on this landmark, the OECD has since embedded Collective Action in other standard-setting instruments, including the 2023 revision of the *Guidelines for Multinational Enterprises on Responsible Business Conduct*.

In addition to supporting its contributions to policy development, we have partnered with the OECD on a range of initiatives aimed at promoting and operationalising Collective Action. These include:

- High Level Reporting Mechanisms (HLRM) piloted in Colombia, Argentina and Ukraine, providing a safe channel for businesses to raise integrity concerns in public procurement processes.
- Compliance without borders, a peer-learning programme that connects state-owned enterprises and private companies to build compliance and anti-corruption capacity.
- The Infrastructure anti-corruption toolbox, which features Collective Action tools such as the High Level Reporting Mechanism, Integrity Pacts and Compliance without borders.
- Ongoing efforts to promote Collective Action to national governments and at regional forums, including through the OECD/Asian Development Bank Anti-Corruption Initiative for Asia and the Pacific.
- Active participation in the OECD Anti-Corruption Leaders Hub, a platform for exchanging innovations and scaling up effective anti-corruption approaches globally.

Multilateral development banks

The Basel Institute has also played an important part in embedding Collective Action within the integrity frameworks of multilateral development banks (MDBs), particularly through its sustained collaboration with the **World Bank Group**. The Bank's *Integrity Compliance Guidelines*, published in 2010, were an early milestone.

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

Paragraph 11 explicitly encourages companies to participate in Collective Action to strengthen integrity programmes and promote ethical business conduct:

“Collective action: Where appropriate – especially for SMEs and other entities without well-established Programs, and for those larger corporate entities with established Programs, trade associations and similar organizations acting on a voluntary basis – endeavor to engage with business organizations, industry groups, professional associations and civil society organizations to encourage and assist other entities to develop programs aimed at preventing Misconduct.”

The World Bank has since steadily expanded its support for Collective Action as a core strategy in its anti-corruption efforts. In 2023, it joined five other major MDBs in endorsing the harmonised MDB General Principles for Business Integrity Programmes, which formally recommend Collective Action as a means to advance business integrity across sectors and geographies.

We contributed to this momentum through our involvement in the 2023 and 2025 International Corruption Hunters Alliance (ICHA) Forum, an initiative convened by the World Bank to unite global anti-corruption actors. On both occasions, we contributed to sessions focusing on business integrity and Collective Action, underscoring the relevance of collaborative approaches in navigating complex, fast-evolving integrity risks.

Our work also helps raise awareness of the World Bank’s efforts to strengthen corporate integrity by collaborating with sanctioned companies to develop and implement robust compliance programmes. These engagements increasingly include a mentoring component, with more experienced companies guiding others. This reinforces Collective Action as a practical mechanism for peer learning and systemic improvement in the global development finance ecosystem.

World Customs Organisation | WCO

The Basel Institute has been a key partner to the WCO in promoting Collective Action as a practical and collaborative integrity approach in customs administrations. The WCO formally recognised the potential of Collective Action in 2017 during the 16th Session of its Integrity Sub-Committee. It was adopted as an innovative method to address corruption risks and enhance accountability in customs and tax administrations.

Since then, the WCO has actively encouraged its members to pursue Collective Action initiatives tailored to national contexts. The organisation has done so through its **Anti-Corruption and Integrity Promotion (A-CIP) Programme**, which supports customs authorities in co-developing locally-led integrity initiatives in collaboration with key stakeholders.

The Basel Institute has played a vital role in supporting the operationalisation of this agenda, delivering technical assistance, facilitating cross-sectoral dialogue and providing targeted training to help customs agencies build effective and inclusive Collective Action frameworks.



2025 WCO Collective Action event in Addis Ababa, Ethiopia.

Photo: WCO, used with permission.

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

In Ghana, for example, our support helped lead to the creation of a formal multi-stakeholder dialogue platform involving customs, the private sector and civil society. This platform has served as the basis for joint action plans designed to promote integrity, transparency and mutual accountability.

In June 2023, these efforts were highlighted during a high-level dialogue hosted by the WCO, where the Global Relationship Architecture (GRA) initiative brought together the WCO, the Basel Institute, the OECD, the UNODC and the UNDP to share lessons learned and discuss pathways to scale up Collective Action.

The WCO reaffirmed its commitment to fostering cooperation between public and private actors to combat corruption effectively, emphasising the need for shared responsibility and coordinated action. The Basel Institute's role as both a thought partner and technical advisor was underscored in this collaborative space, helping to shape and drive forward global standards for integrity in border management.

Business 20 | B20

The Business 20 (B20) represents the voice of business in the G20, an intergovernmental forum bringing together the world's major economies. As a platform for dialogue between the private sector, the G20 presidency, civil society and international organisations, the B20 has an influential voice in shaping global economic and governance agendas. Its recommendations carry significant weight and reflect evolving understandings of how businesses should integrate ethics and integrity into their operations and global value chains.

Since 2011, most B20 cycles have featured a dedicated task force on anti-corruption, integrity and compliance. These task forces develop policy recommendations that are submitted to the G20 Leaders' Statement and/or the G20 Anti-Corruption Working Group.

Throughout this period, Collective Action has consistently been recognised as a core recommendation of the business community and has featured prominently in the majority of **B20 Integrity and**

COLLECTIVE ACTION IN PRACTICE

Compliance Task Force reports. These policy papers have become influential references for governments, civil society and the private sector, reinforcing Collective Action as a recognised standard for business integrity on the global stage.

The Basel Institute has been instrumental in shaping these outcomes. As a Network Partner, Knowledge Partner and Co-Chair of the B20 Integrity and Compliance Task Force in select years, we have substantially contributed to the inclusion and strategic framing of Collective Action in B20 policy recommendations. Our thought leadership and technical expertise have helped ensure that Collective Action remains a central pillar of the B20's anti-corruption agenda.

In 2024, under the Brazilian B20 presidency, we co-developed a major milestone: the first-ever Collective Action Key Performance Indicator (KPI). This tool tracks G20 governments' engagement in Collective Action initiatives, using data from our B20 Collective Action Hub. The KPI provides an objective, evidence-based benchmark that enables the B20 and wider Collective Action community to monitor progress and encourage further government involvement.



Scarlet Wannewetsch introducing the KPI and the B20 Collective Action Hub at the B20 Summit in Brazil in 2024.

International Anti-Corruption Conference | IACC

Transparency International's IACC series is the largest global civil society-led forum on anti-corruption, bringing together stakeholders from civil society, academia, governments, international organisations and the private sector. Over the years, the **IACC** has served as an important platform for advancing Collective Action, with the concept featuring consistently in conference agendas and discussions.

The Basel Institute has contributed to elevating Collective Action within this high-profile forum through its participation in panels, workshops and strategic dialogues focused on multi-stakeholder solutions to corruption. We have worked closely with civil society and international partners to ensure that Collective Action is not only recognised in principle but integrated into practical strategies for reform and collaboration.

At the 21st IACC, held in Vilnius, Lithuania in June 2024, the importance of Collective Action was strongly reinforced during the High Level Segment. Senior government officials, leaders of international and regional organisations, civil society actors and business representatives jointly endorsed the need for sustained collaboration. A Joint Communiqué issued at the event identified priorities for 2025–2026, including the call to:

“Foster partnerships and sustained cooperation through collective action and encourage the adoption and effective implementation of compliance programs and ethical standards.”

The High Level Segment further issued targeted recommendations for engaging the private sector in anti-corruption efforts, calling on stakeholders to:

“Promote partnerships between governments, civil society, and businesses to co-create, develop, and implement anti-corruption initiatives.”

“Support the private sector in adopting robust compliance programs and ethical standards to prevent corruption within their operations.”

These outcomes align closely with the Basel Institute’s mission and ongoing work. By contributing our technical expertise and practical experience to IACC sessions, and by helping shape the dialogue on implementation, we continue to reinforce Collective Action as a vital component of effective and sustainable anti-corruption strategies worldwide.

At a regional level

Collective Action is gaining traction in regional anti-corruption frameworks as a practical means to strengthen integrity, promote collaboration and address transnational corruption challenges. While references remain scattered, recent developments show growing uptake of the approach across Africa, Southeast Asia and Latin America.

In **Africa**, the **Rabat Declaration** was adopted in October 2023, following a high-level conference hosted by the Moroccan Anti-Corruption Authority (INPPLC) and UNODC – with the Basel Institute and OECD as co-organisers. The declaration emphasises *“the involvement of all stakeholders, with a shared vision and an action based on collective mobilisation”*.

The declaration acknowledges that corruption undermines investor confidence and economic competitiveness and identifies the private sector as a *“leading actor in the efforts of prevention and fight against corruption”*. In a context of rapidly increasing foreign direct investment across the continent, Collective Action is positioned as a vital tool to build trust and safeguard sustainable economic growth.

In Southern Africa, the **Southern African Development Community (SADC)** has embraced Collective Action as a foundational element of its regional anti-corruption strategy. Its Protocol against Corruption

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

and the Strategic Anti-Corruption Action Plan (2023–2027) underscore the importance of multi-stakeholder cooperation in countering corruption and transnational organised crime. We have supported these efforts through specialised training for SADC anti-corruption prevention officers, with a focus on private sector engagement and the operationalisation of Collective Action.



2023 SADC training of anti-corruption agencies in Johannesburg.

The role of Collective Action in building resilient anti-corruption ecosystems is also increasingly recognised in **Asia and the Pacific**. The Basel Institute has contributed through knowledge sharing and technical inputs, helping to shape regional discussions on how Collective Action can reinforce national anti-corruption strategies and enhance cross-border cooperation.

In 2023, the Basel Institute joined the Advisory Group of the **Anti-Corruption Initiative for Asia and the Pacific (ACI)** of the Asian Development Bank and the OECD. This marks an expansion of our role in the region, building on our ongoing support to the ACI's Working Group on Business Integrity launched in 2019.

The initiative was formed in 1999 to cooperate with governments in the fight against corruption and support national and multilateral efforts to reduce corruption in Asia and the Pacific. Over the years, we have contributed to various ACI meetings focusing on Collective Action, including during the annual ACI Forum as well as during a dedicated side event at the 2025 OECD Global Anti-Corruption and Integrity Forum (GACIF).

COLLECTIVE ACTION IN PRACTICE



Participants at the ACI meeting held on the margins of the 2025 OECD GACIF. Photo: OECD, used with permission.

Our engagement in the region also includes technical assistance provided to individual countries as well as peer learning sessions. One example is the ongoing support to the Anti-Corruption Commission of Bhutan.

The Basel Institute has also been providing technical assistance to the **Asia-Pacific Economic Cooperation (APEC) Business Ethics for SMEs Initiative**. This is the world's largest public-private partnership to strengthen ethical conduct and promote a level playing field in the biopharmaceutical sector. Our support includes contributions to



Vanessa Hans moderating a panel at the 2023 APEC Business Ethics for SMEs Forum in Washington D.C.

MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

the Consensus Framework in the APEC Region 2022 Report and the Consensus Framework Resource Guide published in 2024.

In **Latin America** we also expanded our efforts to support Collective Action against corruption. The Collective Action approach to fighting corruption was discussed at the **Eighth Integrity Week** organised by Alliance for Integrity in Lima, Peru in 2023.

Our technical assistance in the region also included the development of **High Level Reporting Mechanisms** in Argentina and Colombia. Jointly developed by the Basel Institute on Governance, the OECD and Transparency International, the HLRM enables concerns about suspected bribery or unfair business practices in public tenders to be raised and resolved swiftly. Independent yet authoritative, it acts like an escape valve, defusing potential corruption-related issues before they cause damages. The concept is supported by the G20 and the B20 business leaders around the world.

“The HLRM is a flexible tool designed to provide companies with a user-friendly channel for signalling issues in their interaction with public officials. As such the impact depends very much on the buy-in from both private sector and public authorities. Experience shows that it has been very impactful in countries like Colombia and Ukraine (in the form of the Ombudsman’s office), where the public authorities have set a clear tone from the top and the private sector has shown a willingness to use the mechanism. The potential of the HLRM for public procurement is huge but remains largely untapped.”

Nicola Bonucci, former Director Legal Affairs at the OECD, and Board Member of the Basel Institute on Governance

In national strategies

Beyond international and regional frameworks, governments around the world have increasingly recognised the value of Collective Action for their domestic anti-corruption efforts. This endorsement can take

various forms: formal inclusion in national anti-corruption strategies (NACS), integration into laws and regulations such as public procurement laws, or, in some cases, through active government-driven Collective Action initiatives.

The Basel Institute has promoted and supported such national efforts, with a particular focus on embedding Collective Action into policy and practice. An overview of national endorsements can be found in the paper “Mainstreaming Collective Action: Establishing a baseline”, published by the Institute in 2020.

We have worked closely with the **Network of Corruption Prevention Authorities (NCPA)** to increase awareness and uptake of Collective Action tools. In 2021, we delivered a presentation to NCPA members on the importance of inclusive anti-corruption strategies and the role of the private sector. Following the positive reception, a survey was launched to assess member engagement with the private sector and their interest in adopting Collective Action approaches.

Several bilateral follow-up meetings were held with interested authorities from France, Chile, Jordan, Palestine, Moldova and Albania, to provide tailored guidance on Collective Action and stakeholder engagement.

These consultations informed the development of a guidance document on “Engaging the private sector in Collective Action against corruption”, co-developed with the NCPA. With 31 national corruption prevention authorities in its membership, the NCPA’s endorsement of this guide contributed to significantly broadening awareness and uptake of Collective Action across diverse jurisdictions.

The Basel Institute also provided direct technical assistance to national anti-corruption authorities:

- In **Chile**, the Basel Institute’s active participation in and contributions to public forums and bilateral



MILESTONES IN ESTABLISHING COLLECTIVE ACTION AS A GLOBAL NORM

meetings with the Office of the Comptroller General to promote Collective Action led to the inclusion of Collective Action in Chile's national anti-corruption strategy.

- In December 2022, the Basel Institute conducted a mission to **Mauritius** that included a keynote address at a Public-Private Platform Against Corruption strategy session. The Institute's targeted contributions and sustained engagement played a role in the government's subsequent endorsement of Collective Action in its updated NACS.
- In **Bulgaria**, the Basel Institute's technical assistance led to the establishment of the Bulgarian Collective Action Platform (BCAP). The platform promotes an enabling environment for multi-stakeholder and bipartisan collaboration to improve integrity and address corruption and other unfair business practices.
- In **Malawi**, we contributed our multidisciplinary expertise to the 2019–2024 national anti-corruption strategy. It includes Collective Action and recognises that the private sector is "ready and willing to become a more active partner in fighting corruption".

Other endorsements

Non-financial reporting standards

As corporate sustainability and non-financial reporting frameworks evolve to reflect stronger expectations around business integrity, Collective Action has gained increasing recognition as a valuable component of anti-corruption strategies. Among the most influential frameworks is the **Global Reporting Initiative (GRI)**, whose standards are widely adopted by companies worldwide to disclose their environmental, social and governance (ESG) performance.

Its standard GRI 205: Anti-Corruption 2016 explicitly encourages organisations to report not only on internal compliance mechanisms but also on their involvement in Collective Action. This includes outlining a corporate entity's Collective Action strategy, listing the initiatives it participates in and describing the core commitments

associated with those efforts. While this guidance is voluntary, it signals the growing importance placed on collaborative approaches to integrity and transparency.

The Basel Institute supported the development of Collective Action recognition within the GRI framework by contributing insights and recommendations on how Collective Action can be meaningfully integrated into corporate anti-corruption disclosures. Our engagement helped ensure that the standard reflects the practical value of multi-stakeholder initiatives in strengthening business ethics across supply chains and markets.

Investors

Institutional investors are increasingly acknowledging the importance of Collective Action as a strategic tool to enhance market integrity, mitigate corruption risks and promote responsible business conduct. Leading investors are looking beyond internal anti-corruption policies when assessing companies. They increasingly view participation in multi-stakeholder initiatives as evidence of a firm's wider commitment to systemic integrity.

A compelling example of this shift is the work of **Norges Bank Investment Management (NBIM)**, which manages Norway's Sovereign Wealth Fund. Seeking to assess the effectiveness of corporate anti-corruption efforts, NBIM initiated a dialogue with the pharmaceutical sector to explore what meaningful anti-bribery and corruption performance looks like in practice.

Facilitated by the Basel Institute, this engagement led to the formation of a Collective Action initiative among major pharmaceutical companies in 2020. The participants jointly developed a set of indicators to define and measure effective anti-corruption programmes. Importantly, these indicators included a focus on participation





At the Corporate Integrity Forum in Korea in 2024, former UN Secretary General Ban Ki-moon highlighted the role of business integrity in achieving sustainable and equitable development. Photo: UNGC Korea, used with permission.

in Collective Action as a signal of serious, sustained commitment to integrity.

NBIM subsequently endorsed the indicators, encouraging companies to disclose their progress publicly. This reinforces Collective Action not only as a collaborative tool but also as a benchmark in responsible investment decisions.

Business and professional associations

Business and professional associations play a pivotal role in uniting diverse stakeholders, setting ethical standards and catalysing collective responses to systemic corruption risks. Their ability to convene industry actors and promote shared commitments makes them powerful platforms for advancing Collective Action.

One example is the International Federation of Accountants. In collaboration with the Institute of Chartered Accountants in England and Wales and the Basel Institute, the organisation released a landmark report in July 2024 titled *Integrated Mindset in Practice: Professional Accountants in Business and Anti-Corruption Compliance*.



The report highlights the unique capacity of professional accountants to lead and participate in Collective Action initiatives, drawing on their fiduciary role and expertise in transparency, accountability and risk management. It offers practical guidance for how accountants can engage in multi-stakeholder collaborations to strengthen anti-corruption measures within and beyond their organisations.

The **International Chamber of Commerce (ICC)** has also long championed Collective Action. Through its Commission on Anti-Corruption, the ICC has developed a range of tools and frameworks that encourage companies to work collaboratively to prevent bribery and extortion.

The Basel Institute contributed to this body of work with a chapter on whether anti-corruption Collective Action is a competition risk for companies, included in the ICC publication *Perspectives on Antitrust Compliance*. The chapter addresses common legal and practical concerns, clarifying how companies can safely and effectively engage in Collective Action while respecting competition law, and offering strategies to overcome perceived risks.

Through such collaborations, the Basel Institute continues to promote the integration of Collective Action into professional and business networks, ensuring that collective integrity is embedded not just in policies, but in the daily practices and shared standards of industries worldwide. 🌟



The Collective Action conferences and regional forums

The Collective Action conferences and regional forums

Since 2014, the Collective Action conferences, organised by the Basel Institute on Governance, have provided a dedicated platform for shaping the global business integrity agenda. Over the past decade, they have evolved from discussing Collective Action as a concept to sharing good practices for its implementation and increasing the evidence base for the real-life impact Collective Action can have. The conferences have brought together leaders from the private sector, government, civil society and international organisations to exchange insights, forge partnerships and promote the adoption of Collective Action as a tool for tackling corruption.

A defining characteristic of these conferences is their tangible impact. Beyond high-level discussions, they have served as catalysts for action, influencing policy developments, strengthening the international anti-corruption community and leading to the creation and expansion of Collective Action initiatives worldwide. The Basel Institute's role has been critical, not only in convening stakeholders but in ensuring long-term engagement and knowledge dissemination.

“Over the years, the Basel Institute on Governance has played a key role in promoting Collective Action as an effective approach to tackle corruption, including by hosting the annual International Collective Action Conference, and the B20 Collective Action Hub, two crucial initiatives that foster knowledge-sharing and a collaborative approach.”

It has been a true honor for the UN Global Compact to work in close partnership with the Basel Institute toward strengthening ethical business practices worldwide.”

Cristina Ritter, Head of Anticorruption and Governance,
United Nations Global Compact

Collective Action Conference 2014: laying the foundations for global cooperation

The first International Collective Action Conference, held on 26–27 June 2014 in Basel, set out to position Collective Action as a practical approach to corruption prevention. At the time, corporate anti-corruption efforts were largely confined to individual compliance programmes, and the concept of collaboration as a business integrity strategy was still relatively new. The discussions focused on:

- The role of Collective Action within the G20/B20 anti-corruption agenda
- Best practices for public-private collaboration
- The need for stronger engagement between business and law enforcement

Bringing together 150 experts from all sectors, the conference provided a first-of-its-kind opportunity to discuss how Collective Action could support companies in resisting bribery and extortion.

The conference was widely recognised for its quality and networking opportunities, reinforcing the Basel Institute’s convening power. However, participants also highlighted areas for improvement, particularly the need for more practical, action-oriented guidance rather than purely academic knowledge products. This insight helped shape future conferences, ensuring a greater emphasis on real-world case studies and implementation strategies.

A key impact of the 2014 conference was its influence on international anti-corruption policy development. Following the event, the UN Global Compact invited the Basel Institute to contribute to its 2015 “Practical Guide for Collective Action Against Corruption”,

demonstrating how the conference helped establish the Basel Institute as a global leader in Collective Action expertise.

Collective Action Conference 2016: moving from concepts to evidence-based practice

Held on 20–21 October 2016, the second Collective Action Conference built on the foundations of 2014 by shifting the focus from conceptual discussions to empirical evidence. With nearly 200 participants, this edition placed a stronger emphasis on documenting the effectiveness of Collective Action and identifying the factors that contribute to successful implementation.

The conference featured a call for papers, inviting practitioners and academics to submit research assessing the impact of Collective Action initiatives. The resulting contributions provided an empirical basis for discussions, reinforcing the importance of data-driven approaches. Key discussions focused on:

- The role of trust in anti-corruption Collective Action
- How to measure effectiveness and outcomes
- Lessons from Collective Action initiatives in Asia and Latin America
- Private sector and law enforcement cooperation



2nd International Anti-Corruption Collective Action Conference, Basel, Switzerland 2016.

COLLECTIVE ACTION IN PRACTICE

The conference was a resounding success, propelling the mainstreaming of Collective Action. It demonstrated that multi-stakeholder initiatives are not just a theoretical concept but are already yielding tangible results in various sectors. This marked a significant shift towards evidence-based decision-making, ensuring that Collective Action efforts are scaled up using proven methodologies.



2nd International Anti-Corruption Collective Action Conference, Basel, Switzerland 2016.

Collective Action Conference 2018: institutionalising Collective Action as a business norm

By 2018, the Basel Institute's third International Collective Action Conference (14–15 November) had evolved into a platform for establishing Collective Action within corporate governance and regulatory frameworks. With over 200 participants from 40 countries, discussions focused on how companies, government and civil society could work together to integrate Collective Action into long-term compliance and risk management strategies.

THE COLLECTIVE ACTION CONFERENCES AND REGIONAL FORUMS

This edition introduced a stronger focus on the role of technology, including the use of blockchain and AI in compliance programmes. Sessions also examined how companies could leverage multi-stakeholder partnerships to build more resilient integrity frameworks.

The conference introduced a new format featuring panel discussions, deep-dive breakout sessions and a live demonstration of anti-corruption technology tools. Key topics included:

- The role of blockchain and AI in compliance and risk assessment
- How behavioural ethics can be used to drive Collective Action participation
- Certification in Collective Action: challenges and opportunities



3rd International Anti-Corruption Collective Action Conference, Basel, Switzerland, 2018.

A key indicator of the conference's impact was the broadening of its audience. In addition to representatives from 95 businesses, we saw increased participation from law enforcement agencies, financial institutions and regulatory bodies. This reflected a growing recognition of Collective Action beyond the corporate compliance sector, reinforcing its relevance to public policy and global economic governance.

Collective Action Conference 2022: a turning point for mainstreaming Collective Action

After a hiatus due to the COVID-19 pandemic, the 4th International Collective Action Conference took place on 30 June – 1 July 2022, marking a pivotal moment for the mainstreaming of Collective Action.

Following an inspiring keynote address, the conference featured panel discussions, workshops and networking opportunities.

The conference set up interactive workshops to give participants the chance to share experiences and lessons learned. Breakout sessions for the different stakeholder groups typically involved in Collective Action aimed at further carving out the respective stakeholder roles.



4th International Anti-Corruption Collective Action Conference, Basel, Switzerland, 2022.

What value does each stakeholder group bring to the table, and what does it take away? How can different stakeholders scale up their

engagement and build stronger and lasting relationships? Those were the central questions participants reflected on.

On top of the breakout sessions, and to further increase networking opportunities, the conference showcased for the first time a Collective Action exhibition: during breaks, participants could browse the posters on display and speak to the 19 exhibitors at their booths. These practitioners had the chance to demonstrate their work to a wider audience and discuss their experiences developing and scaling up Collective Action in their specific context.

With over 200 participants, and 49% coming from the private sector, this edition saw a notable increase in engagement from development banks and international financial institutions, demonstrating how Collective Action was becoming an integral part of multilateral development banks' strategies. The conference also provided a space for 57 representatives of Siemens Integrity Partners to exchange insights, reinforcing the importance of corporate-driven initiatives in shaping global business integrity standards.

A key feature of the 2022 edition was also the inclusion of human rights as an emerging topic, highlighting the growing convergence between anti-corruption and broader ESG priorities.

A post-conference survey highlighted that 59% of participants agreed that Collective Action contributes to fairer market conditions.

Expanding the outreach: regional Collective Action forums (2023)

Recognising the need to broaden access to Collective Action knowledge, the Basel Institute shifted its approach in 2023, bringing together local anti-corruption practitioners for two regional forums in Southern Africa and Asia-Pacific. This ensured that Collective Action discussions were tailored to regional contexts.

The Southern Africa Forum (31 May 2023, Johannesburg, South Africa) and the Asia-Pacific Forum (25 September 2023, Manila, the Philippines) combined attracted over 120 participants.

COLLECTIVE ACTION IN PRACTICE

The impact of these forums was significant, as evidenced by the post-event surveys:



THE COLLECTIVE ACTION CONFERENCES AND REGIONAL FORUMS

“The Southern Africa Anti-Corruption Collective Action Forum has had a significant impact on The Ethics Institute’s (TEI) work in the region. By participating in the forum, TEI was able to extend its engagement with regional stakeholders and strengthen its commitment to advancing business integrity. The forum provided a unique platform for TEI to exchange knowledge and best practices with key actors from the private sector, civil society, and government institutions. The collaborative environment of the forum enabled TEI to identify new opportunities for collective action, particularly in terms of fostering partnerships and reinforcing existing anti-corruption efforts. It also allowed TEI to contribute to the development of a regional community of practice, which is essential for ongoing dialogue and shared responsibility in advancing business integrity.”

Dr Liezl Groenewald, CEO of The Ethics Institute (TEI)



Southern Africa Anti-Corruption Collective Action Forum, Johannesburg, South Africa, 2023.



Asia-Pacific Anti-Corruption Collective Action Forum, Manila, the Philippines, 2023.

Collective Action Conference 2024: strengthening global and regional networks

Held on 24–25 June 2024, the 5th International Collective Action Conference reaffirmed Collective Action as a core business integrity strategy. With just under 200 participants, this edition showcased strong private sector representation (30% of attendees), demonstrating the increasing interest from businesses towards Collective Action.

The 2024 conference built on the success of new formats at the previous global event. We have organised another Collective Action exhibition and arranged three breakout sessions. These focused on:

- Good governance: leveraging Collective Action and ESG
- Human rights and anti-corruption: Collective Action as a strategy for closer cooperation
- Communicating impact of Collective Action initiatives

The conference was also the occasion to interview experts and Collective Action practitioners from diverse



THE COLLECTIVE ACTION CONFERENCES AND REGIONAL FORUMS

backgrounds, expanding its impact beyond in-person discussions. The interviews were recorded and later shared with the wider public.

Survey results confirmed the event's success, with 100% of respondents reporting satisfaction. However, a drop in perceived sustainability of Collective Action initiatives (from 92.3% in 2022 to 78% in 2024) indicated the need for stronger long-term engagement strategies.



A follow-up webinar in September 2024 continued discussions on how to integrate Collective Action into corporate compliance and risk management strategies.



5th International Anti-Corruption Collective Action Conference, Basel, Switzerland, 2024.

COLLECTIVE ACTION IN PRACTICE



Summary of conference participation in 2024.

The Basel Institute's lasting impact

Over the years, the five global Collective Action conferences and two regional forums have played a transformational role in embedding Collective Action within global integrity standards. More than just events, these gatherings have served as catalysts for action, strengthening collaboration, advancing best practices, and reinforcing the notion that Collective Action is not just a theoretical concept but a practical and growing movement worldwide.

By providing a dedicated platform for practical knowledge sharing, capacity building and partnership development, the conferences have showcased concrete examples of Collective Action in action. They have allowed practitioners from diverse backgrounds and sectors to exchange experiences, learn from one another and collectively drive forward innovative approaches to tackling corruption.

For many professionals working in Collective Action, these conferences have been a key moment of connection and inspiration. Participants have consistently expressed their excitement at meeting peers from different countries, industries and backgrounds, all united by a shared commitment to business integrity. This sense of community has been further reinforced in recent years through the Collective Action Awards, celebrating achievements in the field and

THE COLLECTIVE ACTION CONFERENCES AND REGIONAL FORUMS

reinforcing that Collective Action is not only effective but something to aspire to.

One of the most valuable aspects of these conferences has been the opportunity for in-person engagement. Unlike hybrid or virtual events, face-to-face interactions have been instrumental in forging stronger relationships, deeper trust and long-term collaborations. A clear example comes from the 2022 edition, where informal discussions around the mentoring programme led to a shift from one-on-one support to a more community-based model for capacity building. This new approach was implemented shortly after the event, with quarterly group meetings introduced to foster peer learning on topics of shared interest.

Through moments like these, the conferences have helped shape a growing global community of Collective Action practitioners, supporting not only the launch of new initiatives but also the sustainability and evolution of existing ones. 🧩



COLLECTIVE ACTION IN PRACTICE

Beyond discussions and presentations, these conferences have fostered real connections and tangible outcomes. Participants have highlighted the lasting impact of the conferences:

“I liked getting an understanding of what Collective Action is and how it should operate. With this knowledge, I will be able to easily create and participate in Collective Action in my country.”

Participant at the 4th International Anti-Corruption Collective Action Conference in 2022

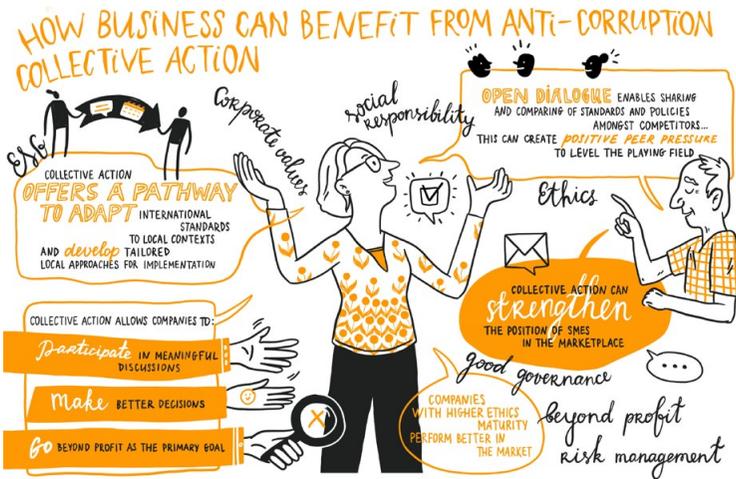
“Networking at the event enabled me to discover new opportunities for future collaboration.”

Participant at the Southern Africa Anti-Corruption Collective Action Forum in 2023

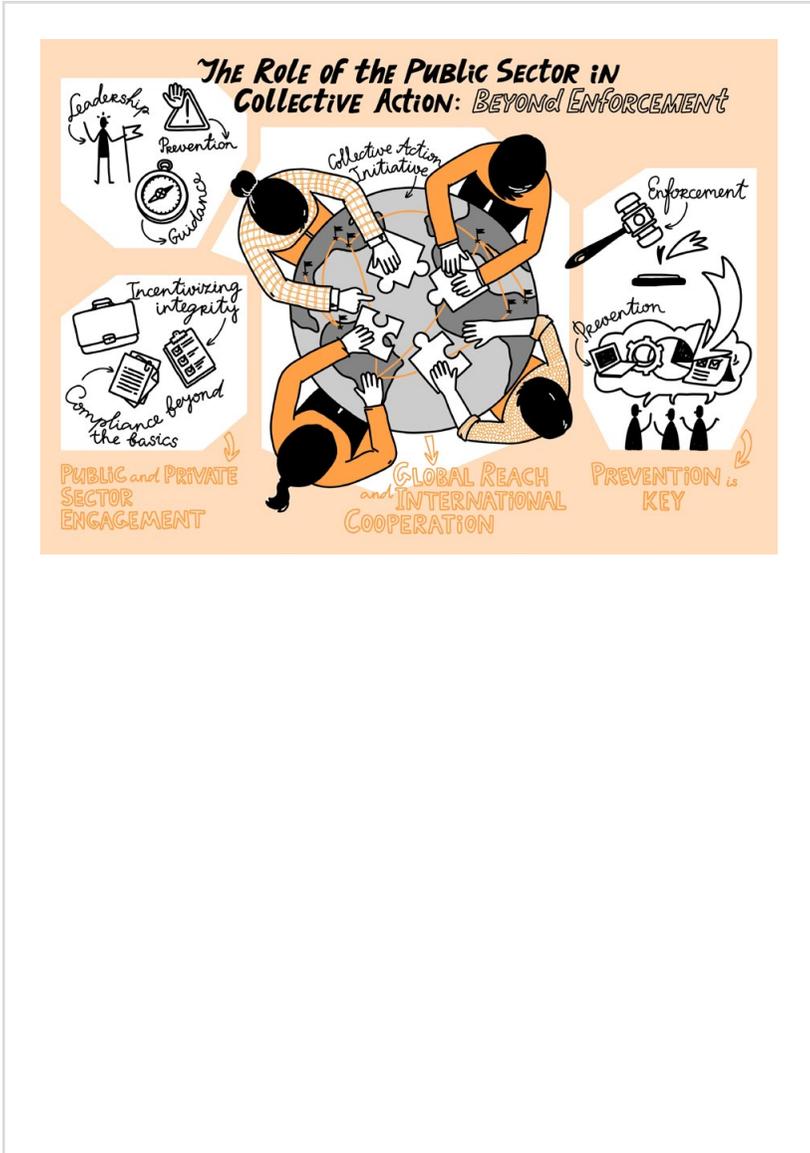
“First, Collective Action gives SMEs a voice. It gives them a platform and a network where they can communicate their challenges. And second, being in a collective network gives SMEs access to tools and opportunities.”

Anke Struckmeier-Eickenberg, Head of Compliance, METRO AG and Chair of the Steering Committee of Alliance for Integrity, at the 5th International Anti-Corruption Collective Action Conference in 2024

Graphic recordings summarising some of the panel discussions of the 2022 and 2024 conferences can be found below.









International awards:
recognising excellence
in Collective Action

International awards: recognising excellence in Collective Action

The Collective Action Awards were established in 2022 to recognise best practice in the fields of anti-corruption and business integrity. Designed to highlight new and well-established initiatives, these awards serve as a platform to showcase innovation, foster motivation among practitioners and drive the wider adoption of Collective Action as an effective tool for preventing corruption and ensuring fair market conditions and integrity practices.

“In a globalised world the approaches, strategies and tactics brought to bear in the fight against corruption have a host of similarities and overlaps. Honouring Collective Action showcases those who have already stepped into the fray and are engaging, informed by principles of solidarity and lessons that can be shared between individuals and institutions.”

John Githongo, CEO, Inuka Kenya Ni Sisi!

2022 edition: laying the foundation for recognition

Organised as part of the 2022 International Collective Action Conference, the launch of the awards aimed to celebrate initiatives that demonstrated impact, innovation and sustainability in anti-corruption efforts. The response to the first call for nominations was excellent: 37 nominations were received, comprising 26 in the Outstanding Achievement category and 11 in the Inspirational Newcomer category.

COLLECTIVE ACTION IN PRACTICE

An expert jury carefully reviewed the submissions, selecting three finalists per category. Public engagement was substantial, with 1,265 votes cast during the public voting phase. The winners and other finalists were honoured at the conference, receiving their awards in front of a diverse audience of private sector leaders, government officials and civil society representatives.

The Outstanding Achievement Award was presented to the Maritime Anti-Corruption Network's initiative in Nigeria, in collaboration with the Convention on Business Integrity (CBI), for its pioneering work in protecting seafarers from corrupt demands at Nigerian ports through real-time incident reporting and a dedicated HelpDesk. The award was so well received in Nigeria, that it was presented to the Nigerian Vice-President in recognition of his strategic interventions since 2015, which accelerated the initiative's progress with each case of involvement. The Inspirational Newcomer Award went to the Global Compact Network Ukraine Collective Action Initiative for its efforts to enhance transparency in the Ukrainian business environment through public-private partnerships, tailored business advice and innovative e-learning formats.



Winners of the 2022 Collective Action Awards at the award ceremony in Basel, Switzerland.

2022 Anti-Corruption Collective Action Awards Jury



Gretta Fenner

Managing Director, Basel Institute on Governance



John Githongo

CEO, Inuka Kenya Ni Sisi!



Pascale Dubois

Independent Advisor and Lecturer



Sheila S. Coronel

Director of the Toni Stabile Center for Investigative Journalism
and Toni Stabile Professor of Professional Practice

The inaugural awards not only attracted high participation but also reinforced the importance of recognition as a driver for motivation. A post-conference survey revealed that 84% of respondents felt encouraged to submit their own initiatives for the next round of awards. Moreover, the event ceremony itself received near-universal acclaim, with 99% of attendees expressing satisfaction, a reflection of its smooth execution, dynamic peer exchange and networking opportunities. The awards succeeded in positioning Collective Action as a mainstream approach to fighting corruption, facilitating knowledge sharing and fostering momentum for future initiatives.

2023 edition: regional focus

Building on the success of the international awards, two regional awards were introduced in 2023 to coincide with the Southern African Forum in Johannesburg, South Africa, and the Asia-Pacific Forum in Manila, the Philippines. The objective was to broaden the initiative's reach and tailor recognition to regional contexts, reinforcing the role of Collective Action in diverse settings.

The awards generated significant interest, with 21 applications received overall for both awards. Given the smaller scale of the regional

COLLECTIVE ACTION IN PRACTICE

awards compared to the global edition, 15 applications were deemed admissible, including six from Southern Africa and nine from Asia-Pacific. Regional juries, composed of local experts, were appointed to evaluate the submissions. The enthusiasm of practitioners was evident, as demonstrated by 1,102 public votes cast during the selection process.

The winners of the regional awards were the Infrastructure Transparency Initiative – CoST (Uganda) and the Thai Private Sector Collective Action Against Corruption (Thai CAC), both recognised for their impactful contributions to anti-corruption efforts. Notably, the average jury score for finalists across both regions was 75.18%, an improvement over the 72.7% recorded in 2022, suggesting an increase in the perceived quality of applications.



Winner of the 2023 Southern Africa Collective Action Award at the award ceremony in Johannesburg, South Africa.

2023 Southern Africa Collective Action Award Jury



Gretta Fenner

Managing Director, Basel Institute on Governance



Soji Apampa

Co-Founder and CEO, Convention on Business Integrity



Prof. Deon Rossouw

CEO, The Ethics Institute

INTERNATIONAL AWARDS: RECOGNISING EXCELLENCE

The success of the regional awards reinforced the potential of Collective Action to drive systemic change in local settings. The forums and awards effectively strengthened regional networks by engaging a broad spectrum of stakeholders, including business leaders, policymakers and civil society.



Winners of the 2023 Asia-Pacific Collective Action Award, at the award ceremony in Manila, the Philippines.

2023 Asia-Pacific Collective Action Award Jury



Gretta Fenner

Managing Director, Basel Institute on Governance



Prof. Dynah A. Basuil

Executive Director, Ramon V. Del Rosario Sr. Center on Enterprise for Society, Asian Institute of Management



Graeme Seed

Principal Integrity Specialist, Office of Anti-Corruption and Integrity, Asian Development Bank (ADB)



Urantsetseg Ulziikhuu

Regional Coordinator for Asia, Transparency International

2024 edition: sustaining the momentum and honouring legacy

The 2024 Collective Action Awards marked a special moment in the evolution of this initiative. In memory of Gretta Fenner, the Basel Institute's late Managing Director and a champion of anti-corruption Collective Action, the Outstanding Achievement in Collective Action Award was renamed the Gretta Fenner Outstanding Achievement in Collective Action Award. It was presented alongside the Inspirational Newcomer Award.



Winners of the 2024 Collective Action Awards, at the award ceremony in Basel, Switzerland.

2024 Anti-Corruption Collective Action Awards Jury



Vanessa Hans

Head of Private Sector, Basel Institute on Governance



Gilbert Sendugwa

Executive Director, Africa Freedom of Information Centre



Cecilia Müller Torbrand

Chief Executive Officer at The Maritime Anti-Corruption Network (MACN)



Phrommet Bencharongkit

Director, Thai Collective Action Against Corruption
(Thai CAC)

The awards drew 23 nominations across multiple countries and sectors, reflecting sustained global interest. Three finalists per category were shortlisted through a rigorous selection process, combining expert jury assessments with public engagement.

The Gretta Fenner Outstanding Achievement Award was presented to the Agribusiness Anti-Corruption Collective Action in Brazil, a ground-breaking initiative aimed at enhancing integrity across Brazil's agribusiness sector and its supply chains. The Inspirational Newcomer Award went to Transparency 100% Movement, which encourages companies to surpass legal compliance and commit to five ambitious transparency goals.

Public participation continued to be robust, with over 1,700 votes received per award. This demonstrates the awards' credibility as a mechanism for engaging a global audience in Collective Action recognition. Survey data also underscored the awards' influence. A post-conference survey found that 70% of respondents were motivated to apply for future editions, an increase from 57.1% in Southern Africa and 66.7% in Asia-Pacific in 2023.

Looking ahead: the 2025 Collective Action awards

Building on the achievements of previous years, the 2025 edition of the Collective Action Awards is set to continue recognising excellence in the field. Unlike past iterations, however, these awards are not organised as part of a conference. The strategic decision to separate the awards from large-scale events reflects a commitment to reinforcing its role as an independent recognition mechanism for innovative anti-corruption and business integrity efforts worldwide.

2025 Anti-Corruption Collective Action Awards Jury



Chantal Castro

Anticorruption Manager, UN Global Compact Network Brazil



Lisa Miller

Head, Integrity Compliance, World Bank Group's Integrity Vice Presidency



Pusetso Morapedi

Africa Coordinator, Integrity Initiatives International



François Valérian

Chair, Transparency International

How do the awards contribute to improving business integrity?

The uptake of the Collective Action Awards highlights how Collective Action is becoming a recognised standard for raising business integrity. By continuing to showcase best practices, celebrate achievements and encourage engagement, the awards play a vital role in sustaining momentum for transparency and integrity in business.

Several key lessons emerged from the awards' development. Recognition is a powerful driver of participation and progress. Celebrating success acknowledges impactful work and inspires others to follow good practices. This is reflected in the consistently high number of applications and the growing interest from participants eager to submit their initiatives for future editions.

The awards create opportunities for knowledge sharing and peer learning. By spotlighting outstanding initiatives, they help broaden their reach, allowing others to learn from successful approaches and adapt them to their own contexts. Sharing best practices in this way encourages the replication of effective strategies for tackling corruption.

INTERNATIONAL AWARDS: RECOGNISING EXCELLENCE

Promoting good practices helps establish new norms. Beyond rewarding individual achievements, the awards contribute to making Collective Action a recognised and standard approach to fighting corruption. 🧩



Bringing impact to life: award-winning stories of Collective Action

Beyond celebrating success, the Collective Action awards serve as a catalyst for change, amplifying the reach and influence of anti-corruption Collective Action initiatives. For the winners, the recognition goes beyond prestige: it strengthens credibility, visibility and motivation, reinforcing their efforts to drive integrity in their industries and regions. The following stories highlight both the transformative power of Collective Action and the ripple effect of these awards. Through real-world examples, we see how collaboration, recognition and perseverance lead to tangible progress in the fight against corruption.

“Fighting corruption is a tough job and it can get lonely at times. Honouring the people and ideas behind Collective Action initiatives is a way to encourage them to continue their outstanding work.”

Pascale Dubois, Independent Advisor and Lecturer, Jury Member 2022

“Corruption is like cancer, it metastasises, attacking the weakest cells. Collective Action is a defense against the metastasis of corruption in a society. Such defense needs to be honoured and recognised.”

Sheila S. Coronel, Director of the Toni Stabile Center for Investigative Journalism and Toni Stabile Professor of Professional Practice, Jury Member 2022

“Publicly awarding collective action gives strength and courage to all those who fight corruption. It recognizes the value of integrity in business and allows us to reject malpractice.”

François Valérien, Chair, Transparency International, Jury Member 2025

Protecting seafarers from corruption in Nigeria

In 2022, the Maritime Anti-Corruption Network (MACN), in collaboration with the Convention on Business Integrity (CBI), was awarded the Outstanding Achievement in Collective Action Award for its groundbreaking work in tackling corruption at Nigerian ports.

Through real-time incident reporting and a dedicated HelpDesk, the initiative has protected seafarers from corrupt demands, transforming the maritime landscape in Nigeria. The impact of this work was so widely recognised that the award



Soji Apampa, CEO, Convention on Business Integrity (CBI) and co-leader of the Maritime Anti-Corruption Network's Collective Action initiative in Nigeria, hands over Basel Institute's Anti-Corruption Collective Action Award to Yemi Osinbajo, Vice President of Nigeria. Photos: CBI, used with permission.

was eventually presented to the Vice President of Nigeria, acknowledging his strategic interventions since 2015 which accelerated progress by ensuring high-level political support for resolving reported cases.

“We believed what was emerging from the Collective Action project in Nigeria was unique, and we wanted to showcase this as much as possible.

MACN and CBi received the award, but we wanted to ensure that the government and stakeholders locally also received well-deserved recognition. We believed it was important to hand the award over to the Nigerian Vice President, whose strategic interventions since 2015 (in response to our requests for intervention) accelerated our progress with each case of involvement.

When we eventually presented the award to the Vice President of Nigeria, the communication of the award trended on social media and was very widely reported in the media. We also used the meeting with the Vice President to provide direct feedback on what he could further do to make the changes sustainable and the project even more impactful.”

Cecilia Müller Torbrand, Maritime Anti-Corruption Network, and
Soji Apampa, Convention on Business Integrity

Fostering a more ethical and transparent business environment in Brazil

The 2024 Collective Action Awards recognised the UN Global Compact Network Brazil for its commitment to integrity and transparency in the private sector. UNGC Brazil facilitated the winning initiatives in both the Outstanding Achievement Award and the Newcomer Award categories: the Agribusiness Anti-Corruption Collective Action and the Transparency 100% Movement.

While these initiatives differ in governance and approach, they share a common mission – to strengthen ethical business practices and corporate accountability. The award not only celebrated their achievements but also amplified their visibility, reinforced stakeholder engagement and underscored their long-term impact.

Stakeholders reflected on the significance of this recognition, describing how it has inspired further action and expanded the reach of their initiatives:

“All impact actions were extremely relevant to highlight the agribusiness sector’s efforts and concerns in the prevention and the fight against corruption, in addition to the Gretta Fenner Outstanding Achievement Award from the Basel Institute on Governance.”

COLLECTIVE ACTION IN PRACTICE

“The most notable result was the public recognition and award at the International Collective Action Conference 2024, confirming the excellence of the deliveries.”

“In my view, the most notable result of the Collective Action was the recognition by the Basel Institute on Governance with the Gretta Fenner Outstanding Achievement Award.”

“This award, granted by one of the most respected international institutions in the anti-corruption field, highlights the excellence in promoting good corporate governance practices.”

“Receiving this award not only validated the impact of the Collective Action initiatives but also strengthened the reputation of the agribusiness sector as an example of ethics, transparency and integrity commitments.”

“This recognition is an important milestone, demonstrating that Collective Action can generate concrete results and serve as a competitive differentiator in the market.”

“Several significant achievements have marked this journey, but the award from the Basel Institute on Governance was truly overwhelming.”



PART 3

**PROVIDING
HANDS-ON SUPPORT**

Part 3: Providing hands-on support

At the heart of Collective Action lies a simple but powerful idea: the challenge of fighting corruption is easier when it's shared. And collaboration must be grounded in trust and translated into concrete action to drive meaningful change. While global policy frameworks and international endorsements help define the landscape, real change depends on how these ideas are implemented, adapted and sustained in diverse local contexts. That is where hands-on support comes in.

Part 3 of the book explores how the Basel Institute has helped transform ambition and ideas into action, equipping practitioners with the tools, knowledge and networks they need to lead anti-corruption Collective Action initiatives. Through long-standing partnerships, peer-learning platforms and direct mentoring, the Institute has supported a growing community of Collective Action facilitators on their journey to strengthening multi-stakeholder initiatives.

Two major support pillars are featured in this part. First, the Integrity Partner workshops, which have brought together facilitators of Collective Action initiatives from around the world in practical, forward-looking conversations. These sessions have become platforms for collaboration, reflection and innovation, and have played a central role in building lasting partnerships across Collective Action experts.

Second, the Collective Action Mentoring Programme, launched in 2022. What began as tailored one-on-one support has quickly evolved into a vibrant global community of practice, connecting practitioners from Latin America, Africa, Europe and Asia. This community not only supports new initiatives, it is actively shaping the future of the Collective Action approach by sharing practical insights, developing joint approaches and fostering a sense of solidarity among those leading the way.

A key element of the support to practitioners has been adaptability: responding to real needs and lived challenges, whether it's setting up governance structures, navigating stakeholder expectations or scaling impact. The focus is not on prescribing a one-size-fits-all solution, but on co-creating pathways that are tailored to specific contexts.

The stories, voices and regional experiences in this part illustrate how the Basel Institute's hands-on support has fostered impact from the ground up. They show that behind every successful Collective Action initiative are committed individuals and organisations who, when equipped with the right support, can achieve lasting change. 🌟



Facilitating
learning between
Integrity Partners

Facilitating learning between Integrity Partners

Since the launch of the Siemens Integrity Initiative, a unique community of Integrity Partners, leading organisations in more than 40 countries driving anti-corruption Collective Action, has taken shape. The Integrity Partners, selected by Siemens for their expertise and commitment, have been at the forefront of developing, implementing, scaling and facilitating anti-corruption Collective Action initiatives.

The Basel Institute on Governance has stood at the heart of this dynamic group of organisations. As an Integrity Partner itself, the Basel Institute has played a key role in convening and supporting the group, providing technical expertise, and acting as catalyst for peer-learning and the development and exchange of best practices. Its role has been particularly evident in the various Integrity Partner Workshops.

Led by the Basel Institute, these workshops have been designed to foster knowledge sharing and peer collaboration among the Integrity Partner community of anti-corruption facilitators, educators and practitioners. Their goal has been to share learning and develop best practice on how to create and scale up Collective Action initiatives in diverse regional and industry contexts. Over the years, these workshops have played a crucial role in bridging the gap between theory and practice, enabling organisations to translate Collective Action principles into concrete results.

Beyond their educational value, the workshops have become a catalyst for long-term collaboration between the Integrity Partners. This is evidenced by the many joint events that have been organised over the years, facilitating collaboration among companies, governments

COLLECTIVE ACTION IN PRACTICE

and civil society organisations interested in developing their own Collective Action initiatives.

For example, the Southern Africa Anti-Corruption Collective Action Forum of 2023 was co-organised by the Basel Institute and The Ethics Institute. The Basel Institute has also organised many regional events together with the OECD, including the 2023 Asia-Pacific Forum on Collective Action in the Philippines and a regional Collective Action workshop in Thailand in 2024.

“The Basel Institute has been a precious partner in advancing integrity across the project partner countries. Through our collaborative efforts in Collective Action, we have witnessed firsthand how this approach serves as a powerful catalyst for driving meaningful and lasting change.”

Hendrik Bosshammer, Economist/Project Manager, OECD

Collaboration among Integrity Partners has also extended beyond events. In the area of communications, for instance, the Maritime Anti-Corruption Network (MACN) and the Basel Institute have regularly supported one another, jointly promoting key messages and initiatives across platforms. An example of this is the interview with Martin Benderson, Chief Partnership Officer at MACN, conducted by the Basel Institute and available on the B20 Collective Action Hub. The interview highlights how Collective Action in the maritime anti-corruption milieu has played a key role in increasing business integrity and saving millions annually within the industry.

These examples reflect the broader impact of the Integrity Partner Workshops: more than just one-off events, they have helped build strong relationships, trust and shared purpose. They have proven essential in strengthening collaboration among organisations whose missions include normalising the Collective Action approach. In doing so, the workshops have acted as a multiplier for Collective Action efforts worldwide.

Integrity Partner Workshops and peer-learning (2017–2023)

2017 and 2018: evolution and approaches of Collective Action

The first Siemens Integrity Partner Peer Learning Workshop took place in Aswan, Egypt, in February 2017, followed by a second workshop in Basel, Switzerland, in April 2018. These sessions brought together Integrity Partners and other anti-corruption practitioners to discuss the evolution of Collective Action and the lessons learned from different approaches. The workshops highlighted the diversity of Collective Action initiatives.

A key takeaway from these discussions was the importance of context: initiatives must be tailored to their political, economic and industry-specific environments to ensure effectiveness. Participants also emphasised the need for sustained engagement, noting that trust building and long-term collaboration are essential for the success of Collective Action initiatives.

2020 virtual workshop series

In July 2020, as global travel restrictions limited in-person gatherings, the Basel Institute adapted the peer-learning model and hosted a four-part virtual workshop series on Collective Action. Despite the online format, the series successfully engaged 37 participants from 22 initiatives across four continents, underscoring the continued demand for knowledge-sharing opportunities.

These workshops focused on engaging stakeholders, building sustainable initiatives, ensuring long-term impact and measuring effectiveness. The discussions reinforced the idea that Collective Action is not a static concept but an evolving practice that requires continuous learning and adaptation.

COLLECTIVE ACTION IN PRACTICE

The outcome summary of the 2020 workshops is available on our B20 hub. Four main points were discussed:



Engaging

Engaging stakeholders in new or expanding Collective Action initiatives



Building

Developing a strong and successful initiative that achieves its goals



Sustaining

Ensuring an initiative is set up to survive and thrive



Measuring

Evaluating the impact and effectiveness of Collective Action

2023: good practices for Collective Action facilitators

The 2023 Integrity Partner Workshop was once again organised in Basel, Switzerland. Over the course of a day and a half, more than 30 Integrity Partner representatives from leading anti-corruption organisations came together to discuss key challenges and solutions in implementing Collective Action initiatives. The discussions reflected a growing need to develop practical tools to assess the effectiveness of anti-corruption approaches. The Institute summarised the outcomes from the workshop discussions, available on our B20 hub.



Participants at the Peer Learning Workshop, 28–29 June 2023, Basel, Switzerland.

The Basel Institute will continue to foster these dialogues which contribute to the wider community of practice relating to Collective Action with the next workshop set to take place in June 2025. This

will ensure that the Integrity Partner network continues to engage in meaningful discussions on advancing business integrity.

As these workshops among the Siemens Integrity Partners have evolved, several key areas have emerged:

1. Advancing peer learning and knowledge exchange

The workshops provide a structured space for Integrity Partners to engage in candid discussions, fostering a culture of trust and shared learning. The exchange of lessons learned, common challenges and innovative solutions has been instrumental in strengthening Collective Action initiatives.

2. Strengthening the role of Collective Action in anti-corruption efforts

Participants repeatedly highlighted the importance of Collective Action as a practical tool for addressing corruption challenges. The workshops reinforced the effectiveness of collaborative approaches by offering real-world examples of successful anti-corruption initiatives.

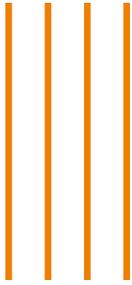
3. Sustaining long-term engagement

Building trust and fostering collaboration takes time. Participants noted that the success of Collective Action initiatives depends on long-term commitment, continuous dialogue and periodic peer-learning opportunities.

4. The need for impact measurement

The workshops revealed a growing demand for better impact measurement tools. While many initiatives track progress through qualitative assessments, there is an increasing need to develop robust indicators to assess how Collective Action efforts contribute to corruption prevention and fair market conditions.

The Integrity Partner community has been critical to advancing anti-corruption Collective Action as a key approach for improving business integrity. There remains potential to deepen and formalise the peer-learning framework, and tackle new areas of work together, including through a growing community of practice. 🌟



Supporting
Collective Action
practitioners
worldwide

Supporting Collective Action practitioners worldwide

“The mentoring programme has been like a torch in the dark for us.”

Joe Ching’ani, Chairperson of the Multi-Stakeholder Group,
CoST Infrastructure Transparency Initiative Malawi

Few initiatives around Collective Action have sparked such strong feedback from participants as the Collective Action Mentoring Programme. Described by one mentee as “a torch in the dark”, the programme has helped fill a critical gap for civil society organisations working to combat corruption through collaboration. It has provided not only tailored guidance and technical support, but also a much-needed sense of belonging – a reminder that Collective Action facilitators are not alone doing this work.

L launched in 2022 by the Basel Institute on Governance with the support of the Siemens Integrity Initiative, the mentoring programme is designed to equip facilitating organisations with the tools, knowledge and confidence to engage the private sector in meaningful Collective Action.

Through tailored one-on-one mentoring, the programme offers free technical assistance and strategic advice to selected non-profit/non-governmental organisations across the globe. Mentors provide guidance on all development stages of Collective Action initiatives – from conceptual design and stakeholder engagement to governance models, implementation and impact communication.

Delivered in English and French, the mentoring programme is adapted to the needs, contexts and ambitions of the 14 participating

organisations. Whether organisations are starting from scratch or seeking to scale up an existing initiative, the mentoring approach is designed to be responsive, practical and highly collaborative.

From mentoring towards a movement: a global community of practice

While initially focused on one-on-one support, the programme has since evolved into a global community of practice. Responding to a strong desire from mentees to connect with peers, the Basel Institute expanded the programme to include group meetings, which since 2023 are held quarterly, as well as a secure online space for sharing tools, documents and experiences.

This evolution was sparked in part by the first mentee cohort workshop, held in Basel in July 2022 on the margins of the 4th International Collective Action Conference. The workshop revealed a common thread: practitioners often feel isolated in their anti-corruption work, especially when navigating the challenges of Collective Action in complex environments.



First mentee cohort workshop in Basel, Switzerland, in July 2022.

SUPPORTING COLLECTIVE ACTION PRACTITIONERS WORLDWIDE

The mentoring programme now brings together organisations from Africa, the Americas, Asia and Europe, reinforcing the power of peer exchange and mutual learning. In 2024, one of the panels at the 5th International Collective Action Conference in Basel was dedicated to *"Building a Collective Action community of practice"*. It gave mentees a platform to reflect on shared challenges and opportunities. Participants expressed how being part of a network of like-minded organisations has strengthened their work and helped overcome the sense of isolation.



Graphic recording of the dedicated community of practice panel at the 2024 Collective Action Conference.

The latest in-person mentee meeting took place in May 2025. Participants discussed progress, exchanged lessons learned and co-designed the next phase of the community's development.

What began as tailored individual mentoring has grown into a broader community of practice that reaches well beyond the original group of mentees. The mentoring programme's principles of peer learning, sharing of challenges and collaborative problem-solving have taken root across regions. Events such as the regional Asia-

Pacific and Southern Africa Anti-Corruption Collective Action Forums in 2023 are a clear reflection of this evolution. Though not limited to mentees, the regional forums embodied the spirit of the community – bringing together diverse actors united by a commitment to Collective Action. This expansion signals a promising shift from isolated initiatives to a global movement grounded in trust, exchange and long-term collaboration.

Regional perspectives: building momentum across continents

The strength of the mentoring programme and the broader Collective Action community of practice is also visible through its geographic reach. From Latin America to Asia-Pacific, West Africa and Southern Africa, mentees are helping to shape Collective Action in their local contexts – with growing confidence and cross-border collaboration.

- **Asia-Pacific:** The 2023 regional forum in Manila provided a key moment for peers to connect across countries in the region, with civil society and SME voices playing a central role.
- **Southern Africa:** At the 2023 regional forum in Johannesburg, themes such as whistleblowing and the role of institutions like stock exchanges showcased Collective Action's role in improving corporate governance. Participants of the mentoring programme also had a chance to preview the Basel Institute's new eLearning course on Collective Action, further expanding tools for capacity building.
- **Latin America:** Initiatives from the mentoring programme like the Sello de Integridad (Integrity Seal) and sector-specific actions in Peru demonstrate how Collective Action can create ripple effects, including outreach to SMEs and regional expansion.

The growing community of practice has real impact at regional level. Pinn Siraprasiri, Senior Manager of Thailand's Collective Action Coalition Against Corruption THAI CAC, described the Basel Institute's role in this as follows:

“The Basel Institute has played a pivotal role as a global hub for peer learning and a trusted advisor on Collective Action by providing a platform for dialogue, consultation and exchange of best practices among stakeholders.

By fostering collaboration among Collective Action initiatives across countries and sectors, the Basel Institute helps build a more effective approach to promote business integrity. It has also been instrumental in supporting public-private partnerships, not only through direct engagement but also by publishing practical recommendations that help align public and private sector efforts.

What sets the Basel Institute apart is its neutral stance and therefore a well-respected organisation. Instead of pressuring governments to do something, the Basel Institute supports change by empowering local actors and building trust among all parties.”

Outcomes and achievements: from support to sustained action

Over just three years, the mentoring programme has led to tangible outcomes for participating organisations. Several mentees have gone on to launch or expand Collective Action initiatives, design new governance models and secure the trust of new partners. Others have adapted their internal strategies to better integrate multi-stakeholder approaches.

Shortly after the programme's first in-person gathering, an inspiring message arrived from two mentees who had met in Abidjan, Côte d'Ivoire. What began as an informal meet-up quickly revealed meaningful synergies. Noah Arshinoff,

COLLECTIVE ACTION IN PRACTICE

from the Canadian Centre of Excellence for Anti-Corruption (CCEAC), and Aman Baptiste Ado, from the Réseau Ivoirien des Jeunes Leaders pour l'Intégrité (RIJLI), discovered they were both working with the same local partner on separate anti-corruption Collective Action initiatives. This unexpected encounter opened the door to a deeper conversation about their respective strategies for engaging small and medium-sized enterprises (SMEs) in the country. The meeting underscored the value of international peer connections across regions and demonstrated how informal exchanges can create opportunities for collaboration in the global fight against corruption.



Noah Arshinoff (left) and Aman Baptiste Ado (right) in Côte d'Ivoire. Photo used with permission.

The Fight Against Facilitation Payments Initiative (FAFPI) joined the mentoring programme to gain international exposure and explore other Collective Action governance structures. Through unparalleled opportunities for networking and support from other mentees, FAFPI was able to secure new members for their initiative from outside of Denmark. Interacting with a wide range of Collective Action initiatives from different contexts also enabled FAFPI to compare and adapt its strategy accordingly. Moreover, the Basel Institute provided FAFPI with

the opportunity to speak at international conferences, and thus gain further visibility.



Ken Graversen, Co-Founder and Board Member of FAFPI, speaking at the 2025 OECD Global Anti-Corruption and Integrity Forum in Paris, France.

In Peru and across Latin America, mentees have helped extend the reach of Collective Action initiatives to small and medium-sized enterprises.

These stories show how mentoring leads to empowerment, and how shared knowledge and solidarity fuel longer-term transformation.

Looking ahead: sustaining the momentum

As the community of mentees and the larger Collective Action community of practice matures, new priorities are emerging. There is a growing need to secure long-term funding to sustain the network, to broaden participation and include more private-sector actors, governments and international institutions. The goal is to create an inclusive and resilient ecosystem that supports Collective Action across all stakeholder groups. 🌱



Voices from the field



Panel dedicated to “Building a Collective Action community of practice” at the 5th Collective Action Conference in 2024.

Photo: David Borter, LEO MEDIA GmbH/BBM PRODUCTIONS AG.

At the heart of the mentoring programme is a commitment to building a supportive and vibrant Collective Action community. The reflections below, shared by mentees from different regions and industries, capture the spirit and impact of the programme in their own words:

“We are not alone, it is clear – there are many good people doing good things – ever since we started working in Collective Action, we have connected with a great community.”

Oscar Caipo Ricci, President of the Board of Directors, Empresarios por la Integridad (Entrepreneurs for Integrity)

“True community feeling gives us the energy to become ambassadors for business integrity.”

Ken Graversen, Co-Founder and Board Member, Fight against Facilitation Payments Initiative (FAFPI)

“The biggest challenge that we faced was the feeling of isolation in Canada. So, we started working abroad to try floating down the river with others rather than swimming upstream alone.”

Noah Arshinoff, Director, Canadian Centre of Excellence for Anti-Corruption (CCEAC)



A CALL TO ACTION

A call to action

This book documents the evolution and growing relevance of anti-corruption Collective Action across industries, regions and stakeholder groups. From early conceptualisation to its integration into international standards, national policies and corporate practices, Collective Action has become an increasingly well-established approach to addressing corruption and raising standards of integrity at industry, national and international levels.

What makes Collective Action particularly impactful is its flexibility and responsiveness. It provides practical and scalable solutions that are tailored to local contexts. From helping companies strengthen compliance and stakeholder trust and developing industry-wide standards through public-private dialogue, to informing national strategies and embedding integrity and transparency in fast-growing and high-risk sectors, Collective Action initiatives are delivering tangible results that make a difference on the ground.

The progress made around Collective Action reflects years of effort by individuals and organisations worldwide who understand that improving business integrity demands cooperation and collective commitment. What was once a niche idea is now a practical, proven approach that complements individual actions and builds resilience through shared responsibility.

Yet this progress is not an endpoint. It marks the beginning of a new chapter in which expectations are rising, resources are often limited and the need for credible, collaborative approaches to integrity is more pressing than ever.

The time to act is now.

COLLECTIVE ACTION IN PRACTICE

For the private sector, this means going beyond compliance checklists to build partnerships that reinforce integrity – within supply chains, across industries and in dialogue with public institutions.

For the public sector, it means creating enabling environments and incentives for collaboration with the private sector, recognising that corruption cannot be addressed in isolation. Public-private dialogue and joint solutions must become structural components of effective governance.

For donors and international organisations, it means investing in long-term support to Collective Action initiatives. Trust building and shared responsibility take time, but they are the foundations of real, sustained impact.

For those facilitating Collective Action, it means continuing to listen, adapt and share. Every initiative implemented on the ground, every tool developed to support implementation and every community of practice built around shared values contributes to a broader shift in how corruption is confronted.

This is not about perfection. It is about persistence, connection and courage. The efforts captured in this book reflect the growing momentum of a global movement reshaping how we understand and address corruption.

Let us build on this momentum, not in isolation, but together. Let us continue to raise the bar for what integrity in business and governance can look like when rooted in trust, transparency and collaboration.

This is not a conclusion, but an invitation to keep working together towards a more transparent, fair and accountable future. The path ahead is challenging, but clear. We have the tools.

The time to act is now. 🌸

“Collective Action is one of the most exciting developments in the anti-corruption movement in the last decade. This is a critical time to build on this moment and increase the reach and impact of this effective approach.”

Elizabeth Andersen, Executive Director, Basel Institute on Governance

COLLECTIVE ACTION IN PRACTICE

Current and former colleagues from the Basel Institute working with the private sector shared their thoughts on Collective Action:

“Over the past decade, anti-corruption Collective Action has demonstrated the profound impact that coordinated efforts across stakeholder divides can have on promoting business integrity. These lessons are invaluable not only for shaping the next phase of anti-corruption initiatives, but also for addressing related challenges to foster a culture of transparency and accountability worldwide.”

Scarlet Wannewetsch, Senior Specialist, Collective Action

“Collective Action is a much-needed approach which helps us co-design tailored solutions to address complex and ever evolving corruption risks.”

Vanessa Hans, Director,
Private Sector

“Corruption flourishes when silence reigns, and Collective Action is the united voice of change that cannot be ignored forever.”

Niels Wohlwend, Senior Specialist,
Legal and Compliance/
Chief Compliance Officer

“Collective Action aligns governance and strategy by helping businesses pursue their own strategic goals through stronger governance structures and risk management, improving processes, informing decision-making, and contributing to a more transparent and predictable business environment that benefits the broader market.”

Lucie Binder, Senior Specialist,
Governance and Integrity

“Building bridges, fostering dialogue and creating a common understanding around one of the world’s most pressing issues is never in vain. More than ever, we need to come together as a community and amplify our collective voice.”

Liza Young, Associate, Collective Action

COLLECTIVE ACTION IN PRACTICE

“Change begins when we bring different perspectives into the same room: when people from various backgrounds come together, something powerful happens. Collaboration as a starting point is followed by trust – and with it, a genuine exchange of ideas. From this process emerge tailored solutions, often more effective, innovative and unexpected than any one actor could have developed alone.”

Nicolas Hocq, Associate,
Communications and Events

“When businesses, governments, civil society and citizens unite, corruption loses its grip. Collective efforts are necessary to end corruption and increase transparency.”

Boryana Kiskinova,
former Specialist,
Business Integrity

“This is not about public declarations or good intentions on paper. True Collective Action occurs when competitors agree on and implement concrete practices that fundamentally shift the playing field – such as refusing to pay bribes, abstaining from the use of privileged information or declining to participate in rigged bidding processes. That is where real change begins: when integrity ceases to be an individual liability and becomes a collective norm.”

Andrea Prieto, former Specialist, Private Sector

“Collective Action against corruption is more than a compliance tool – it offers businesses a strategic opportunity to set the tone from the top, lead with integrity and build a level playing field. By joining forces with civil society, academia and the public sector, companies can unlock the transformational potential of mutual trust, shared knowledge and accountability. Together, these diverse voices can tackle corruption at its roots and drive lasting change where unilateral efforts fall short.”

Anna Stransky, Specialist, Business Integrity

How do we turn ambition into action in the fight against corruption?

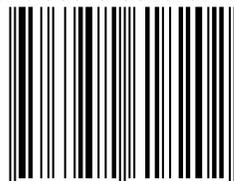
Over the past two decades, anti-corruption Collective Action has grown from a niche concept to a recognised approach embedded in international standards, national strategies and corporate practices. This book explores this evolution and the growing impact of multi-stakeholder collaboration on promoting business integrity around the world.

Drawing on real-life examples, policy milestones and practical experiences from the Basel Institute on Governance and its partners, *Collective Action in practice: a game-changer for business integrity* presents how diverse actors have been working together to tackle corruption in complex environments. It highlights emerging trends, tools and communities of practice that are shaping the future of integrity through trust-based collaboration.

Whether you work in compliance, public policy, development or civil society, this book offers concrete examples of how collaboration is delivering real impact, and how these efforts are reshaping the global fight against corruption.



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