

SIEMENS

Siemens
Integrity Initiative
Annual Report 2022

[siemens.com/integrity-initiative](https://www.siemens.com/integrity-initiative)



Content

Foreword	• A WORD FROM THE SIEMENS INTEGRITY INITIATIVE STEERING COMMITTEE	4
	• A WORD FROM THE SIEMENS INTEGRITY INITIATIVE PROJECT OFFICE	8
A.	INTRODUCTION	16
	Project management and reporting	18
	Project organization	20
B.	SIEMENS INTEGRITY INITIATIVE	22
	Status of the First Funding Round	24
	Status of the Second Funding Round	25
	Status of the Third Funding Round	26
	Status of the Golden Stretch Funding Round	28
C.	PROJECT PROFILES AND HIGHLIGHTS OF ACTIVITIES IN 2022	46
	C1. First Funding Round Projects	50
	C2. Second Funding Round Projects	52
	C3. Third Funding Round Projects	54
	C4. Golden Stretch Round Projects	100
D.	ANNEX	118
	D1. Additional Siemens Reports	118

Note:

Please refer to the following website for a general overview of the Siemens Integrity Initiative, the selection process for the First, Second and Third Funding Rounds and highlights of activities: www.siemens.com/integrity-initiative.

The Siemens Integrity Initiative Annual Report 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021 and 2022 can be found here:

www.siemens.com/integrity-initiative/Report2011	www.siemens.com/integrity-initiative/Report2015	www.siemens.com/integrity-initiative/Report2019
www.siemens.com/integrity-initiative/Report2012	www.siemens.com/integrity-initiative/Report2016	www.siemens.com/integrity-initiative/Report2020
www.siemens.com/integrity-initiative/Report2013	www.siemens.com/integrity-initiative/Report2017	www.siemens.com/integrity-initiative/Report2021
www.siemens.com/integrity-initiative/Report2014	www.siemens.com/integrity-initiative/Report2018	www.siemens.com/integrity-initiative/Report2022

Kindly note that the online version of this Annual Report 2022, available at www.siemens.com/integrity-initiative/Report2022, is complemented by numerous hyperlinks which provide a wealth of additional external information on the projects funded under the Siemens Integrity Initiative.

A WORD FROM THE SIEMENS INTEGRITY INITIATIVE

Steering Committee

● A Word from the Siemens Integrity Initiative Steering Committee

A Word from the Siemens Integrity Initiative Project Office

Dear Reader,

March 2023

It is our pleasure to again present our Annual Report to you. As we all look back on a very eventful year 2022 with its opportunities, challenges and catastrophes on a local and international level, we hope that you, our partners and stakeholders could navigate well through this demanding time.

With Collective Action and the Siemens Integrity Initiative we have since 2009 come a long way and our activities are firmly rooted into our global organization in many ways.

Firstly, the global strength of our Siemens brand and our associated values – responsible, innovative and excellent – are always of utmost importance to us and serve as the basis for responsible actions as stipulated in our [Business Conduct Guidelines](#).

Consequently, our Collective Action and Siemens Integrity Initiative activities are firmly anchored in these global [Guidelines](#), which affirm that:

“Siemens faces significant compliance risks in numerous markets. Collective Action is our strategic response to this challenge. Together with other companies, the public sector, and civil society, we enter into integrity and compliance pacts with our partners for business cooperation and support binding agreements for individual sectors and markets. Through these joint efforts, we aim to create fair, level, and clean market conditions for all participants.”

Siemens has been operating worldwide for more than 175 years, even in difficult markets.

It is precisely here that Collective Action and the Siemens Integrity Initiative come into play, transforming the everyday from Collective Action to Collective Impact, giving something back to society on a broader level and contributing to fairer and more transparent markets for all stakeholders.



Secondly, by doing so, we continue to fully align with Siemens AG's [growth strategy](#), which includes a comprehensive sustainability agenda with a clear commitment to our [DEGREE](#) framework, which stands for **Decarbonization, Ethics, Governance, Resource efficiency, Equity and Employability** and which is applicable to all activities across the company's businesses worldwide.

Thirdly, our Collective Action activities are enshrined in our Legal and Compliance strategic priorities for fiscal year 2023: "Foster integrity – promote a level playing field through Collective Action and external thought leadership activities". Through the projects of the Siemens Integrity Initiative, we continue to make a positive and sustainable overall contribution to the three frameworks as mentioned above, which includes fostering a culture of trust and adhering to ethical standards, which is very much needed for sustainable growth.

In the thirteenth year of implementation of the Siemens Integrity Initiative, which we designed and subsequently launched in 2009, we are delighted to report that as of March 2, 2023, around USD 120 million has been committed to 85 projects in more than 50 countries. We continue as one of the largest private sector initiatives aimed at fighting corruption and promoting fair markets.

19 of our 22 Third Funding Round projects and all 8 Golden Stretch projects are running at full steam, with 3 of the Third Round Projects having already completed their activities as of March 2, 2023. Descriptions of the activities for all 30 projects can be found in Section C3. and C4. of this Annual Report.

As previously reported, the project proposals for Third Funding Round and Golden Stretch Projects were subjected to careful cross-functional due diligence before presenting them to us, the Siemens Steering Committee, for

approval, and then to the World Bank as part of the non-veto process and to the European Investment Bank for informational purposes.

We, the Steering Committee, have received regular updates on the progress of activities from the Project Office and their cross-functional team, and we are convinced that the active portfolio of the Third Funding Round and Golden Stretch Funding Round is ideally placed to further drive Collective Action forward.

Collective Action is our shared fight against corruption and promoting responsible business conduct and integrity in many thematic areas, which include for example creating alliances, strengthening the rule of law, strengthening voluntary standards, creating incentives for good performers, curricula development, capacity building, platforms for dialog and knowledge sharing.

● A Word from the Siemens Integrity Initiative Steering Committee

A Word from the Siemens Integrity Initiative Project Office

The 13 years since these activities started have called for endurance, but it has been and still is worth every single step. So many committed stakeholders have mobilized at all levels during this time – whether it be globally or in individual

countries or with focus on specific business sectors – and we are of course happy that over this very long period that has seen many challenges we could maintain good engagement and dialogue.

Key figures



311,000
Employees



€ 72.0 billion
Revenue



15.1 %
Adjusted EBITA margin for
the Industrial Businesses



€ 4.4 billion
Net income

Source: [Siemens Sustainability Report 2022](#), Page 2



At this point we would like to thank our committed Integrity Partners throughout the world. Through their project work together with our stakeholders, they have driven forward the key anti-corruption topics both at the highest levels of engagement and on the ground at institutional level. It is their commitment that has kept project implementation real because the fulfillment of detailed set goals and milestones matter.

You will find an overview of the most recent accomplishments of the Integrity Initiative in this Annual Report 2022, with an exciting and impressive summary of project activities and outcomes in Section C based on information provided by our Integrity Partners as of key date March 2, 2023.

It is again with highest appreciation that we would like to thank Sabine Zindera and her team, who designed the Collective Action

program and the Siemens Integrity Initiative at the outset and have ever since worked consistently at the international level to drive the projects forward with long-term strategic perspective and in-depth project management and with optimism we look forward to the benefit in years to come.

Collective Action and business integrity is much more needed than ever before and we are committed to continuing our activities in the future.

In closing we quote our Supervisory Board Chairman on the occasion of his opening speech at our last Siemens AG Annual Shareholders' Meeting on February 9, 2023:

"The world doesn't need wars – it needs cooperation."

Steering Committee of the Siemens Integrity Initiative:

Dr. Andreas Christian Hoffmann
General Counsel, Siemens AG

Annette Kraus
Chief Compliance Officer, Siemens AG

Dr. Horst J. Kayser
Corporate Vice President and Chairman
of the Siemens Portfolio Companies (POC),
Siemens AG

A Word from the Siemens Integrity Initiative Steering Committee

A Word from the Siemens Integrity Initiative Project Office

A WORD FROM THE SIEMENS INTEGRITY INITIATIVE

Project Office

Dear Reader,

March 2023

“At Siemens, sustainability has been at the heart of what we do for a long time. We are a technology company with a portfolio designed to drive the digital and sustainable transformation of industry, infrastructure, transportation and healthcare. Through technology with purpose, we enable our customers and partners to maximize their contributions to the health of our planet. Sustainability is a key part of our strategy. It is deeply embedded in our business activities, investment decision-making and governance. This commitment is reflected in our DEGREE framework, a 360 degree view of Siemens’ ESG priorities.”

This strong commitment from our President and Chief Executive Officer of Siemens AG Dr. Roland Busch and our Chief People and Sustainability Officer (CPSO) Judith Wiese in the Siemens Sustainability Report 2022 supports our long-standing work in Collective

Action against corruption which ensures practical implementation of the Sustainable Development Goal 16 “Peace, Justice and Strong Institutions” and is anchored in our DEGREE framework which is an acronym for decarbonization, ethics, governance, resource efficiency, equity, and employability.

They go on to state “Our company has always been committed to its responsibility to society, to our communities, and to our employees. Through our DEGREE framework, we are dedicated to creating a better tomorrow by doing more with less.” They further add that:

“The sustainability challenges of our times are far too big and daunting for any single actor to master them. They call for us to work with partners, customers and organizations across business sectors, countries and continents.”

[\(Quotes aus Siemens Sustainability Report 2022, Page 4-6\)](#)



And this is exactly what we do and what we stand for. Nobody can do it alone, we need all hands on deck to jointly make a difference. Over the last decade, the Collective Action method has met with international recognition among international and regional organizations as well as government and private sector representatives and we need to continue our work on all levels.

Hence, we are proud to say that to date, after three Funding Rounds, the Golden Stretch Funding Round and a total committed funding volume of around USD 120 million for 85 projects worldwide in more than 50 countries, we have through the Siemens Integrity Initiative been able to make a valuable, demonstrable contribution to practical implementation and inspire many stakeholders to support our cause.

The Siemens Integrity Initiative was established in 2009 on the basis of the settlements reached with the World Bank in 2009 and the

European Investment Bank in 2013 and as we look back at these 13 years of implementation work – we at the Project Office are convinced that we have been able to make a significant private sector contribution, which was also assessed by the independent Mid-term Review published in our [Annual Report 2017](#).

Together with our stakeholders and project partners we are committed to achieving the goals in the best way possible and will continue to do so in the future.

Our 8 Golden Stretch Round projects were fully ramped up and are now in full swing, and we continued to guide, monitor and support the active portfolio which includes our 22 Third Funding Round projects implemented in 2019, all this despite the many COVID-19 pandemic hurdles, the geopolitical challenges, and Russia's invasion of Ukraine which has caused unimaginable suffering.

The good news is that our sustainable global Collective Action Network is constantly expanding and deepening and could even reinvent itself in the past years. We again – as we already did last year – repeat our highest appreciation for our Project Partners who have continued through all the upheaval with innovative solutions to keep activities moving by way of virtual collaboration, online training and conference options and the prioritization of research and desk-based activities where necessary and possible.

In many cases, we are closer to our partners today than ever before. Many "camera on" video conferences have helped build trust and strengthen our relationships. We are very grateful for these technical opportunities which enabled interaction on a personal level.

A Word from the Siemens Integrity Initiative Steering Committee

A Word from the Siemens Integrity Initiative Project Office

And, let us be open, the limitations faced by all of us will take their toll. While our Integrity Partners and we in the Project Office have pragmatically and bravely tackled many additional challenges and continued the steady work toward our set goals, the full extent of restrictions, delays, or setbacks due to turbulence in the external or internal business environment remains to be seen.

Our expectations, however, remain clear, and that is to do our very best every day in making sure that the implementation of agreed targets advance well, and that real face-to-face engagement will continue and even grow.

You can find further information about the status of the Third Funding Round and its projects in Section C3. and about the status of the Golden Stretch and its projects in Section C4. of this Annual Report 2022.

The overall requirement of real implementation reflects our ambition to deliver “more than just paper”. This is also acknowledged in the Business 20, an official Engagement Group of the political G20. In 2022 we were again accredited as a member of the B20 Task Force on Integrity & Compliance in Indonesia and promoted Collective Action activities and the Siemens Integrity Initiative as a source of practical implementation.

We are delighted to be able to continue our work and lend our professional support to the strategic principles of the Indian B20 Presidency in 2023 under the banner of “R.A.I.S.E. -Responsible, Accelerated, Innovative, Sustainable and Equitable Businesses” through our work in conjunction with our projects.

Another highlight and event that stood out in 2022 was that after all pandemic related limitations, the 4th International Collective Action Conference organized by the Basel Institute on Governance funded by inter alia the Siemens Integrity Initiative, enabled over 200 leading anti-corruption professionals to come together on June 30 and July 1, 2022 in Basel, Switzerland to discuss how to integrate Collective Action into day-to-day business practices.

As described on the [conference website](#), the conference offered a platform for participants to re-engage with one another in person, take stock of Collective Action efforts, and exchange on how the private sector, civil society and government can work together better to address common issues relating to Collective Action.

We would like to encourage you, dear Reader to stop by at www.collective-action.com for a wealth of additional information and insights in this regard.

What stakeholders can collectively bring to the table is more than impressive!



PRIVATE SECTOR	PUBLIC SECTOR	CIVIL SOCIETY AND ACADEMIA
<p>ENGAGE</p> <ul style="list-style-type: none"> ... with other industry players on compliance and corruption prevention ... with governments to co-develop anti-corruption frameworks and monitoring systems ... with civil society for expertise in developing an initiative <p>COMMIT</p> <ul style="list-style-type: none"> ... to harmonise and raise business integrity through tailored anti corruption standards, tools and procedures ... to develop a trust-based dialogue to share experiences, struggles and good practices ... to provide resources to develop and sustain initiatives <p>DRIVE</p> <ul style="list-style-type: none"> ... the implementation of standards and commitments through self-assessment, monitoring and certification ... greater impact by expanding initiatives to supply chains, SMEs, competitors and others .. and consider expanding initiatives to broader ESG topics such as human rights 	<p>CONSULT</p> <ul style="list-style-type: none"> ... with the private sector through institutionalised dialogue platforms ... with other government entities and experts on the benefits of Collective Action ... international organisations to streamline anti-corruption strategies with international guidelines <p>INCENTIVISE</p> <ul style="list-style-type: none"> ... companies to engage in corruption prevention / Collective Action initiatives for a better investment climate ... companies to invest in compliance and Collective Action ... the implementation of industry standards by calling for robust monitoring mechanisms <p>ENGAGE</p> <ul style="list-style-type: none"> ... and demonstrate leadership by actively participating in Collective Action ... to develop anti-corruption tools such as Integrity Pacts, High Level Reporting Mechanisms and public-private integrity initiatives ... and establish Collective Action as the go-to approach for collaborating with the private sector 	<p>FACILITATE</p> <ul style="list-style-type: none"> ... knowledge sharing between companies and other stakeholders ... and help set up governance structures for initiatives ... communication between peers by sanitising and filtering information to alleviate antitrust concerns <p>PROVIDE EXPERTISE AND CONDUCT RESEARCH</p> <ul style="list-style-type: none"> ... on best practices in other contexts ... on indicators for measuring the effectiveness of initiatives and standards ... to help develop tailored standards, policies and guidelines <p>MONITOR</p> <ul style="list-style-type: none"> ... progress through tailored assessments ... and implement sanctions in cases of non-compliance ... and manage conflicts of interest

A Word from the Siemens Integrity Initiative Steering Committee

● A Word from the Siemens Integrity Initiative Project Office

A very special word of gratitude and appreciation goes to our Steering Committee, which has received regular, detailed updates about the Integrity Initiative throughout 2022 and has continued to support us with valuable advice and supervision, helping us to think ahead with optimism, to further foster our sustainable Collective Action Network and to provide clear direction in aligning our actions and activities especially in these turbulent times.

Finally, and very importantly, we would like to express our wholehearted gratitude to our Integrity Partners, without whose tireless commitment and multifaceted work on the ground it would never be possible to put the agreed upon activities into practice. We would also like to thank our Project Relationship Managers for their dedicated support at the local level, and very importantly our high-level Mentors for their local insight and guidance as well

as our expert functions who have supported us in a very meaningful and professional way.

Sabine Zindera and Shawn Teixeira

For the Project Office of the Siemens Integrity Initiative

This Annual Report was approved by the Siemens Steering Committee on May 3, 2023 and submitted together with a comprehensive presentation to the World Bank Group in Washington on May 11, 2023 and to the European Investment Bank in Luxembourg in May / June 2023.



The Collective Action and External Affairs team is headquartered in Munich, Germany:

Sabine Zindera, Vice President, heads the Collective Action and External Affairs department in the Siemens Legal and Compliance Organization and is supported by Shawn Teixeira and Monika Besel, as well as the network of Siemens Business Leaders, Siemens Country CEOs, Compliance Officers, Controlling and Finance, Legal and Tax experts all around the world.

Under the terms of the agreement between Siemens and the World Bank, the World Bank has audit rights over the use of funds (USD 100 million dollars over 15 years beginning in 2009) and veto rights over Siemens' selection of projects and organizations to be supported. Furthermore, the agreement between Siemens and the European Investment Bank (EUR 13,64 million over 5 years) gives the EIB the right to reject proposed projects.

The projects were chosen according to defined selection criteria and focus areas and underwent a detailed cross-functional due diligence. More information is available on our dedicated web site www.siemens.com/integrity-initiative.

The Siemens Integrity Initiative is managed by a global project organization with in-country presence and support where relevant and is subject to project management rules as detailed in Section A of this report.

The Project Office regularly updates the Siemens Steering Committee, the World Bank Group and the European Investment Bank on the status and progress of the Siemens Integrity Initiative.

As of March 2, 2023, around USD 120 million is committed to 85 projects in more than 50 countries over all Funding Rounds.

A Word from the Siemens Integrity Initiative Steering Committee

A Word from the Siemens Integrity Initiative Project Office

Much of the information available to us is transparently accessible to the public and can be viewed on our dedicated web site www.siemens.com/integrity-initiative.

The information provided relates in particular to the framework conditions for the First, Second, Third and Golden Stretch Funding Rounds, the application and selection process for the projects, brief profiles and the funds earmarked for the individual projects, and unabridged versions of the Siemens Integrity Initiative Annual Reports for 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021 and 2022.

Two editions stand out and merit further mention:

Our very first 2011 edition introduced to you the Siemens Collective Action program, and in Sections A and B of the report provided insight into the conceptualization, planning, project selection, award of funds and project implementation relating to the First Funding Round tranche of USD 37,7 million.

Our seventh 2017 edition signaled the half-way mark of the 15-year World Bank settlement period and featured a Summary Report of the external Mid-term Review of the Integrity Initiative in Section D. The Mid-term Review was independently conducted by the Canadian Universal Management Group who found there to be “strong evidence”



that projects have “achieved their intended short-term results” and have made “significant contributions to change within their respective contexts”.

We hope that this will encourage additional allies to sign up to Collective Action and join us in our fight against corruption. The positive external and internal feedback received in response to our reports, and especially to our externally conducted Mid-term Review has strengthened our resolve to extend our program even further, enabling us to highlight more and more anti-corruption success stories across all countries and, in so doing, integrate additional stakeholders and activities.

As reported, all 31 projects from our First Funding Round have been completed as planned. The Final Report on these activities over the entire project period has already been presented in earlier editions of the Annual Report.

The Final Report of activities over the entire project period for all 24 Second Funding Round projects were presented in previous Annual Report editions. Two Final Reports were presented in our Annual Report 2017, ten Final Reports in Annual Report 2018, ten Final Reports in Annual Report 2019 and two Final Reports in Annual Report 2020.

This year, we have therefore focused on our projects from the Third and Golden Stretch Funding Rounds.

Of the 22 Third Funding Round projects, 3 projects have completed their activities with the Final Report of activities over the entire project period included in this Annual Report 2022.

19 projects remain active with implementation of activities still in progress.

All 8 Projects of the Golden Stretch Funding Round started their implementation phase in July 2021 and implementation of activities are in progress as described in this report.



Introduction

The main objective of the Siemens Integrity Initiative is to create fair market conditions for all market participants by fighting corruption and fraud through Collective Action as well as Education and Training.

The Initiative focuses on supporting projects that have a clear impact on the business environment, can demonstrate objective and measurable results, and have the potential to be scaled up and replicated.



The Siemens Integrity Initiative aims to:

- Raise standards and create awareness of compliance and business integrity
- Create a common platform for dialog with the private and public sectors
- Strengthen the rule of law

Under the umbrella of the Siemens Integrity Initiative, Siemens will disburse funds to support non-profit organizations worldwide that promote business integrity and the fight against corruption.

Moving beyond the boundaries of our company, Collective Action continues as a priority in Siemens Legal and Compliance. This is evidenced by our long-standing involvement in the ICC Commission on Corporate Responsibility and Anti-corruption, the Pact Against Corruption

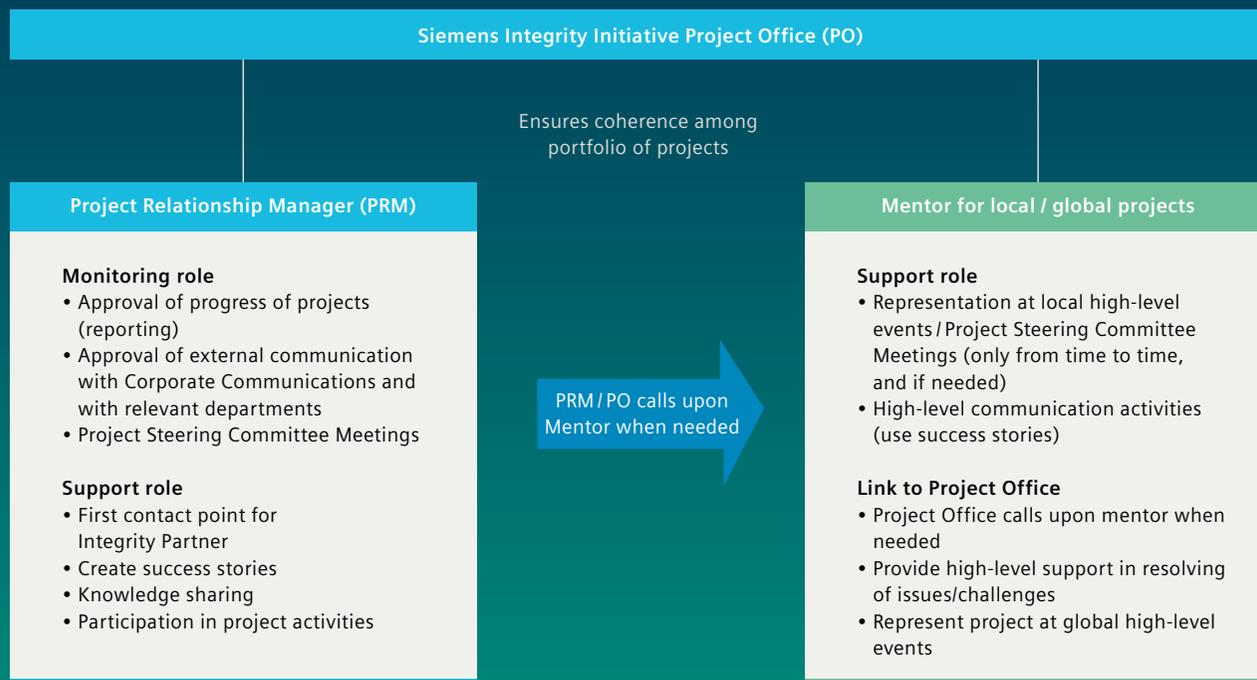
Initiative (PACI) of the World Economic Forum and, since 2011, our active involvement in the G20/B20 Task Force on Anti-corruption and the drafting and implementation support of B20 Recommendations drawn up in France, Mexico, Russia, Australia, Turkey, China, Germany, Argentina, Japan, Saudi Arabia, Italy, Indonesia, and now in 2023, India.

We remain committed to the 10 principles of the United Nations Global Compact, and support the implementation of the United Nations Convention against Corruption, as well as the OECD Anti-Bribery Convention. These principles and conventions guided our thematic considerations in project designs which were taken up by our Integrity Partners for implementation through certain modules in our Siemens Integrity Initiative projects.

Project management and reporting

- Responsibility for managing the projects funded under the Siemens Integrity Initiative lies with the respective Integrity Partner. Siemens supports projects financially, monitors the use of funds in a biannual reporting process, and participates in activities where appropriate and requested by the Integrity Partner
- The main points relating to the management of projects are regulated in a Funding Agreement between Siemens and the Integrity Partners and its Project Partners
- Funds are paid out subject to the achievement of milestones and on a biannual basis
- Integrity Partners report annually on progress, funds used and work plans for the next year. All Annual Reports must be accompanied by a financial report that has been audited by an external audit company. Regular Interim Reports help to review progress throughout the year. All Annual Reports must be reviewed and approved by the local Siemens Project Relationship Manager, the Siemens Finance Department, and the Siemens Integrity Initiative Project Office
- Siemens has set up an internal project structure for selecting projects and for supporting and monitoring projects during the implementation phase, as well as a system for capturing and evaluating impact
- Siemens supports all projects with a designated Project Relationship Manager and a Mentor from senior management
- Country-specific projects, for example, can draw on the CEO of the local Siemens company as their Mentor. All Project Relationship Managers (PRMs) are coordinated by the Siemens Integrity Initiative Project Office (see also Project Organization)
- A project completion process is in place which includes the submission of a Final Report, consisting of a Final Progress Report and an Audit Report with project financials prepared by an independent Auditor, as well as the submission of an End of Project Evaluation and a Final Payment Request

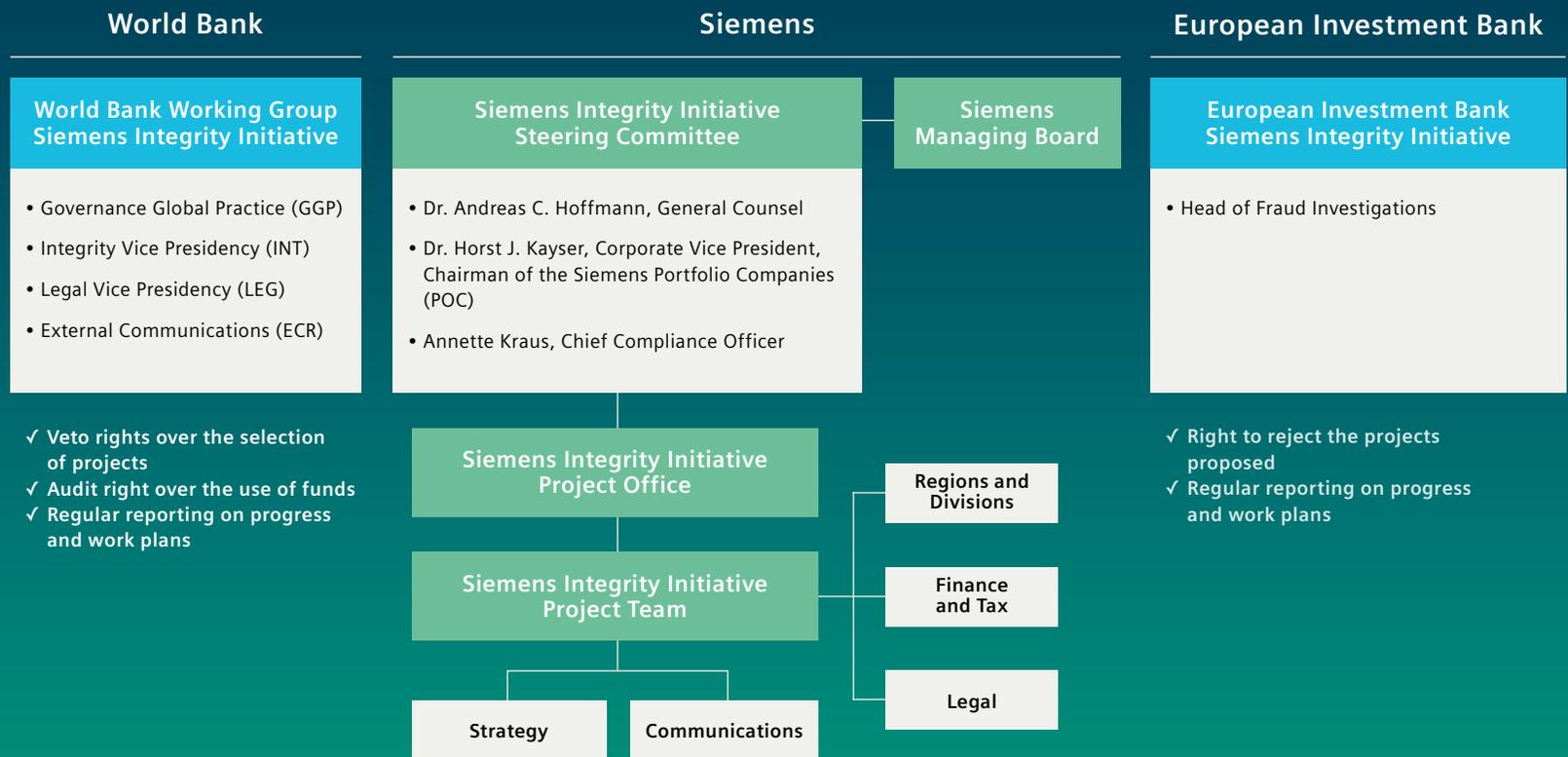
Roles and responsibilities of Project Relationship Managers and Mentors:



Project organization

- The internal Siemens project management structure of the Initiative consists of several dedicated teams that provide overall supervision and guidance (such as the Steering Committee) and deal with daily operations of the Initiative (Siemens Project Office, Project Team and Project Relationship Managers)
- To make this Initiative a company-wide effort and ensure engagement and representation, all relevant business fields of Siemens have been integrated into the structure of the Initiative
- The main operational contact for this Initiative is the Siemens Project Office in Munich and operates with four people globally, and is in addition supported by an extended Project Team from various Siemens departments (Legal and Compliance, Finance, Tax, Strategy, Communications and Compliance colleagues in all relevant countries)
- The Project Office is the main link to the World Bank Group with regard to the audit and veto rights as well as reporting obligations. It is also the main link to the European Investment Bank (EIB) with regard to their rights to reject projects proposed as well as reporting obligations
- The work of the Project Office and Project Team is overseen by the Siemens Integrity Initiative Steering Committee, which consists of Dr. Andreas Christian Hoffmann, General Counsel, Siemens AG; Ms. Annette Kraus, Chief Compliance Officer, Siemens AG; and Dr. Horst J. Kayser, Corporate Vice President, Chairman of the Siemens Portfolio Companies (POC), Siemens AG
- As the World Bank Group has veto and audit rights, and the European Investment Bank has the right to reject proposed projects, they have set up a team of experts to liaise with Siemens regarding the Siemens Integrity Initiative, as shown in the chart

Siemens Integrity Initiative project structure with settlement parties:





• Siemens Integrity Initiative

Siemens Integrity Initiative

On July 2, 2009, the World Bank Group announced a comprehensive settlement with Siemens. As part of the settlement, Siemens agreed to cooperate to change industry practices, clean up procurement practices and engage in Collective Action with the World Bank Group to fight fraud and corruption.

Siemens subsequently set up the Siemens Integrity Initiative to support projects and organizations fighting corruption and fraud with funding worth USD 100 million over the next 15 years.

This funding was complemented on March 15, 2013 by a separate settlement with the European Investment Bank (EIB), worth EUR 13,64 million over five years.



Status of the First Funding Round

In the First Funding Round, thirty-one projects from over twenty countries were selected to receive a total funding of up to USD 40 million.

As reported in our Annual Report 2016, as of March 3, 2017, all 31 projects had completed their scheduled activities.

The final overviews of activities for the entire project period were reported on in various Siemens Integrity Initiative Annual Reports from 2011 to 2017.

These projects are marked in the table on page 30 and further information on the projects is available on www.siemens.com/integrity-initiative.

For information on Collective Action, the Siemens Integrity Initiative, the selection process and criteria, and funded projects, please visit www.siemens.com/collective-action.

A detailed description of activities implemented during the first to the seventh year (2011 to 2017) was provided in the Siemens Integrity Initiative Annual Report 2011, 2012, 2013, 2014, 2015, 2016 and 2017.

Key data First Funding Round

Funds committed in the First Funding Round	USD 37,7 M
Disbursements in year 1 to year 8 (2010 – June 30, 2018) (release of provision)	USD 34,8 M ¹⁾
Disbursement for Mid-term Review of the Siemens Integrity Initiative performed by Universal Management Group finalized and presented to the World Bank on December 6, 2017 covering the First and Second Funding Rounds	USD 0,18M
Funds unspent	USD ~2,7 M
No further planned disbursements	USD 0,0 M
Number of projects First Funding Round	31
Thereof projects that have completed their activities	31
Thereof ongoing	0
Countries covered in the First Funding Round	22

Note: Siemens fiscal year (October 1 – September 30) Due to rounding, numbers presented may not add up precisely to the totals provided.

¹⁾ The information provided in this table is based on all approved First Funding Round Final Reports

www.siemens.com/integrity-initiative/Report2011

www.siemens.com/integrity-initiative/Report2012

www.siemens.com/integrity-initiative/Report2013

www.siemens.com/integrity-initiative/Report2014

www.siemens.com/integrity-initiative/Report2015

www.siemens.com/integrity-initiative/Report2016

www.siemens.com/integrity-initiative/Report2017

Status of the Second Funding Round

The Second Funding Round applies the same selection criteria and focus areas as the First Round. As the Second Round is based on the settlement agreements with the World Bank Group and the European Investment Bank, the World Bank Group has audit rights over the use of funds (USD 100 million over a period of 15 years beginning in 2009) and veto rights over the selection of projects by Siemens. The agreement between Siemens and the European Investment Bank (EUR 13,64 million over five years) gives the EIB the right to reject the projects proposed.

The Second Funding Round, with a funding volume of approximately USD 30 million for up to 25 projects plus additional projects funded on the basis of the settlement with the European Investment Bank, was launched on June 27, 2013 with a deadline for submission of proposals in August 2013.

The gradual announcement of the selected projects from the Second Funding Round started in fall 2014 and stretched until spring 2015. **24 projects** were selected for funding in the Second Funding Round with a total committed capital of **USD 35,554 million**.

The selection was made on a competitive basis in two stages (initial Expression of Interest phase and the later Full Proposal phase) with a

focus on project applications that demonstrate a clear impact on the business environment and results in sectors and countries of where Siemens is present. Projects that already submitted an Expression of Interest for the First Funding Round as well as projects that have already been funded were eligible to submit another proposal in the Second Funding Round.

The announcement, application process and selection criteria were made available transparently on the Siemens Integrity Initiative website. The initial first projects were announced in a joint press release published by Siemens, the World Bank Group and the European Investment Bank on December 10, 2014 (see www.siemens.com/integrity-initiative or Section D of the Annual Report 2014).

All 24 Siemens Integrity Initiative Second Funding Round projects have completed their activities by March 2, 2021. The final overviews of activities for the entire project period were reported for all 24 projects in our Annual Report 2017 (2 projects), Annual Report 2018 (10 projects), Annual Report 2019 (10 Projects) and Annual Report 2020 (2 Projects) respectively. These projects are marked in the table on page 34 and further information on the projects is available on www.siemens.com/integrity-initiative.

Key data Second Funding Round

Funds committed in the Second Funding Round	USD 35,554 M
Disbursements in year 1 to year 9 (2015 to March 02, 2023) (release of provision)	USD 33,92 M ¹⁾
Funds currently unspent	USD ~ 1,6 M
Further planned disbursement in year 9 (2023)	USD - 0,0 M
Number of projects	24
Thereof projects that have completed their activities	24
Thereof ongoing	0
Countries covered in the Second Funding Round	More than 20

Note: Siemens fiscal year (October 1 – September 30). Due to rounding, numbers presented may not add up precisely to the totals provided.

¹⁾ The information provided in this table is based on approved Annual and Final Reports as of March 02, 2023

More information on the settlements between Siemens and the World Bank Group and Siemens and the European Investment Bank (EIB) is available online as well as on the Siemens Integrity Initiative website: www.siemens.com/integrity-initiative.

Status of the Third Funding Round

The Siemens Integrity Initiative announced the launch of the **Third Funding Round** in its Press Release on **March 13, 2018** as part of the July 2009 settlement between Siemens and the World Bank and the March 2013 settlement between Siemens and the European Investment Bank (EIB).

Open to applications from legal entities such as non-governmental organizations, international organizations, business associations, and academic institutions, the Siemens Integrity Initiative selection process is made on a competitive basis in two stages (initial Expression of Interest phase and the final Full Proposal phase) and favors project proposals that have a direct impact on the private sector and strengthen compliance standards and legal systems.

Entities that submitted Expressions of Interest for the first two funding rounds as well as entities that received funding in the first two funding rounds were also eligible to submit proposals for funding in the Third Funding Round.

The Project Office was truly encouraged by around 140 Expressions of Interest received by the May 8, 2018 deadline. These Expressions of Interest were submitted by local and global organizations dedicated to the fight against corruption and covered a wide range of Collective Action and Education and Training initiatives with very interesting and relevant activities proposed in over 50 countries. The total funding of more than USD 280 million applied for exceeded available funds by a factor of 9.

Siemens conducted a cross functional review and due diligence of all Expressions of Interest with reference to the stated Eligibility and Selection Criteria available at www.siemens.com/integrity-initiative.

After receiving **approval from the Siemens Steering Committee** as well as the **World Bank non-veto** and the **European Investment Bank no objection** decisions for short-listed projects under consideration, around 30 applicant organizations were invited in November 2018 to submit Full Proposals by January 31, 2019.

Following a second detailed cross functional review and due diligence of all submitted Full Proposals, Siemens announced the first group of projects selected under the Third Funding Round in its Press Release on **December 16, 2019**.

All Third Funding Round funding agreements were signed as of March 2, 2020, ultimately adding to the Siemens Integrity Initiative portfolio 22 new projects from more than 40 countries with committed funding of up to USD 25,2 million.

More information on the **eligibility and selection criteria** as well as the **application and selection process** is available on our web site at www.siemens.com/integrity-initiative.

Projects selected for funding under the Third Funding Round are listed in the table on page 38, and further information on the projects is available on www.siemens.com/integrity-initiative and in Section C of this report.

The final overview of activities for 3 projects covering the entire project period are included in Section C3. of this Annual Report 2022. These projects are marked in the table on page 38.

Key data Third Funding Round

Funds committed in the Third Funding Round	USD 25,2 M
Disbursements in year 1 to year 4 (2019 to March 02, 2023) (release of provision)	USD 19,9 M ¹⁾
Funds currently unspent	USD ~ 5,3 M
Further planned disbursement in year 4 (2023)	USD ~ 3,6 M
Number of projects	22
Thereof projects that have completed their activities	3
Thereof ongoing	19
Countries covered in the Third Funding Round	More than 40

Note: Siemens fiscal year (October 1 – September 30). Due to rounding, numbers presented may not add up precisely to the totals provided.

¹⁾ The information provided in this table is based on approved Annual Reports as of March 02, 2023

Status of the Golden Stretch Funding Round

In alignment with the Siemens Steering Committee and the World Bank, the Siemens Integrity Initiative Project Office in **December 2020** invited selected short-listed candidates from the Third Funding Round to submit Full Proposal applications for additional funding.

The Golden Stretch Funding Round builds on the well-established eligibility and selection criteria from previous funding rounds published at www.siemens.com/integrity-initiative, as well as the current implementation activities of selected Third Funding Round projects.

Golden Stretch applicants were required to in particular demonstrate how the sustainability of project activities and results into the future will be ensured and were further challenged to include concepts on how the projects will inspire, support and engage local based Non-Governmental Organizations as well as the Public and the Private Sector.

On the due date of **February 15, 2021**, the project office received impressive multi-faceted proposals, and in spring 2021, a team of experts from different specialist areas and regions subjected the projects to careful due diligence before presenting them to the **Siemens Steering Committee for approval** and then **to the World Bank as part of the non-veto process** and to the European Investment Bank for informational purposes.

The public announcement of results was made in the [Siemens corporate press release on July 7, 2021](#), which is available in Section D of the Annual Report 2021.

A total of eight additional projects with a total committed funding of **USD 20,5 million** will receive between USD 1 million and USD 4 million each over a period of three years starting from July 2021.

These eight Golden Stretch projects enhance the overall Siemens Integrity Initiative portfolio to **85 projects** in over **50 countries** with total committed funding of **around USD 120 million**.

Projects selected for funding under the Golden Stretch Funding Round are listed in the table on page 42, and further information on the projects is available in Section C4. of this Annual Report and on www.siemens.com/integrity-initiative.

Key data Golden Stretch Funding Round	
Funds committed in the Golden Stretch Funding Round	USD 20,5 M
Disbursements in year 1 to year 3 (July 1, 2021 to March 02, 2023) (release of provision)	USD 11,2 M ¹⁾
Funds currently unspent	USD ~ 9,3 M
Further planned disbursement in year 3 (2023)	USD ~ 4,5 M
Number of projects	8
Thereof projects that have completed their activities	0
Thereof ongoing	8
Countries covered in all Funding Rounds	More than 50

Note: Siemens fiscal year (October 1 – September 30). Due to rounding, numbers presented may not add up precisely to the totals provided.

¹⁾ The information provided in this table is based on approved Annual Reports as of March 02, 2023

List of projects funded under the First Funding Round:

Integrity Partner
Basel Institute on Governance, Switzerland
Beijing New Century Academy on Transnational Corporations, China
Central European University, Hungary in cooperation with Integrity Action, United Kingdom
COCIR (European Coordination Committee of the Radiological, Electromedical and Healthcare IT Industry), Belgium
The Convention on Business Integrity, Nigeria
The Ethics Institute, South Africa
Federation of Korean Industries-International Management Institute in cooperation with Global Competitiveness Empowerment Forum, South Korea
Foundation for the Global Compact, USA in cooperation with the UN Global Compact and PRME (Principles for Responsible Management Education), USA
Foundation for the Global Compact, USA in cooperation with the UN Global Compact and its local networks
Fundación Universidad de San Andrés (FUdeSA), Argentina
Humboldt Viadrina School of Governance, Germany
International Anti-Corruption Academy (IACA), Austria
International Business Leaders Forum (IBLF), United Kingdom in cooperation with the School of Public Administration of Renmin University, China
Instituto Ethos – Ethos Institute for Business and Social Responsibility, Brazil
Maala Business for Social Responsibility, Israel
Makati Business Club, Philippines in cooperation with the European Chamber of Commerce Philippines

¹⁾ Summary of Project Activities was reported in Annual Report 2017 (1) = University of Cairo

²⁾ Summary of Project Activities was reported in Annual Report 2016 (4) = Ethics Angola, IACA, Ethos, Maala

³⁾ Summary of Project Activities was reported in Annual Report 2015 (9) = Basel, CEU, COCIR, CBI, PRME, UNGC, San Andres, Makati, UNDP

⁴⁾ Summary of Project Activities was reported in Annual Report 2014 (14)

⁵⁾ Summary of Project Activities was reported in Annual Report 2013 (2)

⁶⁾ Summary of Project Activities was reported in Annual Report 2012 (1)

= Total number of all summaries 31

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Global	1,86 M	-	completed as of September 2015 ³⁾
	China	0,89 M	-	completed as of March 2014 ⁴⁾
	Central and Eastern Europe	3,09 M	-	completed as of December 2015 ³⁾
	Europe, Asia, Russia, South America	0,96 M	-	completed as of September 2014 ³⁾
	Nigeria	1,1 M	-	completed as of December 2014 ³⁾
	Angola, South Africa	1,5 M	-	completed as of September 2016 (Angola) ²⁾ ; completed as of September 2015 (South Africa)
	South Korea	0,81 M	-	completed as of March 2014 ⁴⁾
	Global	1,48 M	-	completed as of January 2015 ³⁾
	Brazil, Egypt, India, Nigeria, South Africa	2,87 M	-	completed as of January 2015 ³⁾
	Argentina	0,73 M	-	completed as of September 2014 ³⁾
	Global	1,3 M	-	completed as of May 2014 ⁴⁾
	Global	2,02 M	-	completed as of December 2015 ²⁾
	China, Russia	1,5 M	-	completed as of December 2013 ⁵⁾
	Brazil	3,11 M	-	completed as of June 2016 ²⁾
	Israel	0,48 M	-	completed as of September 2015 ²⁾
	Philippines	1,04 M	-	completed as of March 2015 ³⁾

- ¹⁾ Summary of Project Activities was reported in Annual Report 2017 (1) = University of Cairo
- ²⁾ Summary of Project Activities was reported in Annual Report 2016 (4) = Ethics Angola, IACA, Ethos, Maala
- ³⁾ Summary of Project Activities was reported in Annual Report 2015 (9) = Basel, CEU, COCIR, CBI, PRME, UNGC, San Andres, Makati, UNDP
- ⁴⁾ Summary of Project Activities was reported in Annual Report 2014 (14)
- ⁵⁾ Summary of Project Activities was reported in Annual Report 2013 (2)
- ⁶⁾ Summary of Project Activities was reported in Annual Report 2012 (1)

= Total number of all summaries 31

Integrity Partner
Organisation for Economic Co-operation and Development (OECD), MENA-OECD Investment Programme, France
Oživení, Czech Republic in cooperation with Transparency International Slovakia and the Economics Institute of the Academy of Sciences of the Czech Republic
Partnership for Governance Reform – Kemitraan, Indonesia
POLMED (The Polish Chamber of Commerce of Medical Devices), Poland
Sequa gGmbH, Germany in cooperation with German Agency for International Cooperation (GIZ), Chengdu General Chamber of Commerce (Province of Sichuan), China, and Hunan Provincial Chamber, China
Transparency International Bulgaria
Transparency International Italy
Transparency International Mexico
Transparency International USA in cooperation with Social Accountability International, USA
United Nations Development Programme Regional Bureau for Arab States, USA
United Nations Office on Drugs and Crime (UNODC), Austria in cooperation with the International Anti-Corruption Academy (IACA), Austria – Incentives to Corporate Integrity
United Nations Office on Drugs and Crime (UNODC), Austria – UNCAC Outreach and Communication
United Nations Office on Drugs and Crime (UNODC), Austria in cooperation with the International Anti-Corruption Academy (IACA), Austria – The 6P's
University of Cairo, Center for Economic and Financial Research and Studies (CEFRS), Egypt
Vietnam Chamber of Commerce and Industry (VCCI) in cooperation with the International Business Leaders Forum (IBLF), United Kingdom
Total funding volume in USD

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Middle East and North Africa	0,75 M	-	completed as of September 2013 ⁵⁾
	Czech Republic, Slovakia	0,6 M	-	completed as of March 2014 ⁴⁾
	Indonesia	1,5 M	-	completed as of December 2014 ⁴⁾
	Poland	0,46 M	-	completed as of September 2014 ⁴⁾
	China	1,49 M	-	completed as of March 2014 ⁴⁾
	Bulgaria	0,45 M	-	completed as of February 2014 ⁴⁾
	Italy	0,6 M	-	completed as of March 2014 ⁴⁾
	Mexico	0,23 M	-	completed as of May 2014 ⁴⁾
	USA, Global	0,66 M	-	completed as of September 2014 ⁴⁾
	Arab States Region	1,78 M	-	completed as of December 2014 ³⁾
	India, Mexico	1,12 M	-	completed as of September 2014 ⁴⁾
	Global	0,75 M	-	completed as of September 2014 ⁴⁾
	India, Mexico	1,22 M	-	completed as of September 2014 ⁴⁾
	Egypt	0,85 M	-	completed as of February 2017 ¹⁾
	Vietnam	0,5 M	-	completed as of September 2012 ⁶⁾
		37,7 M	0 M	

Due to rounding differences, the figures as presented in the table above may not add up exactly to the total Funding Amount of USD 37,7 M for the First Funding Round.

List of projects funded under the Second Funding Round:

Integrity Partner
Al Akhawayn University in Ifrane (AUI), Morocco
Basel Institute on Governance, Switzerland, in cooperation with the Organisation for Economic Co-operation and Development (OECD), France, and the Foundation for the Global Compact, USA
Beijing New Century Academy on Transnational Corporations (NATC), China
Confederation of Indian Industry (CII), India
Ethics and Reputation Society / Etik ve Itibar Dernegi (TEID), Turkey
Foundation for the Global Compact, USA, in cooperation with the Egyptian Junior Business Association, Egypt
Global Compact Network India (GCNI), India
Global Compact Network Korea (GCNK), Korea, in cooperation with the Global Competitiveness Empowerment Forum (GCEF), South Korea
International Anti-Corruption Academy (IACA), Austria
MedTech Europe ⁵⁾ (formerly Eucomed), Belgium
Organisation for Economic Co-operation and Development (OECD), France
Organisation for Economic Co-operation and Development (OECD), France
Pan African Lawyers Union (PALU), Tanzania
Pearl Initiative, United Arab Emirates
The Ethics Institute, South Africa, in cooperation with the Institute of Directors Mozambique, Mozambique (IoDMZ)

¹⁾ Summary of Project Activities for entire project period was reported in Annual Report 2017 (2) = NATC, PALU

²⁾ Summary of Project Activities for entire project period was reported on in Annual Report 2018 (10) = Al Akhawayn University, MedTech, OECD (Russia), POLMED, TEID, TI Italy, TI Secretariat, UNGC Egypt, UNGC Korea, WU Vienna

³⁾ Summary of Project Activities for entire project period reported in Annual Report 2019 (10) = Basel Institute on Governance, CII, Global Compact Network India, OECD (Morocco), TEI (Mozambique), TEI (South Africa), TI España, UNODC (Colombia), UNDP (Egypt, Morocco and Tunisia), UNDP (Iraq and Libya)

⁴⁾ Summary of Project Activities for entire project period reported in Annual Report 2020 (2) = IACA, PEARL

⁵⁾ Transfer from Eucomed to MedTech effective January 1, 2017

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Morocco	0,55 M	-	completed as of May 2018 ²⁾
	Global	4,00 M	-	completed as of December 2018 ³⁾
	China	1,50 M	-	completed as of September 2017 ¹⁾
	India	0,70 M	-	completed as of March 2019 ³⁾
	Turkey	1,76 M	-	completed as of November 2017 ²⁾
	Egypt	1,40 M	-	completed as of June 2018 ²⁾
	India	0,73 M	-	completed as of March 2019 ³⁾
	Republic of Korea (South Korea)	0,90 M	-	completed as of March 2018 ²⁾
	Global	-	4,98 M	completed as of December 2019 ⁴⁾
	Middle East and North Africa	0,85 M	-	completed as of May 2018 ²⁾
	Morocco	-	0,70 M	completed as of December 2018 ³⁾
	Russia	1,55 M	-	completed as of June 2018 ²⁾
	Africa	0,93 M	-	completed as of September 2017 ¹⁾
	GCC countries (United Arab Emirates, Kingdom of Saudi Arabia, Bahrain, Qatar, Kuwait, Oman)	0,88 M	-	completed as of October 2020 ⁴⁾
	Mozambique	0,55 M	-	completed as of September 2019 ³⁾

¹⁾ Summary of Project Activities for entire project period was reported in Annual Report 2017 (2) = NATC, PALU

²⁾ Summary of Project Activities for entire project period was reported on in Annual Report 2018 (10) = Al Akhawayn University, MedTech, OECD (Russia), POLMED, TEID, TI Italy, TI Secretariat, UNGC Egypt, UNGC Korea, WU Vienna

³⁾ Summary of Project Activities for entire project period reported in Annual Report 2019 (10) = Basel Institute on Governance, CII, Global Compact Network India, OECD (Morocco), TEI (Mozambique), TEI (South Africa), TI España, UNODC (Colombia), UNDP (Egypt, Morocco and Tunisia), UNDP (Iraq and Libya)

⁴⁾ Summary of Project Activities for entire project period reported in Annual Report 2020 (2) = IACA, PEARL

⁵⁾ Transfer from Eucomed to MedTech effective January 1, 2017

Integrity Partner

The Ethics Institute, South Africa

The Polish Chamber of Commerce of Medical Devices (POLMED), Poland

Transparency International Secretariat

Transparency International España (TI-España), Spain

Transparency International Italia (TI-It), Italy, in cooperation with the Centro Ricerche e Studi su Sicurezza e Criminalità (RiSSC), Fondazione Centro Studi Investimenti Sociali (CENSIS), Istituto per la Promozione dell'Etica in Sanità (ISPE-Sanità), Italy

United Nations Office on Drugs and Crime (UNODC), Austria

United Nations Development Programme (UNDP), USA

United Nations Development Programme (UNDP), USA

Wirtschaftsuniversität WU, Vienna University of Economics and Business Administration, Austria

Total Funding Volume in USD

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	South Africa	0,80 M	-	completed as of September 2019 ³⁾
	Poland	0,65 M	-	completed as of September 2018 ²⁾
	Global	3,06 M	-	completed as of September 2018 ²⁾
	Spain	1,27 M	-	completed as of January 2019 ³⁾
	Italy	1,12 M	-	completed as of September 2018 ²⁾
	Colombia	1,20 M	-	completed as of January 2019 ³⁾
	Arab Region including Egypt, Morocco and Tunisia	-	2,27 M	completed as of September 2019 ³⁾
	Arab Region including Iraq and Libya	1,52 M	-	completed as of September 2019 ³⁾
	Africa	1,70 M	-	completed as of March 2018 ²⁾
		27,62 M	7,95 M	

Due to rounding differences, the figures as presented in the table above may not add up exactly to the total Funding Amount of USD 35,554 M for the Second Funding Round.

List of projects funded under the Third Funding Round:

Integrity Partner
Basel Institute on Governance, Switzerland, in cooperation with the Organisation for Economic Co-operation and Development (OECD), France
Beijing New Century Academy on Transnational Corporations (NATC), China
East China Normal University (ECNU), China
East-West Center (EWC), USA
Etik ve İtibar Derneği (TEİD), Turkey
Eurocham, (Chambre de Commerce Européenne en Côte d'Ivoire), Ivory Coast
Foundation for the Global Compact, USA
Fundación Poder Ciudadano (Transparency International Argentina), Argentina
Global Compact Network Korea (GCNK), Korea, in cooperation with the Korea Sustainability Investing Forum (KoSIF)
International Anti-Corruption Academy (IACA), Austria
Kazakhstan Bar Association (KazBar), Kazakhstan
Maritime Anti-Corruption Network (MACN), Denmark ¹⁾ in cooperation with the Convention on Business Integrity, Nigeria

¹⁾ Transfer from Business for Social Responsibility (BSR) to Maritime Anti-Corruption Network (MACN) effective April 1, 2021

²⁾ Mutual Agreement for Termination with East West Centre (EWC) reached on August 11, 2022 after new strategic directions of EWC are no longer a perfect match with the objectives of the Project. Summary of Project Activities for entire project period reported in this Annual Report 2022 (1) = EWC

³⁾ Summary of Project Activities for entire project period reported in this Annual Report 2022 (2) = GCNK and NATC

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Global	-	2,86 M	activities in progress
	China	-	1,50 M	completed as of September 2022 ³⁾
	China	0,80 M	-	activities in progress
	Indonesia	0,80 M	-	completed as of July 2022 ²⁾
	Turkey	0,80 M	-	activities in progress
	Ivory Coast	0,80 M	-	activities in progress
	Global	1,70 M	-	activities in progress
	Argentina	0,80 M	-	activities in progress
	Korea	0,80 M	-	completed as of September 2022 ³⁾
	Global	1,50 M	-	activities in progress
	Kazakhstan	0,80 M	-	activities in progress
	Nigeria	1,00 M	-	activities in progress

Integrity Partner

Organisation for Economic Co-operation and Development (OECD), France

The Ethics Institute, South Africa

The Ethics Institute, South Africa

The Polish Chamber of Commerce of Medical Devices (POLMED), Poland

Transparency International Bulgaria, Bulgaria

United Nations Office on Drugs and Crime (UNODC), Austria

United Nations Office on Drugs and Crime (UNODC), Austria

United Nations Office on Drugs and Crime (UNODC), Austria

United Nations Office on Drugs and Crime (UNODC), Austria

Wirtschaftsuniversität Wien (WU), Vienna University of Economics and Business, Austria

Total funding volume in USD

¹⁾ Transfer from Business for Social Responsibility (BSR) to Maritime Anti-Corruption Network (MACN) effective April 1, 2021

²⁾ Mutual Agreement for Termination with East West Centre (EWC) reached on August 11, 2022 after new strategic directions of EWC are no longer a perfect match with the objectives of the Project. Summary of Project Activities for entire project period reported in this Annual Report 2022 (1) = EWC

³⁾ Summary of Project Activities for entire project period reported in this Annual Report 2022 (2) = GCNK and NATC

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Regional - Bosnia and Herzegovina, Croatia and Serbia	-	1,70 M	activities in progress
	Mozambique	0,80 M	-	activities in progress
	South Africa	1,00 M	-	activities in progress
	Poland	-	0,69 M	activities in progress
	Bulgaria	-	0,75 M	activities in progress
	Colombia	1,10 M	-	activities in progress
	Global – with focus on Kenya, Mexico, Pakistan	1,00 M	-	activities in progress
	Myanmar	0,80 M	-	activities in progress
	Regional – Egypt, Iraq, Libya and UAE	2,40 M	-	activities in progress
	Regional – Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda, Zambia	0,80 M	-	activities in progress
		17,70 M	7,50 M	

Due to rounding differences, the figures as presented in the table above may not add up exactly to the total Funding Amount of USD 25,2 M for the Third Funding Round.

List of projects funded under the Golden Stretch Funding Round

Integrity Partner
Basel Institute on Governance, Switzerland
Foundation for the Global Compact, USA
International Anti-Corruption Academy (IACA), Austria
Maritime Anti-Corruption Network (MACN), Denmark
Organisation for Economic Co-operation and Development (OECD), France
Transparency International e.V., Germany
United Nations Office on Drugs and Crime (UNODC), Austria
Wirtschaftsuniversität Wien (WU), Vienna University of Economics and Business, Austria
Total funding volume in USD

	Country of Implementation	Total Funding Volume under the World Bank Group settlement in USD	Total Funding Volume under the European Investment Bank settlement in USD	Project Status
	Global	3,50 M	-	activities in progress
	Global – with focus on Argentina, Bangladesh, Brazil, Egypt, India, Indonesia, Kenya, Malaysia, Thailand, and Ukraine	4,00 M	-	activities in progress
	Global	2,00 M	-	activities in progress
	Regional – Bangladesh, India and Pakistan	2,00 M	-	activities in progress
	Global – with focus on Algeria, Croatia, Saudi Arabia, Serbia, South Africa, Uzbekistan	3,00 M	-	activities in progress
	Global – with focus on Argentina, Romania, and Spain	1,00 M	-	activities in progress
	Global – with focus on Brazil, Colombia, Egypt, Ethiopia, Malaysia, Saudi Arabia, Uzbekistan	4,00 M	-	activities in progress
	Regional - Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda, Zambia and selected Belt and Road Initiative countries	1,00 M	-	activities in progress
		20,50 M	-	

Due to rounding differences, the figures as presented in the table above may not add up exactly to the total Funding Amount of USD 20,5 M for the Golden Stretch Funding Round.

B.

Siemens Integrity Initiative

Siemens Integrity Initiative covers all major growth regions and high-risk countries with 85 projects and a total committed funding of ~ USD 120 M

The chart illustrates the regional spread and balance of the First, Second, Third and Golden Stretch Funding portfolio

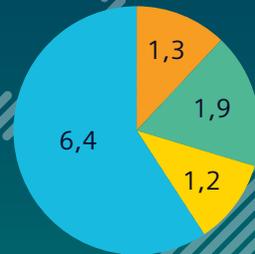
Global Projects



37,1 M

19 Projects with activities in many countries and 28 Golden Stretch country modules

Americas



10,8 M

7 Projects, 3 sub-projects 5 country modules

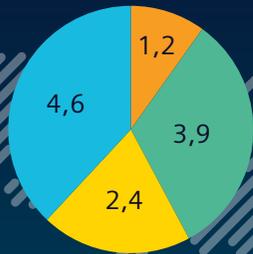
Region/Country of implementation (number of project proposals)

○ Bubble size = Approximate value of funding

- First Funding Round
- Second Funding Round
- Third Funding Round
- Golden Stretch Funding Round

Note: Schematic illustration only. Country Modules estimates vary depending on budget structure. Due to rounding, numbers presented may not add up precisely to the totals provided. Status: October 1, 2021

Central & Eastern Europe



12,1 M
10 Projects
3 country modules

Kazakhstan



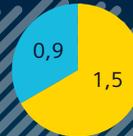
0,8 M
1 Project

Uzbekistan



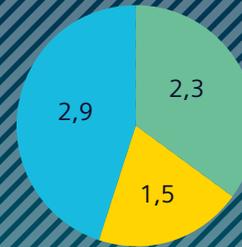
0,7 M
2 country modules

Russia



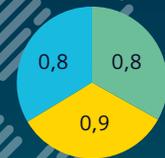
2,4 M
1 Project
1 sub-project

China



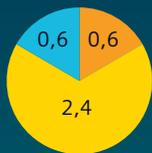
6,7 M
5 Projects
1 sub-project

South Korea



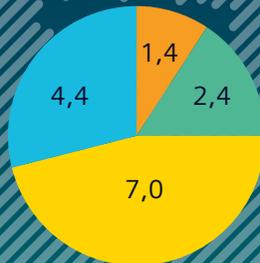
2,5 M
3 Projects

Southern Europe



3,6 M
3 Projects
2 country modules

Middle East



15,2 M
10 Projects,
1 sub-project
4 country modules

Pakistan



0,3 M
1 country module

Myanmar



0,8 M
1 Project

Bangladesh



0,6 M
2 country modules

India



4,8 M
3 Projects,
3 sub-projects
1 country module

Africa



16,0 M
14 Projects,
3 sub-projects
4 country modules

Asia-Pacific



5,0 M
4 Projects
4 country modules



Project profiles and highlights of activities in 2022

The following pages contain project objectives and funding volumes as agreed with Integrity Partners in the respective funding agreements.

For ongoing projects under the Third Funding Round and Golden Stretch Funding Round the descriptions of activities undertaken in this year (2022) were provided by the Integrity Partners in their respective Annual Progress Report 2022 and approved by the relevant Integrity Partners for external use.

Integrity Partners submitted the following documentation, which was the basis for the review of progress:

- Annual Progress Report, which provides an overview of activities undertaken and an assessment of progress made
- Annual Financial Report, which shows the utilization of funds per activity in comparison to the original budget set in the Funding Agreement
- Audit Statement by an external audit company, which verifies the financial report and provides an unqualified audit opinion on the use of funds
- Updated Work Plan and Updated Budget for 2023 where relevant

For Integrity Partners in the First, Second and Third Funding Rounds that have completed their activities, a Final Report including the following information was provided and used as the basis for review:

- Final Progress Report, which provides an overview of activities undertaken and an assessment of progress made
- Final Financial Report, which shows the utilization of funds per activity in comparison to the original budget set in the Funding Agreement
- Audit Statement by an external audit company, which verifies the financial report and provides an unqualified audit opinion on the use of funds



- Payment and expense overview
- External evaluation of impact

All **31** Siemens Integrity Initiative **First Funding Round** projects were completed by March 3, 2017. Key activities over the entire project period were reported on in one of our previous Annual Reports and therefore no First Funding Round Projects are included in this Annual Report.

To obtain information on the thirty-one (**31**) fully completed projects please refer to the previous Annual Reports 2012, 2013, 2014, 2015, 2016 and 2017 of the Siemens Integrity Initiative.

The respective projects are: Basel Institute on Governance, Beijing New Century Academy on Transnational Corporations (NATC) I, Central European University (CEU), COCIR, Convention on Business Integrity (CBI), Federation of Korean Industries-International Management Institute (FKI-IMI), Foundation for the Global Compact (UN PRME), Foundation for the Global Compact (UNGC / 5 countries), Fundación Universidad de San Andrés (FUdeSA), Humboldt Viadrina School of Governance, International Anti-Corruption Academy (IACA), Austria, International Business Leaders Forum (IBLF), Instituto Ethos – Ethos Institute for Business and Social Responsibility, Brazil, Maala Business for

Social Responsibility, Israel, Makati Business Club (MBC), Organisation for Economic Co-operation and Development (OECD) – MENA, Oživení, Partnership for Governance Reform (PGR) – Kemitraan, The Polish Chamber of Commerce of Medical Devices (Polmed) I, Sequa, Transparency International Bulgaria, Transparency International Italy, The Ethics Institute, South Africa, Transparency International Mexico, Transparency International USA, United Nations Development Programme (UNDP), University of Cairo, three UNODC I projects, and VCCI.



• Project profiles and highlights of activities in 2022

All **24** Siemens Integrity Initiative **Second Funding Round** projects have completed their activities by March 2, 2021.

Information on key activities over the entire project period for the **24** projects were already reported in the Annual Report 2017 (2 projects), Annual Report 2018 (10 projects), Annual Report 2019 (10 Projects) and Annual Report 2020 (2 projects).

The respective projects are: Al Akhawayn University in Ifrane (AUI), Basel Institute on Governance, Beijing New Century Academy on Transnational Corporations (NATC), Confederation of Indian Industry (CII), Etik ve Itibar

Derneği (TEID), Foundation for the Global Compact, Global Compact Network India (GCNI), Global Compact Network Korea (GCNK), International Anti-Corruption Academy (IACA), MedTech Europe, Organisation for Economic Co-operation and Development (OECD) Morocco project, Organisation for Economic Co-operation and Development (OECD) Russia project, Pan African Lawyers Union (PALU), Pearl Initiative (PEARL), The Ethics Institute (TEI) Mozambique project, The Ethics Institute (TEI) South Africa project, The Polish Chamber of Commerce of Medical Devices (POLMED), Transparency International Secretariat (TI-S), Transparency International España (TI-España),



Transparency International Italia (TI-It), United Nations Office on Drugs and Crime (UNODC), United Nations Development Programme (UNDP) Egypt, Morocco and Tunisia project, United Nations Development Programme (UNDP) Iraq and Libya project and Wirtschaftsuniversität Wien (WU).

Further information is provided on www.siemens.com/integrity-initiative.

3 Siemens Integrity Initiative Third Funding Round Projects completed their activities by March 2, 2023.

In this Annual Report 2022, information on key activities over the entire project period for the 3 projects is included, namely the Beijing New Century Academy on Transnational Corporations (NATC), the East-West Center (EWC), and the Global Compact Network Korea (GCNK).

For all projects the Project Profiles in Section C were provided by the Integrity Partners and approved by them for external use.

C1.

First Funding Round Projects: Project profiles and highlights of activities up to 2017

For projects under the First Funding Round the descriptions of activities undertaken over the entire project period were provided by the Integrity Partners in their respective Final Progress Reports and approved by the relevant Integrity Partners for external use.

All 31 First Funding Round projects have been fully completed and reported on in the Annual Reports of 2011, 2012, 2013, 2014, 2015, 2016 and 2017.

No First Funding Round projects are covered in this Section C1.



C2.

Second Funding Round Projects: Project Profiles and highlights of activities up to 2020

For projects under the Second Funding Round the descriptions of activities undertaken over the entire project period were provided by the Integrity Partners in their respective Final Progress Report and approved by the relevant Integrity Partners for external use.

All 24 Second Funding Round projects have been fully completed and reported on in the Annual Reports of 2017 (2 projects), 2018 (10 projects), 2019 (10 projects) and 2020 (2 projects).

No Second Funding Round projects are covered in this Section C2.



C3.

Third Funding Round Projects: Project Profiles and highlights of activities in 2022

For the 22 projects under the Third Funding Round the descriptions of activities undertaken in 2022 were provided by the Integrity Partners in their respective Annual or Final Progress Report 2022 and are approved by the relevant Integrity Partners for external use.

Of the 22 Third Funding Round projects, 3 projects have completed their activities and are reported on in this Annual Report 2022.

19 projects remain active with implementation of activities still in progress.



DESCRIPTION OF INTEGRITY PARTNER

Established in 2003, the **Basel Institute on Governance** is an independent and international non-profit organisation working around the world with public and private partners to prevent and combat corruption and strengthen governance.

- The Collective Action team supports companies and multi-stakeholder groups with advice on Collective Action initiatives and hosts the B20 Collective Action Hub
- The Private Sector team supports companies and multi-stakeholder groups with advice on Collective Action initiatives and hosts the B20 Collective Action Hub. The team also helps organisations strengthen governance systems and implement effective anti-corruption compliance programmes
- The International Centre for Asset Recovery (ICAR) assists countries in tracing and returning stolen assets with training, case and legal advice, and digital tools including the Basel AML Index and Basel Open Intelligence
- The Public Governance team researches the root causes of corruption and develops evidence-based anti-corruption approaches
- The Green Corruption team works across the Basel Institute's divisions to apply anti-corruption and governance approaches to issues of environmental crime and degradation

Name of Integrity Partner:

Basel Institute on Governance in cooperation with the Organisation for Economic Co-operation and Development

PROJECT:

Positioning Collective Action as a Compliance Norm

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global	5 years	2,86 M	Switzerland

This project implemented by the Basel Institute on Governance and the Organisation for Economic Co-operation and Development aims to embed Collective Action in compliance by developing a global norm, bolstering its application, and innovating Collective Action to address demand-side bribery and human rights synergies through three objectives.

First, the project seeks to position Collective Action as a norm by key standard-setting and enforcement institutions. Through strategic awareness-raising and advocacy, the project will encourage targeted institutions to create stronger incentives for more private sector and other actors to engage in Collective Action.

Second, it will equip compliance professionals and Collective Action practitioners with effective methodologies for launching and sustaining Collective Action initiatives through peer-learning and best-practice sharing.

Third, the project will generate innovation in anti-corruption Collective Action in two areas. To address the demand side of bribery the project will scale up the use of High Level Reporting Mechanisms (HLRM). In response to corporate demands for increased effectiveness of compliance systems, the project will identify ways to capitalise on synergies between bribery prevention and human rights protection through Collective Action.

PROJECT AT A GLANCE:

To embed Collective Action in compliance by developing a global norm, bolstering its application, and innovating to address demand-side bribery and human rights synergies

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- [Acting as network partner and Co-Chair](#) for the Indonesian B20 Integrity & Compliance Taskforce 2021-22 and contributing to the policy paper from the [B20 on Integrity & Compliance](#)
- Contributing to the [2021 OECD Anti-Bribery Recommendation](#), which is the first international standard that requires countries to undertake commitments related to anti-corruption Collective Action
- Convening of the [4th International Collective Action Conference](#) in Basel, a one and a half day event with over 200 practitioners representing diverse countries, sectors and stakeholder groups. The conference findings highlighting latest developments in Collective Action have been [published together with graphic recordings of the three stakeholder sessions](#)
- Developing a guidance document on “[Engaging the private sector in Collective Action against corruption](#)” with the Network of Corruption Prevention Authorities
- Launching the new-look B20 Collective Action Hub at [collective-action.com](#) which provides a go-to website for resources on Collective Action including a growing [database of initiatives](#)
- Moderating the Conference of States Parties side event “[Stepping up Global Action for Business Integrity](#)”
- Teaching the Collective Action Module of [the International Master in Anti-Corruption Compliance and Collective Action \(IMACC\) 2021/2022](#)
- Launching of the [Infrastructure Anti-Corruption Toolbox website](#) by the OECD which includes the High Level Reporting Mechanism

Impact

- The inclusion of Collective Action in the OECD 2021 Anti-Bribery Recommendations is a critical step in creating awareness and action by standard-setting and enforcement institutions. Additional active participation in key global forums, bilateral meetings and outreach led to several policy endorsements, including that of the Network of Corruption Prevention Authorities and Indonesia B20 Integrity & Compliance Taskforce
- The international reach of the 2022 International Collective Action Conference, which gathered over 200 practitioners, has facilitated the dissemination of best practice and enabled peer learning, including among Siemens Integrity Initiative Integrity Partners

DESCRIPTION OF INTEGRITY PARTNER

NATC is a non-profit independent legal entity specialized in researching the global and China's strategy of Transnational Corporations (TNCs), corporate governance, management structure, and corporate philosophy and culture with a focus on corporate social responsibility.

NATC has gained recognition from government agencies and from foreign and domestic companies for its research work. Drawing upon its research capability, NATC submits policy recommendations for the Ministry of Commerce and other government agencies, and at the same time offers consulting advice to Chinese and foreign TNCs.

Since 2011, NATC has conducted two rounds of Siemens Integrity Initiative projects, which provides a platform for practice and promotion as well as communication and exchange on the subjects of corporate governance, compliance and anti-commercial corruption for every aspect of governments, industries, scholars and media to further improve the corporate governance and compliance of domestic and overseas enterprises.

Name of Integrity Partner:

Beijing New Century Academy on Transnational Corporations (NATC)

PROJECT:

Improving the Effectiveness of Compliance Programs of Chinese Enterprises

COUNTRY OF IMPLEMENTATION: DURATION: USD (MILLION): REGISTERED IN:

China

3 years

1,50 M

China

NATC will improve effective compliance management of Chinese enterprises and push compliance Collective Action in China through making efforts in the following three objectives.

Firstly, through submitting policy recommendations to government departments, unifying key driving partners and building an alliance in the target industries to address key compliance issues, publishing compliance books and conducting compliance forums to promote tools and best practices for effective compliance management, NATC will support enterprises in three target industries (energy, industry and healthcare) to improve the effectiveness of compliance management.

Secondly, NATC will promote a "Belt and Road" initiative with emphasis on compliance and integrity by enhancing commitment from relevant Chinese departments, unifying pilot enterprises to address key compliance risks, as well as capacity building and best practices sharing for the enterprises.

Lastly, NATC will contribute to bringing up compliance talents through developing a training curriculum for compliance practitioners at different levels and conduct trainings accordingly. NATC will also have dialogue with relevant Chinese departments to push them to list compliance professionals as an official profession in China.

PROJECT AT A GLANCE:

Promoting effective compliance management and enhancing compliance and integrity culture of Chinese enterprises

KEY ACTIVITIES OVER THE ENTIRE PROJECT PERIOD (OCTOBER 2019 – SEPTEMBER 2022):

- Coordinated and contributed to the policy recommendation process for the recognition of corporate compliance officers and compliance practitioners as an official [new profession](#) in China
- Developed the “Certification Standard for Compliance System” for Shenzhen government bodies and provided evaluation support and guidance to pilot enterprises in Shenzhen to improve specific compliance procedures in overseas operations
- Provided intellectual support in 2 compliance pilot programs initiated by the Beijing State-owned Asset Supervision and Administration Commission and supported in the drafting of Compliance Management Guidelines for Municipal State-owned Enterprises
- Strengthened the compliance of private enterprises through cooperation with the All-China Federation of Industry and Commerce and other related ministries in releasing compliance standards and providing relevant compliance training
- Joined in developing the standard for “third-party supervision and evaluation mechanisms” applicable to enterprises involved in criminal cases, and provided remediation guidance, evaluation support, and recommendations to the respective entities
- Published 3 compliance books titled [The Evaluation of the Effectiveness of Compliance Systems](#), [Research on Compliance Risks and Countermeasures of Enterprises Participating in “the Belt and Road”](#) and [Advanced Research on ESG Compliance](#)
- Developed curricula and held 8 training programs for over 750 compliance professionals representing around 300 enterprises
- Conducted 10 compliance seminars and drafted 11 compliance templates and manuals for 3 target sectors to help over 30 target enterprises improve their internal compliance policies and deficiencies in compliance management
- Convened 2 forums in [Shenzhen](#) and [Qingdao](#) with over 300 participants in attendance, as well as 2 high-level expert forums on the “Rule of Law and Compliance” to enable best practice sharing

Impact

- The professionalization of compliance practitioners combined with training of compliance professionals has helped to alleviate the shortage of compliance skills in Chinese enterprises
- NATC’s project activities have promoted and enabled improved compliance systems in state owned and private enterprises across various regions in China as well as in enterprises with transnational operations. This has helped to enhance the compliance culture locally and has increased awareness of integrity in the “belt and road” initiative
- Best practice sharing and the advocacy of Environmental, Social, and Corporate Governance (ESG) compliance has stimulated voluntary compliance responses and supported external supervision across various types of entities in China

DESCRIPTION OF INTEGRITY PARTNER

Founded in Shanghai in October 1951, the **East China Normal University** (ECNU) is one of the most prestigious universities in China and is sponsored by the national programs "Project 211" and "Project 985". ECNU offers doctoral programs in 30 of its first-level disciplines and master's programs in 37 first-level disciplines and is authorized to confer 20 professional master's degrees and doctoral degree in education. The university sponsors or supervises the publication of 23 academic journals and periodicals, as well as four English-language academic journals.

The Research Center for Corporate Compliance (RCCC) of ECNU is the first non-profit research organization in China that provides platforms for researchers, compliance practitioners and policymakers to communicate. The orientation of the research center is to achieve the combination of the research on law and other fields with close practices of compliance and to train people so that they become experts on corporate compliance.

Name of Integrity Partner:

East China Normal University

PROJECT:

Great China Compliance

COUNTRY OF IMPLEMENTATION: DURATION: USD (MILLION): REGISTERED IN:

China

3 years

0,80 M

China

The project seeks to develop a compliance education program for college students and professionals. Companies and universities will be able to benefit from our project and its positive outcomes.

Furthermore, group work on compliance R & D and annual meetings for Collective Action will be launched as one aspect of the project.

The project will be divided in two parts. The first part covers the compliance education program. The higher education of corporate compliance will be integrated as a subject in the system of higher education.

A short-term Corporate Compliance Program will be launched as a simple version of compliance education for students and professionals (one step at a time from the city of Shanghai

to the region of Shanghai, and then countrywide).

The second part of the program refers to Collective Action in the form of publications, working groups, and annual meetings. These activities seek to share compliance knowledge and techniques.

An annual meeting of the healthcare sector in Shanghai will be planned to summarize the healthcare compliance development.

At the end of the project, the standards of corporate compliance higher education will be established, the first experiences of which will have been undertaken; thus, the compliance awareness and compliance techniques of compliance professionals in the healthcare sector in China will be enhanced.



PROJECT AT A GLANCE:

The project will address the lack of higher education for compliance professionals and promote Collective Action Initiatives in the healthcare sector to raise skills and competence of compliance professionals, improve compliance standards and reduce corruption

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- Founded the [Chinese University Compliance Alliance](#) to promote compliance in higher education and compliance research. [A total of 29 organizations](#), mainly universities, and a total of 82 professionals, mainly law professors, joined as inaugural members. Professor Wanli Zhou, the project manager of the Great China Compliance project was elected as the first president of the Chinese University Compliance Alliance
- Established the [Shanghai Research Base on Criminal Compliance and Monitorships](#) as part of the “Connecting University and Procuratorate Integrity Pact” to fight corruption and financial criminality. Professor Wanli Zhou was elected as the executive director of the Research Base which has since its inauguration trained over 100 Shanghai compliance monitors
- Held the 3rd annual [Sustainable Development Compliance](#) hybrid meeting with more than 200 participants including 50 in-person participants
- Organized compliance education programs for college students in [the fall semester](#) and [the spring semester](#), with a total of 83 students who received program certificates
- Organized compliance training programs for professionals focusing on [Compliance Management Systems](#), [New Anti-Monopoly Law and Compliance](#), [Integrated Corporate Governance](#), and [Criminal Compliance and Monitorships](#), with a total of 295 compliance professionals who received program certificates
- Published the position book [Compliance Higher Education and its Curriculum Design](#), the textbook [Corporate Compliance](#), the [Corporate Compliance Officer Manual](#), the monograph [Compliance-based Regulation](#), and the reference book [Compilation of the Necessary Practice Standards for Corporate Compliance Officers](#)

Impact

- The Chinese University Compliance Alliance is the first compliance Collective Action initiative to engage universities in China to facilitate compliance communication, higher education and nationwide research
- The Shanghai Research Base on Criminal Compliance and Monitorships has through its training of Monitors increased awareness, skills, and competence in principles of integrity and ethics
- The compliance textbook, compliance reference book and compliance handbooks have become popular and useful resources for compliance learners and practitioners

DESCRIPTION OF INTEGRITY PARTNER

The **East-West Center** (EWC) was established by the United States Congress in 1960 and serves as a resource for information and analysis on critical issues of common concern, bringing people together to exchange views, build expertise, and develop policy options. Headquartered in Honolulu with an office in Washington, DC, the EWC is a non-profit organization that promotes better relations and understanding among the people of the Asia-Pacific region through cooperative study, research, and dialogue.

The EWC's 21-acre Honolulu campus, adjacent to the University of Hawaii at Manoa, is located midway between Asia and the United States mainland and features research, residential and international conference facilities. The EWC brings together more than 3 000 individuals per year from around the world to participate in its programs and has 65 000+ alumni.

Name of Integrity Partner:

East-West Center in cooperation with the Indonesian Institute for Independent Judiciary (LeIP)

PROJECT:

Advancing the Indonesian Fight Against Corruption

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Indonesia	4 years	0,80 M	USA

This project addresses three of the most pressing issues in the ongoing efforts to combat endemic corruption in Indonesia:

1. uneven performance of the new regional Anti-Corruption Courts (ACC) that were created to re-place a single centralized ACC
2. a confused and inadequate legal framework for the protection of whistle-blowers and justice collaborators in corruption cases, and
3. ineffective measures to address widespread corruption in the private sector and, more specifically, shortcomings in compliance regimes and internal protection for the whistleblowers

This is an opportune time to address these issues because the Indonesian government has identified "effective prevention and eradication of corruption" as a national priority, beginning in 2019.

To begin to achieve this goal, the Government enacted the National Strategy for the Prevention and Eradication of Corruption and announced that the Corruption Eradication Commission (KPK) will lead its implementation.

The project's three objectives will respond directly to the Indonesian need for support in a broad range of anti-corruption activities.



EAST-WEST
CENTER



PROJECT AT A GLANCE:

To enhance the capacity of Indonesian judiciary, governmental institutions, the National Anti-Corruption Commission and private enterprises to combat corruption more effectively

KEY ACTIVITIES OVER THE ENTIRE PROJECT PERIOD (JANUARY 2020 – JULY 2022¹):

- Published the [“Anti Corruption Courts in Indonesia: Between Expectation and Reality”](#) research report on the performance of Anti Corruption Courts (ACCs) in Indonesia addressing problems and challenges constraining the performance of the courts, including policy recommendations for the enhancement of the performance of the ACCs in Indonesia
- Endorsement from leadership of Supreme Court, the Anti-Corruption Commission, and anti-corruption court’s judges of the findings; and commitment to follow up the policy

recommendations to improve the legal framework and institutional aspects of the ACCs

- Produced the initial report on the inadequacies of the current Indonesian legal and institutional framework and on international best practices that provide incentives and protection for whistleblowers and justice collaborators
- Raised public awareness on the problems and challenges of the ACC’s performance in Indonesia through social media engagements and dissemination of info-graphics and media coverage on the main challenges of the ACCs in Indonesia
- Completed the corruption tolerance testing on the general population of Indonesian adults. The survey found that Indonesian study participants tolerated corruption less than in other countries. The results may indicate that additional resources devoted to combating corruption in Indonesia may be wise, because the population may be more receptive to such efforts than in other countries

Impact

- The report on the ACC’s evaluation and the findings from the research on Whistleblower protection addresses the current shortcomings of anti-corruption adjudication in Indonesia. As such, these reports will be essential for parliamentarians, judicial actors, civil society, and policymakers to promote better performance of the ACCs and whistleblower protection in Indonesia
- Public awareness on the problems and challenges of the ACCs’ performance was raised, which creates pressure for change of the ACCs legal framework and institutional governance
- The strategic partnership with key decision makers in the judiciary, the anti-corruption commission, relevant ministries and key member of Parliament in the Law Commission was enhanced as a result of intensive communications and consultation in the dissemination of law and policy recommendations from the ACCs research report and the Whistle Blower Protection research findings. This shows positive direction towards change in the law and the institutional framework to combat corruption in Indonesia

¹ Mutual Agreement for Termination with East West Centre (EWC) reached on August 11, 2022 after new strategic directions of EWC are no longer a perfect match with the objectives of the Project

DESCRIPTION OF INTEGRITY PARTNER

The **Ethics and Reputation Society** (Etik ve İtibar Derneği – TEID) is a not-for-profit NGO founded in 2010 with competence in integrity risk management and anti-corruption aiming to develop and encourage adherence to internationally recognized business ethics principles within the Turkish business environment. TEID acts as a point of reference for private sector companies to implement the principles of business ethics and with the public sector in the pursuit of a socio-economic environment that incentivizes compliance with these principles.

TEID has over 200 corporate members with a total yearly income exceeding 15% of Turkey’s GDP, employing more than 800.000 persons.

All corporate members are signatory of TEID Integrity Pledge, which is Turkey’s biggest cross-sectoral Collective Action initiative. TEID has also several roles and memberships in international anti-corruption initiatives.

Name of Integrity Partner:

Etik ve İtibar Derneği – TEID

PROJECT:

Leveling the Playing Field with the Turkish Integrity Center of Excellence - TICE

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Turkey	3 years	0,80 M	Turkey

Since 2014, the Turkish Integrity Center of Excellence (TICE) has been working on elevating the awareness on corruption effects and developing tools to combat corruption in the private sector while also setting an example for the public sector with its content development and capacity building activities.

With this project at hand, TICE aims now to take its efforts to the next level and elevate the integrity risk management abilities of local companies to match the high “extended enterprise integrity risk management” standards of multinational companies. TICE will contribute with two specific objectives:

1. provide practical solutions that transform companies’ intent into impact by leveraging behavioral and institutional dimensions of integrity to therefore be in better accord with the extended enterprise integrity risk management priorities of Multi-National Companies (MNCs)
2. develop Collective Action to disseminate and incentivize standardized sustainable and responsible business conduct by building alliances against corruption

TICE’s priority is to reach out to local companies in selected sectors and cities. Large companies and MNCs operating in Turkey will play a leveraging role to help their supplier Small and Medium Enterprises (SMEs) to establish their own anti-corruption compliance program.

PROJECT AT A GLANCE:

To level the playing field by increasing the extended enterprise risk management capabilities of multi-national corporations (MNCs) and local conglomerates by building alliances against corruption

**KEY ACTIVITIES
 (OCTOBER 2021 – SEPTEMBER 2022):**

- In the project's 1st cross-sector Collective Action initiative, a total of 195 corporate members have signed the [TEİD corporate members Integrity Pledge](#). This represents an increase of 70 new corporate members since project activities started and includes 17 companies from the Istanbul Chamber of Industry's list of Top 500 companies (ISO 500)
- The project's 2nd cross-sector Collective Action Initiative followed a top-down approach driven by the Federation of Sectoral Associations (SEDEFED) which represents over 45 sectoral associations. The "[Ethical Declaration on Business Ethics Principles](#)" was signed by representatives of SEDEFED member associations on May 18, 2022

- The project engaged 2 further sector specific Collective Action initiatives, the 1st being the launch of the [Turkish Shipowners' Ethics Principles](#) which was signed by members of the Türk Armatörler Birliği (Turkish Shipowners Association) on June 30, 2022
- The project's 2nd sector specific Collective Action initiative is the "Responsible Miners Initiative" together with the Türkiye Madenciler Derneği (Turkish Miners Association – TMD). A booklet covering Business Ethics & Transparency, Health & Safety, Nature & Ecosystem and Social Dialogue and local development was shared with TMD member companies
- TEİD continued its knowledge sharing and capacity building activities in 72 online and physical events which reached 4 422 attendees from 1 608 companies in total, including 258 ISO 500 companies, 327 industry sector companies and 97 healthcare sector companies. Video recordings on the [TEİD YouTube channel](#) made broader outreach to different geographical regions in Turkey possible
- Online editions of TEİD Academy's 9th, 10th and 11th Corporate Ethics and Compliance Management Certification Program (ECP) were held which enabled wider reach to 122 participants from 78 companies including 31 ISO 500

companies, 6 companies from the healthcare sector and 69 companies from the industry sector

- 12 awareness raising events reached 607 students on topics relating to business ethics and the ethics and compliance profession
- An [INguide](#) publication provided guidance and information on the ethics and compliance profession qualification and standards to enable better understanding and recognition of the profession

Impact

- TEİD's cross sector and sector specific Collective Action initiatives have helped to raise the awareness of and commitment to responsible business practices in many Turkish companies. In this reporting period alone, 7 ISO 500 companies introduced new or revised responsible business related codes of ethics or anti-corruption policies after participating in TEİD's training and knowledge sharing events
- TEİD's certification of well over 300 ethics and compliance professionals has raised the knowledge, skills and qualifications of practitioners which in the medium to long term will enable an improved responsible business culture and a leveled playing field to the benefit of all market participants

DESCRIPTION OF INTEGRITY PARTNER

The [European Chamber of Commerce](#) (Eurocham) in Ivory Coast (IC) was created in 2009 at the initiative of businesspeople and leaders, mostly companies and multinational groups established in Côte d'Ivoire.

The main activities of Eurocham aim at the following objectives:

- Representing the European business community in the Republic of Ivory Coast vis-à-vis the public authorities, corporate organizations and European bodies
- Facilitating the development of business activities originating from European countries
- Promoting industrial and commercial exchanges between the EU and the IC as well as European investments in IC
- Contributing to the improvement of the business climate and the use of good practices through constructive dialogue with the Ivorian authorities, in collaboration with other consular chambers and professional organizations
- Contributing to the economic integration of the sub region, the West African Monetary and Economic Union (UEMOA) and the Economic Community of West African States (ECOWAS), in terms of trade and free movement of goods and services and sustainable development
- Being a source of information and networking for member companies
- Providing technical and practical services to its members
- Carrying out concrete actions of advocacy and lobbying in support and defense of the interests of its members, as part of their specific common concerns

Name of Integrity Partner:

Eurocham (Chambre de Commerce Européenne en Côte d'Ivoire)

PROJECT:

African certification of corporate governance

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Ivory Coast	5 years	0,80 M	Ivory Coast

This project aims to support the efforts of the Ivorian Government and specialized agencies by encouraging and providing support to Small and Medium Enterprises (SMEs) in the implementation of good corporate governance measures.

The first objective of this project is to raise awareness about the importance and benefits of implementing good corporate governance measures. Examples of good practices and ways to implement these practices will be presented to participating SMEs through a year-long training scheme and the dissemination of a monthly newsletter.

The second objective, after the training period, aims to provide support to 60 SMEs for three years. During this time, at least three good corporate governance measures will be implemented in each SME (one per year) with the help and support of an Expert Consultant.

At the end of the three years, by March 2024, all SMEs who have successfully implemented at least three good corporate governance measures will receive the Certificate of Good Governance.

This certificate will serve as a competitive and commercial advantage for SMEs. The certification will be guaranteed by the private sector itself through the promotion of the Certificate to Eurocham's members and partners.

PROJECT AT A GLANCE:

Encouraging the implementation of at least three good corporate governance measures by SMEs through the attribution of a Good Governance Certification

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- The 60 SMEs selected for participation in the certification program signed a commitment charter to fight corruption and promote good governance. This commitment charter was also shared with other SMEs interested in the project but not selected for participation in the certification program
- Each of the participating SMEs underwent a corporate governance maturity assessment resulting in the identification of two good governance measures for implementation, such as the adoption of good governance company policies or the nomination of

persons responsible for improving good governance practices. SMEs were also supported with guidance and coaching on how to implement the identified measures

- 10 group sessions were organized to foster peer learning networking among the 60 participating SMEs, which allowed for sharing of implementation experiences and defining ways to overcome challenges and difficulties in the implementation of their adopted measures. SMEs which are more advanced in their implementation will be engaged to share their experiences in future group sessions
- 2 networking conference workshops were convened in September 2022 addressing “corruption and public services” and “corruption in business” respectively. Participants included representatives from government and the German embassy as well as more than 120 representatives from SMEs
- 6 newsletters on principles of good governance were published and shared with 100 SMEs and other stakeholders and members

- The [African Certification of Corporate Governance website](#) was refreshed and updated with new material and information on the project and the promotion of clean business

Impact

- The African Certification of Corporate Governance program has helped SMEs identify, combat and report corruption through employee awareness campaigns and the implementation of good governance measures
- Members of the Ivorian government shared their vision on fighting corruption in Côte d'Ivoire at the networking conference workshops
- The established community of SMEs have recognized that fighting corruption is only possible through Collective Action

DESCRIPTION OF INTEGRITY PARTNER

The **Foundation for the Global Compact** was established in 2006 and registered as a 501(c) (3) non-profit organization under New York State law. The Foundation is based on the principle that transparency, integrity and public-private collaboration is essential to finding lasting solutions to pressing global problems.

The Foundation supports the activities of the United Nations Global Compact including fundraising, outreach and engagement with business stakeholders. This is a policy and engagement platform for businesses that are committed to aligning their operations and strategies with the Global Compact’s ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

Name of Integrity Partner:

Foundation for the Global Compact

PROJECT:

Scaling up Anti-Corruption Collective Action within Global Compact Local Networks

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global	4 years	1,70 M	USA

The project titled “Scaling up Anti-Corruption Collective Action within Global Compact Local Networks” aims to:

1. mainstream Collective Action and enhance its understanding and implementation locally
2. mobilize multi-stakeholder efforts to identify and develop plans to address corruption challenges within a country/sector, and
3. engage with governments and other stakeholders to enhance public-private cooperation in fighting corruption

To this end, the project will adopt a three-pronged approach:

1. development of an Anti-Corruption Collective Action Playbook for Global Compact Local Network(s) (GCLN) to mainstream the understanding and uptake of Collective Action

2. global launch and roll-out of the Playbook to enable Local Networks in understanding and using the Collective Action methodology to identify and address corruption issues
3. support select GCLNs in their Collective Action initiatives. Underlying this approach will be an overarching goal of facilitating public-private cooperation on Collective Action through policy dialogue and engagement with governments and non-business stakeholders

The project will endeavor to mainstream Anti-Corruption Collective Action and enable GCLNs to engage the private sector and other stakeholders in understanding, initiating and supporting Collective Action.



PROJECT AT A GLANCE:

To enable Local Networks to engage the private sector and other stakeholders in Anti-Corruption Collective Action and to facilitate public-private cooperation through policy dialogue and engagement with governments and non-business stakeholders

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- The Global Compact Office in New York completed and translated training materials for the [Collective Action Playbook](#) into [Arabic](#), [Portuguese](#), [Spanish](#) and [Ukrainian](#), and supported project local networks in carrying out their Collective Action initiatives and policy dialogue series
- [The International Anti-Corruption Day website](#) was launched and featured video statements from 11 Networks as well as the Global Compact Network CEO and Executive Director

Notable Global Compact Local Network accomplishments include:

- GCN Brazil: Launched the [Collective Action Playbook in Portuguese](#) and a [Guide for the implementation and monitoring of Anti-Corruption Collective Action Initiatives](#). The network also published and launched a “[Best Practices Guide on Anti-corruption in Agroindustry](#)” that addresses 8 topics mapped in the corruption risk assessment of the sector
- GCN India: Developed a Project Roadmap on “Strengthening Transparency in Healthcare Ecosystem: Price transparency and value-based care in India.” Various campaigns and discussions were conducted to raise awareness and promote anti-corruption Collective Action during the [International Anti-Corruption Day](#) and the [Vigilance Awareness Week](#)
- GCN Kenya: Collaborated with the Kenya Leadership Integrity Forum to organize policy dialogue, a public lecture, the review and update of the 2019/2023 Kenya Integrity Plan matrix, and the training of 66 Liaison Officers charged with its implementation. Outreach was also conducted and over 80 companies were enlisted this year to sign up to the [Kenyan Code of Ethics](#)

- GCN Ukraine: Promoted the handbook on “[Fighting Corruption: Collective Action](#)” and the [Collective Action Playbook](#). During events organized in partnership with the Ukraine Reform Conference and the Embassy of Switzerland in Ukraine, 16 companies signed the [Memorandum on Joint Anti-Corruption Actions in Ukraine](#)

Impact

- Continued efforts by the United Nations Global Compact have raised awareness, increased skills, identified risk focus areas and facilitated coordinated momentum toward clean business environments through consultations, advocacy, training, the promotion of best practices and the publication of the Collective Action Playbook

DESCRIPTION OF INTEGRITY PARTNER

Fundación Poder Ciudadano, the Argentine chapter of Transparency International, has almost 30 years of experience leading the fight against corruption and promoting transparency in Argentina.

Our mission: to promote citizen participation, transparency and access to public information to strengthen the institutions of democracy through Collective Action.

Our "Integrity in the Private Sector" Program together with our expertise in public procurement, position us as a technical and legitimate voice to interact and mediate between the State and its suppliers in order to improve the integrity environment.

We are pioneers in working with Integrity Pacts and Multisector Integrity Agreements in the country, and recognized as a proactive organization aimed at promoting reform processes that uphold the principles of integrity, transparency and ethics in the state and business relationship.

Name of Integrity Partner:

Fundación Poder Ciudadano

PROJECT:

Virtuous alliance: SMEs and public enterprises Co-creating environments of integrity for sustainable and inclusive growth

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Argentina	3.5 years	0,80 M	Argentina

This proposal aims to contribute to the development of a virtuous alliance between Small and Medium Enterprises (SMEs) and Public Enterprises and will focus on the co-creation of integrity environments for sustainable and inclusive growth.

We propose

- 1) to raise awareness about the importance of integrity as a condition for improving the competitiveness of SMEs and public companies in the energy sector in Argentina
- 2) to strengthen SMEs and public companies, through the incorporation and elevation of compliance standards; and

- 3) to promote preferential public policies and regulations in order to improve SMEs participation in public procurements, such as decartelization mechanisms and fight against corruption

We will evaluate the levels of integrity of SMEs and public companies in the energy sector, allowing us to create a training and support system for SMEs that enables them to adapt their structures to current legal obligations and access to good practices and international standards in terms of compliance.

We will build a broad alliance between civil society, sector representatives and specialists to influence decision makers to generate preferential public policies and increase the participation of SMEs in public procurement processes and improve their competitiveness.

PROJECT AT A GLANCE:

To improve integrity environments in the State-Market relationship, strengthening SMEs and Public Enterprises in the energy sector, in Argentina

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- An [Integrity in Energy Transition hybrid event](#) was [convened in April 2022](#). Over 70 participants representing government and sector relevant business associations, companies and civil society addressed and discussed the importance of integrity and transparency for the Argentinian energy transition strategy
- In this reporting period, over 50 key energy stakeholders in [10 provinces of Argentina](#) were engaged by the project team to emphasize the importance of integrity in the energy sector and to promote the adoption of integrity programs in state-owned enterprises (SOEs), SMEs and cooperatives
- Discussions were held with various [provincial governments](#) to promote preferential public procurement policies for SMEs that have already implemented integrity programs
- A training program relevant to the energy sector value chain was developed for SMEs, SOEs and cooperatives. The first of 20 training sessions was launched in Argentina's [Salta](#) province in September 2022 with 33 participants in attendance
- 2 customized [toolkits](#) were developed to guide SMEs and SOEs in the design and implementation of their own integrity programs
- The "Virtuous Alliance" [project website](#) was developed with input and feedback from relevant stakeholders, compliance experts and the project advisory council. The website platform provides project information, useful publications and customized implementation tools for SOEs, SMEs, and cooperatives, and will in the future also include an e-learning course on integrity tools for these sector relevant organizations

Impact

- The "Virtuous Alliance" project team has challenged diverse perceptions of corruption across Argentina and has opened the discourse on the integrity agenda at federal level and with relevant energy sector stakeholders by proposing innovative and inclusive ways of changing the status quo through Collective Action to build a clean and stable business environment
- Poder Ciudadano is seen and accepted as a trusted and competent neutral partner in engaging stakeholders, raising awareness, providing guidance and developing tools to help entities identify risk and adopt the latest integrity standards

DESCRIPTION OF INTEGRITY PARTNER

The Global Compact Network Korea

(GCNK) is the Local Network of the UN Global Compact (UNGC) operating in Korea, and aims to promote the UNGC Ten Principles in the areas of Human Rights, Labor, Environment and Anti-corruption. The GCNK has played a key role in disseminating those values to the UNGC participants in Korea from the public, private and non-profit sectors by holding various workshops, conferences, conducting Corporate Social Responsibility (CSR) projects, translating UNGC & CSR related materials, and promoting social dialogue since its establishment in 2007.

The GCNK specializes in developing cooperative partnership among various stakeholders, and one of the key activities of GCNK is to gather, shape and develop collective voices of private and public sector organizations for further collaborative dialogue to advance corporate responsibility in the areas of Human Rights, Labor, Environment and Anti-corruption.

Name of Integrity Partner:

Global Compact Network Korea in cooperation with the Korea Sustainability Investing Forum (KoSIF)

PROJECT:

Business Integrity Society (BIS)

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Republic of Korea	3 years	0,80 M	Republic of Korea

An enabling environment accompanied by rule of law and enhanced compliance capacity of market players must go hand in hand to promote a high level of corruption-free society. Business Integrity Society (BIS) aims to achieve the overall project goal by addressing the following two key objectives during its project years from October 1, 2019 to September 30, 2022.

The first objective is to create an enabling environment through legislation revision and policy proposal on Environmental, Social, Governance (ESG) disclosure, Stewardship Code Guideline and Procurement Act that will lead to increase in transparency and integrity of Korean companies when doing business.

The second objective is to incorporate effective compliance systems and enlarge anti-corruption capacity in all levels of management including CEOs, executives and working levels by effective training, tool and guidance. The anti-corruption training programs will cover cross sectors as well as focus on healthcare and energy industry.

This project will invite key players in the market including National Assembly, Government Ministries, National Pension Funds, Companies, Business Associations, Civil Society and Academia to successfully implement activities and maximize the project impact.

PROJECT AT A GLANCE:

An enabling environment accompanied by rule of law and enhanced compliance capacity of market players must go hand in hand to promote a high level of corruption-free society

KEY ACTIVITIES OVER THE ENTIRE PROJECT PERIOD (OCTOBER 2019 – SEPTEMBER 2022):

- The BIS team proposed the [mandatory Environmental, Social, Governance \(ESG\) disclosure bill](#) to the National Assembly, which mandates all publicly listed companies to disclose ESG in its business reports by 2026. This was the first bill proposal in Korea aimed at accelerating the requirement for ESG disclosure
- The BIS team also proposed a legislative [revision to the Government Procurement Act](#), which requires the government to take anti-corruption agendas into account in public procurement
- An [Anti-corruption Policy Forum](#) was launched by the BIS team together with 15 members of the National Assembly to lay the groundwork for future legislative activities related to ESG disclosure and public procurement. In total

113 National Assembly candidates responded to the policy inquiry questionnaire and anti-corruption pledge

- The BIS team encouraged major pension funds – like for example the Government [Employees Pension Service](#) – to adopt the Stewardship Code. The [Teacher’s Pension](#) responded by incorporating anti-corruption elements as one of the focus areas in the Stewardship Code, and [The Korea Teachers’ Credit Union](#) agreed to adopt the Stewardship Code by 2023 and include anti-corruption as a key focus element
- 2 BIS Summits were convened in [2021](#) and [2022](#) respectively to encourage public and private sector Collective Action. A total of around 400 participants were in attendance and a total of 129 anti-corruption pledges were submitted. Based on an analysis of ESG data and corruption risks over 5 years, the efforts of 16 entities were recognized through the Anti-corruption Champions Award
- Various anti-corruption seminars were convened for the [healthcare](#) and [energy sectors](#) with over 80 attendees from both the public and private sector and with focus on sector specific risk identification and mitigation measures
- 2 guidance books were published, the first for the [healthcare sector](#) and a second for the [energy sector](#). These publications together

with various newsletters and training sessions strengthened the skills and capacity compliance professionals in the relevant industries

- The [BIS Impact Forum](#) was convened in September 2022 with around 120 participating representatives from corporations, public entities, academia and the National Assembly. The forum reflected on project contributions made over 3 years, the overall project impact and the way forward for continued anti-corruption efforts in line with the [10th Principle of the United Nations Global Compact](#)

Impact

- The BIS Project has through Collective Action laid the groundwork for the inclusion of anti-corruption elements in public procurement, facilitated the adoption of the Stewardship Code by major pension funds and strengthened the awareness and capacity of compliance professionals and corporate leaders in Korea
- The BIS Project has contributed to creating an enabling anti-corruption environment, assisted in the advancement of effective compliance systems, and created a high level of engagement among all stakeholders in Korea

DESCRIPTION OF INTEGRITY PARTNER

The **International Anti-Corruption Academy** (IACA) is an international organization and post-secondary educational institution. At present, it is comprised of 76 State Parties and 4 international organizations.

It is the only international organization with a mandate focused solely on fighting corruption through education, research, cooperation, and technical assistance delivery.

IACA strives to complement the United Nations' work in the field of sustainable development, including through project implementation and provision of technical assistance, and to facilitate the implementation of the United Nations Convention Against Corruption (UNCAC).

Its activities benefit public and private sector professionals and practitioners, academics, media professionals, and civil society.

The Academy currently offers four master's degree programmes, various capacity-building trainings, and technical assistance.

IACA also creates platforms for dialogue and networking on anti-corruption issues.

Name of Integrity Partner:

International Anti-Corruption Academy

PROJECT:

"GEAR UP" to fight corruption

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global	5 years	1,50 M	Austria

Within the five years of the project, IACA will train and educate participants in its academic degree programmes, Summer Academy trainings at IACA, Regional Summer Academy (RSA) and Regional Alumni Conference.

Students and participants will be provided with a neutral platform for learning with innovative curricula in a unique, international, interdisciplinary, and inter-sectoral setting. Educational activities during academic studies, trainings as well as the RSA and Regional Alumni Conference, will include practice oriented techniques which will drive incremental change and impact, including compliance and AC labs, panels and roundtable debates, field trips, ethical dilemma trainings, simulation games, industry specific assessments, and Collective Action workshops.

World class practitioners and academics will be involved.

The RSA and the Regional Alumni Conference will be organized in parallel in Africa, in a region of high impact.

These two activities will contribute to increasing the anti-corruption and Collective Action initiatives in the region as well as to growing and strengthening the existing alumni network.

The project will place particular emphasis on enhancing the impact of participants' activities. For this purpose impact driven academic activities will be used together with incentives, and follow-up or monitoring mechanisms.

Building upon IACA's institutional strengths, the ultimate goal of the Project is to put theory and knowledge into practice with real impact.

PROJECT AT A GLANCE:

To empower professionals to fight corruption, improve compliance, pursue Collective Action initiatives, and strengthen the anti-corruption alumni network

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- The final modules for the [Master in Anti-Corruption \(MACS\)](#) October 2021 programme and the [International Master in Anti-Corruption Compliance and Collective Action \(IMACC\)](#) 2020 programme were run online. 21 professionals from Least Developed Countries (LDCs) and Emerging Markets (EMs) received full or partial fee waiver scholarships and are expected to graduate in December 2022
- The first four modules of the MACS and IMACC 2021 programmes were also run online, with 19 professionals from LDCs and EMs receiving full or partial fee waiver scholarships
- The new MACS and IMACC 2022 programme started in September 2022. In the first academic year 2 scholarships were awarded to highly qualified candidates from LDCs and EMs
- The first year of the [Master in Anti-Corruption and Diplomacy \(MACD\)](#) 2021 programme was successfully implemented. This innovative blended learning programme was developed in partnership with the United Nations Institute on Training and Research (UNITAR) and is designed to deepen the understanding of anti-corruption and diplomacy in cross-cutting themes relating to economics, behavioural science, ethics, law, compliance, diplomacy, international law, digital and cyber diplomacy. 2 partial fee waiver scholarships were awarded to professionals from LDCs and EMs. The next MACD 2022 class will start in November 2022
- The [International Anti-Corruption Summer Academy 2022](#) was convened in-person from June 25 to July 1, 2022 with 55 participants from 31 countries in attendance. 10 full scholarships and 5 tuition fee waivers were awarded to highly qualified professionals from LDCs and EMs
- The first [Executive Diploma in Anti-Corruption and Diplomacy 2022](#) online programme developed by IACA and UNITAR ran from March 21 to September 11, 2022. 22 participants from around the globe enrolled in the programme, and 9 tuition fee waivers were awarded to successful applicants from LDCs and EMs

Impact

- Through IACA's MACS, IMACC, MACD, Summer Academy and other programmes and short courses, it is expected that the knowledge and skills of students and participants will be enhanced, leaving them well-placed and motivated to use their new insights in innovative ways to prevent and combat corruption and to enable clean and stable business environments in their respective countries

DESCRIPTION OF INTEGRITY PARTNER

The Chamber of Legal Consultants "**Kazakhstan Bar Association**" is a self-regulated organization established on the basis of compulsory membership for the purpose of regulating the activity to provide legal assistance and control over the activities of their members with respect to their compliance with the requirements of the legislation of the Republic of Kazakhstan on advocacy and legal assistance, rules and standards of the Chamber, the Code of Professional Ethics included in the Register of the chambers of legal consultants.

Name of Integrity Partner:

Kazakhstan Bar Association in cooperation with the Legal Policy Research Centre

PROJECT:

Implementation of a systematic, structured and effective policy of improving business integrity and developing corporate governance in Kazakhstan according to OECD standards

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Kazakhstan	3 years	0,80 M	Kazakhstan

The Project activities are aimed at achieving 2 objectives:

1. Creating an enabling favorable legal environment and implementing international anti-corruption obligations by encouraging the Government to incorporate international anti-corruption standards into the laws of Kazakhstan by amending certain provisions of its anti-corruption legislation
2. Promoting international anti-corruption standards and clean business practices in corporate and academic circles by bringing draft amendments before the Government to introduce additional legislative requirements for companies to develop, adopt and implement anti-corruption standards and internal control, ethics and compliance systems

Representatives of the private sector, public administration, academia and students will be trained through online and offline project training.

Findings made as a result of diagnostics and OECD reporting will be used for promotional materials on the implementation of anti-corruption standards in business, the development of a culture of integrity and ethics and compliance in business.

Owing to the project, 40% of companies in piloted sectors will implement and actively use a complete and high-quality compliance system.

PROJECT AT A GLANCE:

The project goal is to reduce the level of corruption in Kazakhstan by implementing a systematic, structured and effective policy of improving business integrity and developing corporate governance according to OECD standards

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- The proposals made by the project team to introduce anti-corruption mechanisms in business and public administration were submitted to the Anti-Corruption Agency of Kazakhstan and integrated into the country's strategic "[Concept of anti-corruption policy of the Republic of Kazakhstan for 2022 – 2026](#)" which was signed by the President of Kazakhstan in February 2022
- The draft recommendations developed by the project team has in part become the basis for the draft law "On Amendments and Addenda to Some Legislative Acts of the Republic of Kazakhstan on Combating Corruption" which is currently under review by Parliament
- These accomplishments are the result of the project team's Collective Action approach to advocate with government, convene businesses forums, meet with NGOs specializing in transparency and participate in legal and other conferences such as the National Conference on "Improving Business Integrity in the Business Sector in Kazakhstan" which brought together representatives from government, the public sector and business
- [2 alternative monitoring reports on Kazakhstan's](#) implementation of OECD recommendations were drafted by project team experts
- The project team prepared a "[Report on the monitoring of anti-corruption documents of organizations of the quasi-state sector in various sectors of the economy of Kazakhstan. 2022](#)" which considered the assessment results of anti-corruption compliance systems in 15 quasi-public and private companies from various sectors
- 3 anti-corruption Compliance Schools trained 350 representatives from government agencies, businesses, academia and students on compliance systems and good corporate governance
- Online courses in Russian were developed for entrepreneurs and representatives of medium and large enterprises to guide them in the implementation of anti-corruption standards and good corporate governance. The translation of these course into Kazakh is in progress
- To further promote anti-corruption compliance and raise awareness on business integrity, 7 analytical papers and 1 long read were published in the media as well as more than 80 [social media posts](#)

Impact

- The project team's analytical work, expert recommendations and training activities has resulted in the inclusion of anti-corruption measures in Kazakhstan's strategic "[Concept of anti-corruption policy of the Republic of Kazakhstan for 2022 – 2026](#)", has informed further legislative reform and has increased the anti-corruption awareness, capacity and skills in Kazakhstani entities across various sectors

DESCRIPTION OF INTEGRITY PARTNER

The **Maritime Anti-Corruption Network (MACN)** is a global business network working towards the vision of a maritime industry free of corruption that enables fair trade to the benefit of society at large.

Established in 2011, MACN is comprised of companies within the main sectors of the maritime industry. With over 180 companies from the maritime industry represented, MACN members own or manage over 50 percent of the total global tonnage in the maritime industry.

Since its inception, MACN has become one of the preeminent examples of an industry led Collective Action network.

Name of Integrity Partner:

Maritime Anti-Corruption Network (MACN) in cooperation with the Convention on Business Integrity

PROJECT:

MACN Nigeria – Business Action Against Corruption (BAAC)

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Nigeria	3 years	1,00 M	Denmark

This project will scale-up the Maritime Anti-Corruption Network's (MACN) Collective Action program in Nigeria, with the aim of improving efficiency of seaports and terminals services in Nigeria and enabling effective corruption prevention through improved compliance and create a culture of integrity.

The project will lead to clean business and fair market conditions for seaports and terminals users in Nigeria, by enabling stronger business Collective Action amongst port users in Nigeria, stronger government compliance environment, proving public-private arrangements for oversight of compliance.

The project will be facilitated over three years by MACN and The Convention on Business Integrity (CBI). Through this new project we are expanding to multiple agencies and port users, enabling inter-industry and public-private sector dialogue on integrity issues, and equipping local players with proven Collective Action methodologies to drive change.



PROJECT AT A GLANCE:

To establish more effective seaports and terminals services in Nigeria and adopt corruption prevention practices via improved compliance with Standard Operating Procedures

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- [MACN and CBI held a series of events for the Integrity Alliance and Executive Committees.](#) Roles and responsibilities of the Integrity Alliance in the Collective Action effort were discussed as well as how to ensure the sustainability and possible expansion of the HelpDesk function
- The Integrity Alliance created by MACN and CBI has reached over 250 port users, including new stakeholder groups such as Truckers' Associations in the sea-ports corridor
- The project collaborated with the [Port Standing Task Team \(PSTT\)](#) and the Ministry of Transport to establish Compliance Functions among respective Government agencies operating in seaports and training them

- MACN and CBI have worked with the Integrity Alliance and Project Steering Committee (PSC) Stakeholders to develop an online training programme based on the Nigerian Port Process Manual (NPPM)
- The Independent Corrupt Practices & Other Related Offences Commission ([ICPC](#)) has [taken on specific MACN activities](#) as part of its corruption prevention mandate, especially around system strengthening. The ICPC is now championing the Compliance training and the coordination of Heads of Port Agencies for the purpose of deepening Standard Operating Procedures compliance in the port sector
- The project has secured the [collaboration of the Anti-Corruption Academy of Nigeria \(ACAN\)](#) to understudy the compliance training developed by MACN and CBI targeting Compliance Officers from port agencies. This is a key sustainability component of the project to ensure capacity within government to deliver the trainings and ratings of the ports into the future

- The project has received international recognition and [won the Anti-Corruption Collective Action Award 2022](#) for Outstanding Achievement, organized by the Basel Institute on Governance

Impact

- MACN succeeded in getting key Government stakeholder to support the push for clean business through ["Operation Free The Ports Corridor"](#)
- There has been increased operational efficiency and sustainable impacts by introducing the concept of compliance in Government agencies operating in seaports
- There has been increased efficiency in cargo clearance processes with the collaboration among Integrity Alliance members, the Port Steering Committee and the Port Standing Task Team and with adherence to the [Nigerian Port Process Manual \(NPPM\)](#)
- MACN's methodology is being mainstreamed into the anti-corruption mandate of the [Independent Corrupt Practices & Other Related Offences Commission](#) and the mandate of the [Anti-Corruption Academy of Nigeria](#)

DESCRIPTION OF INTEGRITY PARTNER

The **Organisation for Economic Co-operation and Development** (OECD) is an international organisation that works to build better policies for better lives.

Our goal is to shape policies that foster prosperity, equality, opportunity and well-being for all.

We draw on almost 60 years of experience and insights to better prepare the world of tomorrow.

Together with governments, policy makers and citizens, we work on establishing international norms and finding evidence-based solutions to a range of social, economic and environmental challenges.

Name of Integrity Partner:

Organisation for Economic Co-operation and Development

PROJECT:

Fair Market Conditions for Competitiveness in the Adriatic Region			
COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Bosnia and Herzegovina, Croatia and Serbia	3 years	1,70 M	France

The project intends to support the creation of a level-playing field and fair market conditions in three pilot countries from the Adriatic Region (Bosnia and Herzegovina, Croatia and Serbia) in order to enhance competitiveness and integrity in a sustainable and inclusive way. It aims to gather government officials, business representatives, civil society and academia to form a “Collective Action” to address country-specific drawbacks by applying international standards, by:

- Raising awareness about OECD standards and good practices of anti-corruption, integrity and fair competition for competitiveness with governments, business and civil society

- Building capacity and fostering the implementation of concrete OECD recommendations with regard to the transparency and efficiency of anti-corruption and competition authorities
- Promoting the latest knowledge on international standards and practices in the area of anti-corruption and integrity for competitiveness in academic curricula

PROJECT AT A GLANCE:

Help create fair market conditions in the Adriatic Region by promoting OECD standards via a Collective Action community, by supporting the design and implementation of actionable policy recommendations

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

Over the last year, the Project contributed to substantially raising the awareness among regional stakeholders about OECD standards and good practices in support of a level competitive playing field, building capacity among key actors and promoting integrity by means of enhanced university curricula. The main activities include the following:

- Engaging with ~30 experts from the Adriatic Region participating in OECD webinars and OECD in-country events on anti-corruption, integrity and fair competition
- Drafting of 2 Policy Briefing Notes on key OECD legal instruments and international good practices tailored to the region's needs

and providing guidance for reform – one on [Competitive Neutrality](#) and another on [OECD Principles for Transparency and Integrity in Lobbying Anti-Bribery](#)

- Drafting of 3 Country Profiles on [Bosnia and Herzegovina](#), [Croatia](#) and [Serbia](#) identifying main impediments to a level playing field and policy recommendations to tackle these
- Holding of 28 in-country (physical) meetings with government officials and further Collective Action Community members in Bosnia and Herzegovina, Croatia, and Serbia to discuss identified key impediments to a level playing field and validate draft recommendations
- Holding of 2 meetings with staff and students from 9 universities as the basis to enhance academic curricula in support of integrity
- Sending of 5 newsletters to maintain the Collective Action momentum and disseminate knowledge
- Updating of the project [website](#) to disseminate knowledge (with 2 102 regional users to date)
- Disseminating key information on the project and knowledge through 12 posts on social media (e.g., Twitter account of the

OECD SEE Division, @OECDglobal, @Andreasschaal (posted by the Director of OECD Global Relations))

Impact

- The Collective Action Community maintained high levels of engagement and participation in relevant OECD events, seeking to strengthen their expertise and discussing avenues for reform. Collective Action Community members have an increasingly better understanding of OECD instruments and how they can be used to support creating fair market conditions
- Collective Action Community members gained comprehensive knowledge on how to level the competitive playing field through the collaboration on the 3 country profiles and the dissemination of tailored documents, including 2 additional Policy Briefing Notes available on the [project webpage](#)
- Academia gained knowledge through academia training as the basis to update university curricula. A first new course is already approved by public authorities in Bosnia and Herzegovina

DESCRIPTION OF INTEGRITY PARTNER

The Ethics Institute Institute is an independent institute producing original thought leadership and offering a range of services and products related to organizational ethics.

Vision:
Building an ethically responsible society

Mission:
Enabling and supporting the cultivation of ethical organisations

What we do:
We pursue our vision and mission through thought leadership and an organizational ethics-related offering, including, training offerings, advisory services, assessments, audit services, products and videos

Name of Integrity Partner:

The Ethics Institute (TEI)

PROJECT:

Collective Action to advance business integrity in Mozambique			
COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Mozambique	5 years	0,80 M	South Africa

This project focuses on interventions using a Collective Action approach. The purpose is to strengthen business integrity capacity, contributing to reducing corruption in business activities, resulting in enhanced business practices in Mozambique.

The first objective is to initiate and maintain the formation of a Coalition for Organisational Integrity (COI) in Mozambique.

The second objective aims to strengthen ethics management capacity of the participants of the COI by training its representatives on institutionalising business integrity.

The third objective is focused on the development and implementation of an ethics and anti-corruption training program for small-and-medium enterprises (SMEs).

In sum, this project aims to establish an effective Collective Action platform to affect significant change in business conduct, as thought-leaders engage in the sharing of best practices. This could result in improved procurement, stakeholder management and relations between business and the public sector.

PROJECT AT A GLANCE:

To enhance the ease of doing business by forming a coalition for organizational integrity and expanding business ethics management capacity in Mozambique

KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):

- In partnership with the [Mozambique Enterprise Development Center](#) (MozUp), 241 suppliers signed up to attend one of 5 Ethically Aware Supplier Induction (EASI) programmes conducted in Portuguese.
- A total of 172 individuals from small and medium enterprises representing 4 provinces were accredited as ethically aware suppliers. An impact study confirms that EASI changed perceptions and awareness regarding supplier-based ethics
- The project team produced electronic and printed copies of three [Portuguese ethics handbooks](#) as resources: *Institucionalização do Manual de Ética - Tornar a ética real*, *Manual de Códigos de Ética*, *Manual de Cultura Ética*
- The Ethics Institute supported several important seminars and conferences, including an OECD seminar on Collective Action, an anti-corruption roundtable for academics and the Africa Congress of Accountants with 572 in-person and 1 080 virtual attendees
- The Ethics Institute also represented the [Coalition for Organisational Integrity](#) at the [Business Ethics Network of Africa's Annual Conference in November 2021](#) and presented on inter alia "Collective action against corruption: could this be the answer to Mozambique and other African countries?"
- On September 28, 2022 the project team successfully piloted the Portuguese edition of The Ethics Institute's flagship training offering – the Ethics Officer Certification Programme – with 13 Mozambican nationals
- Active participation in and support of offerings by the Coalition for Organisational Integrity continue to increase, which encouraged a relaunch of the [Coalition for Organisational Integrity website](#) supported by Facebook, Linked-In and YouTube platforms
- 4 focus group session with a total of 31 attendees were conducted which provided critical insights related to middle management challenges
- 2 Ethics Culture and Risk Assessments were conducted and feedback sessions were hosted with the respective entity senior management teams to share the assessment findings and to consider potential interventions

Impact

- There has been sustained dialogue and requests for interventions among Coalition for Organisational Integrity participants on topical issues
- There has also been a visible increase in media statements on the importance of ethical leadership and corruption prevention
- The project has contributed to increased knowledge of integrity standards and anti-corruption among Mozambican SMEs. An impact study has confirmed that the learning material is experienced as practical and has changed their thinking about supplier-based ethics, and that the Ethically Aware Supplier Induction training has increased SME ethics awareness regarding supplier-based ethics

DESCRIPTION OF INTEGRITY PARTNER

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What we do:
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Name of Integrity Partner:

The Ethics Institute (TEI)

PROJECT:

Combating municipal and procurement corruption in South Africa

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
South Africa	5 years	1,00 M	South Africa

Based on TEI's experience with local government, it was established that ethical challenges at municipal level will not be solved without an intervention on the ethics of political leadership. TEI and relevant national government structures conceptualised an intervention for developing a national code of ethical governance in municipalities. The code should be the outcome of a structured national dialogue and consultation, should have broad societal legitimacy, and should give practical guidance on the ethical intricacies faced by political and administrative leaders in municipalities.

The second objective is the implementation of an Ethically Aware Supplier Induction (EASI) training and accreditation programme that will allow small-and-medium enterprises (SMEs) to

be accredited as 'Ethically Aware Suppliers'. The aim is to create a network of large organisations that are committed to utilising ethically aware suppliers, and a network of trainers who will continue to train suppliers in their organisations resulting in a culture of ethical business and co-accountability escalating across all procurement relationships.

The third objective aims to build capacity in the Gauteng Provincial Government to support municipalities' ethics initiatives. The development of an ethics management monitoring and reporting tool will assist ethics officers structure interventions and improve reporting to oversight structures. This will ensure external oversight of ethics remains a drive of improved governance.

PROJECT AT A GLANCE:

Using strategic levers of ethical change to combat municipal and procurement corruption in South Africa

KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):

- The [Local Government Ethical Leadership Initiative \(LGELI\)](#) was formally launched by the Minister for Cooperative Governance at a high-profile [public event on September 20, 2022](#)
 - Two thematic consultation sessions were held – one on Destructive Deployment Practices, and one with Civil Society
 - A draft Code for Ethical Leadership in Local Government has been developed
 - This draft Code has been consulted in all 9 provinces with 694 stakeholders
 - The draft Code was presented at the [Local Government Summit](#) to 2500 in-person attendees
- To promote the [Ethically Aware Supplier Induction \(EASI\)](#) programme 19 organisations were engaged to bring their suppliers on board
 - 118 participants were enrolled on the programme and 42 companies were accredited as ‘Ethically Aware’
 - 2 in-person training sessions were held with 24 participants, and 2 Train-the-Trainer programmes were facilitated to train 32 trainers from across the African continent
- In the Gauteng Municipal Integrity Project (GMIP) we continued capacitating representatives from the Gauteng Provincial Government and Gauteng municipalities
 - A two-day Ethics Risk Workshop was facilitated with 15 participants, and a three-day Train-the-Trainer programme with 10 participants
 - The Ethics Management Monitoring and Reporting Tool has been finalised, and 26 people from 9 Municipalities attended an in-person workshop on the Tool

Impact

- The Local Government Ethical Leadership Initiative (LGELI) process of consultation has facilitated a national discourse on ethical challenges in local government, placing possible solutions firmly on the agenda
- The [Ethically Aware Supplier Induction \(EASI\)](#) programme has raised awareness of ethical standards in business among hundreds of SMEs
- The Monitoring and Reporting Tool has led to standardised anti-corruption reporting requirements for all Gauteng Municipalities and has increased transparency in investigations

DESCRIPTION OF INTEGRITY PARTNER

POLMED POLMED is the biggest and the most recognized organization representing manufactures and distributors of medical devices in Poland. It represents the common interests of its members, offers support in all matters regarding the functioning of the Polish medical devices market, legal solutions etc.

POLMED acts as a source of information for its members, protects their interests and conveys their views to the decision makers in the industry and the government. POLMED has been involved in the promotion of ethical business conduct among medical devices market participants since 2010. It strongly emphasizes the importance of the medical devices industry's Code of ethics, which is to be respected by all member companies. POLMED is a member of MedTech Europe.

Name of Integrity Partner:

The Polish Chamber of Commerce of Medical Devices (POLMED)

PROJECT:

MedKompas III			
COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Poland	4 years	0,69 M	Poland

The project with its objectives and activities is the result of POLMED's experience in the market and its observation of the healthcare system and participants needs.

The MedKompas III project is highly innovative in respect of its size and impact on the healthcare system. It foresees numerous trainings on anti-corruption law and ethical standards of cooperation with 1 420 participants, several public debates, many anti-corruption system implementations where each implementation will have an impact on around 700 individuals employed in a given hospital.

The MedKompas III project focuses on two main objectives which are:

Objective 1: Creating fair market conditions by reducing the susceptibility to corruption among the Polish healthcare system participants

Objective 2: Prevention of illusory implementation of anti-corruption procedures in hospitals which will contribute and lead to creation standards for fair market conditions

Both objectives are crucial in fighting corruption and raising the importance of compliance in healthcare systems.

PROJECT AT A GLANCE:

To create fair market conditions and reduced susceptibility to corruption among the Polish healthcare system participants by providing education on new planned anti-corruption legislation as well as by implementing professional anti-corruption solutions and systems in hospitals

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- At the Autumn Program Conference of the Polish Hospital Federation convened on December 2, 2021, MedKompas organized a public debate which focused on the whistleblower protection act and its implications on hospital management. 350 guests were in attendance including the Polish Minister of Health
- 21 online training sessions on anti-corruption and ethics were held for hospital employees across the country. Of the 21 hospitals, 13 had an interest in implementing anti-corruption systems under the MedKompas project. This current demand however exceeds the capacity stipulated in the project, and most of the hospitals were put on the standby list

- 544 healthcare employees including hospital directors, hospital management, doctors and nursing staff participated in the 21 training sessions. In the feedback provided by the trained employees, 63 % indicated a higher awareness of corruption risks and a personal change in behavior that would make them less susceptible to corruption
- The planned anti-corruption system implementation in 21 hospitals as foreseen in the project have already been assigned to selected hospitals as follows:
 - 2 completed implementations in Warszawski Szpital dla Dzieci and Zamość as previously reported
 - 3 completed implementations for this reporting period in Opole, Otowick and Wolomin. 1 919 employees and healthcare professionals are now governed by these 3 newly implemented anti-corruption system
 - 9 implementations are currently in progress in Białystok, Bydgoszcz, Gliwice National Institute of Oncology (NIO), Kraków NIO, Krasnystaw, Pisz, Warszawa NIO, Wrocław and Złotów 11 054 employees will be governed by these 9 additional anti-corruption system implementations once completed
- 7 hospitals have launched the implementation process in Brzeziny, Goleniów, Kutno, Łódź, Olsztyn, Poznań and Puławy
- 2 healthcare facilities have been put on the standby list
- The [MedKompas LinkedIn account](#) layout has undergone a refresh and aims at providing up to date information and interactive engagement on project activities

Impact

- Compliance is finally being acknowledged as important for transparent and efficient healthcare operations, with a growing number of hospital management teams responding by reviewing or implementing compliance policies and systems
- By promoting ethical standards and providing training to hospital employees across the country, the MedKompas project has increased the interest of hospital directors to implement anti-corruption compliance systems to such an extent that the current demand exceeds available capacity

DESCRIPTION OF INTEGRITY PARTNER

Transparency International (TI) – Bulgaria, being part of Transparency International – the global coalition against corruption, is a non-profit organization working on promotion of integrity and fighting corruption in Bulgaria for more than 20 years.

TI’s mission is to unite the efforts of government institutions, local authorities, private sector and media in order to carry out systematic reforms and take concrete action against the spread of corruption in the country.

TI’s vision is a world where governments, politics, business, civil society and the daily lives of people are free of corruption.

TI’s values are transparency, accountability, integrity, solidarity, determination, justice and democracy.

Name of Integrity Partner:

Transparency International (TI) Bulgaria

PROJECT:

Setting the Ground for Business Integrity in Bulgaria

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Bulgaria	4 years	0,75 M	Bulgaria

The project “Setting the Ground for Business Integrity in Bulgaria” ultimately aims at encouraging the adoption of voluntary anti-corruption and compliance standards and fostering a culture of integrity in business in Bulgaria.

The initiative will target the development and promotion of high-quality sectoral integrity standards in the key sectors of Energy, Industry and Healthcare, ensure pioneers to adopt and distribute them through their supply chains, and establish a better understanding of the need for business integrity in Bulgaria.

The proposed set of activities includes a participatory approach that includes all relevant stakeholders. TI will develop the sectoral integrity standards and ensure their endorsement by key business associations.

The project will map the targeted sectors and secure buy-in from at least three businesses that possess the potential to become pioneers of successful change.

TI will work with them to make sure the standards are adapted to their needs and will engage actively in the development of a model for the further promotion of the same principles and procedures through the pioneers’ supply chain.

Finally, the project will advocate the importance of the topic towards relevant institutions and provoke a more targeted dialogue with them.

PROJECT AT A GLANCE:

Encourage the adoption of voluntary anticorruption and compliance standards and foster a culture of integrity in business in Bulgaria, ultimately ensuring fair competition

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

TI Bulgaria continued its advocacy efforts with governmental institutions and had successes in setting the strategic and legislative framework for an integrity-driven economy. After the inclusion of business integrity in the [National Anti-Corruption strategy](#), the project team continued advocating for high-quality whistle blower protection legislation and amendments to the Public Procurement Act, promoting business integrity principles in the public and private sector, and training of young future leaders.

The main activities and accomplishments include:

- Initiating discussion between government and business on the topic of whistle blower protection draft legislation
- Starting a dialogue with the Ministry of Energy

for implementation of the integrity standards in the sector

- Incorporating the [business integrity course](#) developed by TI Bulgaria as a mandatory subject in the “[Economics and Management of Public Funds](#)” and “[Responsible and Sustainable Management](#)” Master programmes at the [Faculty of Economics of Sofia University](#). More than 30 students (young leaders) have successfully completed the business integrity course at Sofia University
- Implementing business integrity standards and procedures in 3 industry sector companies
- Preparing training material for company employees and completing the training of management in 2 of 3 industry sector companies
- Securing agreement from 2 consultancy companies to promote business integrity standards among their clients
- Working with 1 company from the industry sector and 1 company from the healthcare sector to adopt business integrity standards in their internal procedures
- Approaching 16 new companies to adopt integrity standards – 4 in the energy sector, 6 in the industry sector and 6 in the healthcare sector
- Promoting a light version of the business integrity standards for distribution to smaller

companies in the supply chain

- Completing the first stage testing of the TI Backbone app (Android and iOS and desktop version). The TI Backbone app is an integrity application system for the exchange and authentication of signed documents
- Updating the [TI-Bulgaria website](#) with information relating to [Business integrity club meetings](#) and various topical publications and interviews on whistle blower protection and [business integrity](#)

Impact

- TI Bulgaria’s advocacy work has in addition to the inclusion of business integrity in the National Anti-corruption strategy, created opportunity to influence and significantly improve the draft law on the protection of whistle blowers
- The engagement with key business associations, companies and Sofia University has opened channels to raise awareness through training, education and the implementation of business integrity standards
- TI Bulgaria’s long-term engagement has resulted in the inclusion of Integrity Pacts in Partnership Agreements with the European Commission

DESCRIPTION OF INTEGRITY PARTNER

The mission of the **United Nations Office on Drugs and Crime** (UNODC) is to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism and by working for and with Member States to promote justice and the rule of law to build resilient societies.

The important and complementary mandates of UNODC are:

- serving as the guardian of international treaties and the secretariat to global policymaking bodies;
- providing strong research and policy analysis; and
- combining global expertise and a wide field presence to provide specialized assistance to Member States.

Name of Integrity Partner:

UN Office on Drugs and Crime (UNODC)

PROJECT:

On the Level: Business and Government against Corruption in Colombia (Phase II)

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Colombia	4 years	1,10 M	Austria

Since 2015, UNODC has led “On the Level”, a Collective Action project in Colombia that brought together the public and private sectors to enhance corruption prevention and enforcement, supported by the UN Global Compact Network Colombia and the Secretary of Transparency of the Presidency.

Building on that, the new project will promote a culture of integrity and a better understanding of corruption in public procurement.

It will focus on two industries vulnerable to corruption: energy and healthcare.

In particular, the project will review existing legislation and public policy to identify corruption risks and typologies and provide recommendations on improving public procurement

in Colombia. Beneficial ownership will be addressed in this context.

The project will also promote the signing and implementation of Integrity Pacts involving representatives from the public sector, energy and healthcare industries, guilds, small and medium sized enterprises (SMEs), as well as civil society organizations (CSOs).

The Pacts will underline the importance of transparency in public procurement and raise awareness on corruption’s impact on the Sustainable Development Goals.

The project will have a strong online communication strategy to promote knowledge sharing and the dissemination of relevant tools on anti-corruption.

PROJECT AT A GLANCE:

To promote a culture of lawfulness in public procurement in the energy and healthcare sectors in Colombia as a mechanism to prevent and fight corruption

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- Established an Integrity Pact with the Colombian Ministry of Mines and Energy and with the Instituto de Planeación y Promoción de Soluciones Energéticas para Zonas No Interconectadas (IPSE) to prevent corruption in the provision of electricity service in the non-interconnected zones of Colombia
- Presented recommendations on beneficial ownership transparency to representatives of the public sector in Argentina and Chile to share good practices and raise awareness about the importance of beneficial ownership transparency in preventing corruption in public procurement

- Held 2 tutorial sessions on "Ethics and integrity: Corporate responsibility for acts of corruption in a globalized world" for the Colombian Chair of Citizenship, Integrity and the Fight against Corruption of the National University of Colombia
- Convened 5 sessions for the Network of Compliance Officers with approximately 100 participants per session. The compliance officers benefited from training on anti-corruption and were encouraged to share good practices in their companies and to learn from each other
- Launched a [publication](#) on good practices of Colombian companies in anti-corruption together with the [United Nations Global Compact Network Colombia](#) and the Alliance for Integrity. The results of the publication were also integrated into the [interactive online map](#) of good practices which is available on the "[On the Level](#)" website
- Presented two documents with recommendations to strengthen integrity in public procurement policy in the energy and health sectors in line with Article 9 of the [United Nations Convention against Corruption \(UNCAC\)](#)

- Conducted 2 focus groups with stakeholders from the energy and healthcare sectors to sensitize them to the importance of Collective Action in preventing and fighting corruption

Impact

- Promoted integrity in public procurement in the energy and healthcare sectors in Colombia by raising awareness of the importance of Collective Action to prevent and fight corruption in this sector
- Contributed to a clean business environment by strengthening public-private dialogue, peer learning and by sharing good practices in anti-corruption among Colombian companies
- Supported stakeholders in preventing corruption in line with the [United Nations Convention against Corruption \(UNCAC\)](#) by developing good practice documents on topics such as compliance, beneficial ownership transparency and corruption risks in the healthcare and energy sectors

DESCRIPTION OF INTEGRITY PARTNER

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Name of Integrity Partner:

United Nations Office on Drugs and Crime (UNODC)

PROJECT:

UNODC Global Integrity Education

COUNTRY OF IMPLEMENTATION: DURATION: USD (MILLION): REGISTERED IN:

Global (with focus on Kenya, Mexico, Pakistan)

3 years

1,00 M

Austria

The project will establish and implement an effective integrity education programme that fosters ethical decision-making in the private sector and empowers employees to serve as “ethics ambassadors” in companies.

The project’s most innovative aspects are: integrity education modules co-created by academics and business practitioners; student-focused teaching methods; and graduates who join the private sector as key ethics players.

The project will increase ethical commitment in the private sector by involving business managers in localizing education materials for universities and implementing on-the-job ethics courses that fit the work environments of

industries vulnerable to corruption (e.g. law firm, banks). It utilizes bottom-up and top-down approaches for the highest impact. Significantly, the project will establish a link between university education and practical training, ensuring that ethics education is an ongoing process continuing from the formation to the career stage. Impact studies aimed at monitoring, evaluating and learning (MEL) will be carried out periodically to ensure goal attainment.

The project will be implemented in Kenya, Mexico, and Pakistan and will inform a global audience of educators and practitioners connected through UNODC’s worldwide networks.

PROJECT AT A GLANCE:

To equip young graduates with ethical mindsets and strategies at the start of their careers in the private sector and empower them to become a driving force for ethical business

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- 16 localized and UNODC-validated university integrity modules were developed as teaching resources and are now published on the [UNODC Business Integrity Portal](#)
- 3 localized, self-paced e-learning courses for lecturers in Kenya, Mexico and Pakistan were created to build their understanding of the modules and on innovative teaching methods (also accessible on the [UNODC Business Integrity Portal](#))
- 321 lecturers from 18 universities in the target countries were trained to deliver the UNODC university modules to students
- More than 28 000 students from universities in Kenya, Mexico and Pakistan were taught on the UNODC university integrity modules and now possess increased awareness of ethical issues and knowledge of how to prevent and fight corruption in the private sector
- More than 50 guest lectures were delivered by business practitioners to provide real-life case studies and to make the teaching more practice-oriented
- The on-the-job training and ethics ambassador programme commenced in Mexico and Kenya
- 1 pilot on-the-job training module on ethical leadership was developed
- Support group meetings for lecturers and business practitioners were facilitated at the local level and at the global level to share experience and knowledge and to strengthen dialogue
- Around 414 satisfaction survey questionnaires were received from both students (315) and lecturers (99) respectively for the Mexico and Pakistan teaching modules.

Impact

- Students who were taught on UNODC university modules have greater awareness and knowledge of business integrity and are empowered to act as ethics ambassadors at their future workplaces in the private sector
- The dialogue between the private sector and academia on business integrity has been strengthened through joint working groups, business guest lectures, and work experiences for students in compliance departments of companies

DESCRIPTION OF INTEGRITY PARTNER

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Name of Integrity Partner:

United Nations Office on Drugs and Crime (UNODC)

PROJECT:

Strengthening the Integrity and Anti-Corruption Efforts of the Private Sector in Myanmar

COUNTRY OF IMPLEMENTATION: DURATION: USD (MILLION): REGISTERED IN:

Myanmar

3 years

0,80 M

Austria

The objective of this project is to reduce opportunities for corruption and create a culture of integrity in the private sector.

Corporate integrity is rarely at the top of the agenda in the private sector and most private companies in Myanmar have not yet adopted codes of conduct or guidelines on corporate integrity. The lack of anti-corruption standards is slowing down development in most of the important economic sectors. For example, the licensing system in the extractive industries is open to corruption and risk of conflict of interest.

Bribery, particularly involving public officials, is reported as common in daily business and civilian interactions. Discussions about business integrity have started recently but are only at early stages and are only concentrated in specific sectors.

To address the defined gaps, this project will promote the development and adoption of codes and guidelines in the private sector, as well as the development of a culture of integrity in businesses in Myanmar.

PROJECT AT A GLANCE:

To reduce opportunities for corruption and create a culture of integrity in the private sector

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- Conducted a benchmarking assessment of 33 organizations and developed a draft benchmarking report to identify good practices in the area of business integrity
- Initiated discussions on the findings of the benchmarking exercise with Myanmar private sector companies to finalize and refine the report
- Held meetings to continuously engage with stakeholders for collecting input and feedback for the development and revision of the model code of conduct and the standard operating procedures
- Conducted a desk analysis and engaged with Myanmar business leaders to develop a draft speak-up policy and a draft internal reporting mechanism
- Held the first Technical Working Group meeting to allow senior representatives from Myanmar businesses to share insights, discuss findings and to engage in peer-learning
- Conducted business integrity training for 15 Myanmar companies using the [serious game developed by UNODC](#) and disseminated the project website [Business Integrity Myanmar](#) with free-access resources and information
- Conducted desk research and consultations with Myanmar businesses participating in the project to develop an interactive corruption risk assessment tool which will be hosted on the project website
- Raised awareness of business integrity with companies through consultative meetings and interviews with 20 companies and a validation workshop with 27 business leaders held on January 11, 2022

Impact

- Strengthened dialogue among companies on business integrity contributing to the establishment of Collective Action in Myanmar and building a culture of integrity in the private sector
- Enhanced awareness of business integrity as a foundation to achieve an ethical and responsible business culture helping to promote fair competition and prevent and counter corruption, thereby contributing to sustainable development of society as a whole
- Strengthened the internal capacities of companies to prevent and fight corruption by disseminating localized tools such as a model code of conduct and model standard operating procedures

DESCRIPTION OF INTEGRITY PARTNER

The mission of the **United Nations Office on Drugs and Crime (UNODC)** is to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism and by working for and with Member States to promote justice and the rule of law to build resilient societies.

The important and complementary mandates of UNODC are:

- serving as the guardian of international treaties and the secretariat to global policymaking bodies;
- providing strong research and policy analysis; and
- combining global expertise and a wide field presence to provide specialized assistance to Member States.

Name of Integrity Partner:

United Nations Office on Drugs and Crime (UNODC)

PROJECT:

Strengthening the private sector capacity to prevent corruption and enhance integrity in the Arab Countries

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Egypt, Iraq, Libya, Morocco, Sudan and United Arab Emirates	4 years	2,40 M	Austria

Reducing corruption by strengthening anti-corruption frameworks, public-private sector dialogue, and private sector capacity to enhance integrity.

The UNODC project on “Strengthening the private sector capacity to prevent corruption and enhance integrity in the Arab Countries” aims to reduce opportunities for corruption by strengthening public sector anti-corruption frameworks, private sector capacity to enhance integrity, and by stimulating public-private sector dialogue.

Project implementation will be guided by the [United Nations Convention against Corruption \(UNCAC\)](#) which represents the only legally binding universal anti-corruption instrument and covers many different forms of corruption.

The project will assist six Arab countries (Egypt, Iraq, Libya, Morocco, Sudan and United Arab Emirates) to introduce legislative improvements to combatting corruption in the private sector; improve communication between the public and private sectors by providing a common venue for further interaction, dialogue and knowledge sharing; and provide guidance to companies and Small and Medium Enterprises (SMEs) to develop their anti-corruption code of ethics and compliance programmes.

PROJECT AT A GLANCE:

To reduce corruption by strengthening countries' anti-corruption frameworks, public-private sector dialogue, and private sector capacity to enhance integrity

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- A web-based tool was developed to enable SMEs in the Arab countries to assess corruption risks and adopt mitigating measures. The tool was finalized after several consultations with private sector experts. The tool is the first step in developing internal compliance programmes based on the customized results produced by the tool for each company
- In total, 30 companies used the corruption risk assessment tool in the Arab countries and 4 companies started to develop their internal compliance programmes through the project's support

- In total, 73 participants representing SMEs in Egypt and Libya have benefited from capacity building activities on preventing corruption and enhancing integrity measures
- The project activities were launched in Morocco and Sudan following consultations with national authorities in both countries on relevant technical needs and priorities
- The cooperation with the Moroccan authorities extended to include sharing of expertise in developing anti-corruption related laws and legislation relating to managing conflict of interests and the protection of whistle blowers
- A background document on "Consideration of the Impact of Corruption on Private Sector development in Morocco" was developed to serve as the basis for prioritizing the topics of discussion with SMEs through the public-private dialogue
- 23 participants from the Sudanese private sector and trade unions were trained on anti-corruption and integrity measures
- Information on the project activities and web stories were made available on [UNODC's Business Integrity Portal](#)

Impact

- Encouraged governments in the region to improve legal anti-corruption framework for business integrity by providing legal and policy recommendations
- Increased knowledge of SMEs about integrity standards and channels to report corruption
- Increased knowledge of SMEs about the importance of assessing corruption risks and the adoption of corresponding mitigating measures and controls
- Provided an in-depth understanding of the priority areas for further public-private sector dialogue in the region

DESCRIPTION OF INTEGRITY PARTNER

WU (Vienna University of Economics and Business) is Europe's largest Business and Economics University offering degree programs as well as a wide range of specialization areas and research opportunities. Project responsibility will be undertaken by the Institute for Austrian and International Tax Law.

The Institute for Austrian and International Tax Law is one of the world's largest academic institutions engaged in the research and teaching of the tax law. The Institute has a longstanding tradition in organising international conferences and trainings both for practitioners and tax administrations.

Name of Integrity Partner:

Wirtschaftsuniversität Wien (Vienna University of Economics and Business)

PROJECT:

Tax Transparency and Corruption

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda, Zambia	4 years	0,80 M	Austria

The project aims to change the dynamics of the interaction between business and tax administrations and to deepen the cooperation between tax authorities and other law enforcement agencies in countering tax evasion and other financial crimes.

The project would promote the concepts of good tax governance and the importance of a transparent tax system for economic development and how law enforcement agencies and tax authorities can cooperate to counter the misuse of beneficial ownership and client-attorney privileges to counter evasion and money laundering.

The project will be developed with the view of attaining the following objectives:

1. Identifying and mobilizing stakeholders in national tax administrations and private sectors and setting out a research agenda
2. Drafting model national tax legislation and international tax agreements with an aim of strengthening country specific anti-avoidance rules, improving the effectiveness of the tax administrations to get access to information and fostering better cooperation between tax authorities and Multi-National Enterprises (MNE's)
3. Creating a network of "ambassadors" of key institutions in Africa who will be able to disseminate and promote the outcomes from the project

PROJECT AT A GLANCE:

The project aims to change the dynamics of the interaction between business and tax administrations and to deepen the cooperation between tax authorities and other law enforcement agencies in countering tax evasion and other financial crimes

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- Focus groups on Beneficial Ownership, Client Attorney Privilege, Cooperative Compliance, Interagency Cooperation, and Unexplained Wealth Orders have held 34 meetings since 2019 with over 300 participants from 42 countries and organisations
- The book "[Taxing Crime: A Whole-of-Government Approach to Fighting Corruption, Money Laundering, and Tax Crimes](#)" was published jointly with the World Bank
- A Beneficial Ownership focus group special session on the amendments to [Financial Action Task Force \(FATF\) Recommendation 24](#) was held with the former FATF executive secretary and over 120 participants. Based on the focus

group findings, public consultation input into Recommendation 24 was given in September and December 2021

- Beneficial Ownership focus group findings were presented at the Open Ownership and Corruption Watch webinar in March 2022
- A research paper on when Client Attorney Privilege is abusive was published and engagement with lawyers' associations was initiated
- The [handbook on Cooperative Compliance](#) was presented to the [Intra-European Organisation of Tax Administrations \(IOTA\)](#) General Assembly in June 2022 and to the [Belt and Road Initiative \(BRI\)](#) virtual workshop in December 2021
- A presentation on Client Attorney Privilege and Cooperative Compliance was given to the [West African Union of Tax Institutes \(WAUTI\)](#) conference in February 2022
- The [Africa Tax Administration Forum \(ATAF\)](#) participated in the project's [Talking Tax in Africa](#) on regional Interagency Cooperation in December 2021
- The Preparation of a joint publication on Unexplained Wealth Orders with the World Bank is ongoing
- The project team continued strengthening strategic partnerships with key organizations

including United Nations Office on Drugs and Crime (UNODC), World Bank, Stolen Asset Recovery Initiative (StAR), Africa Tax Administration Forum (ATAF), African Union, United Nations Conference on Trade and Development (UNCTAD), United Nations Office of the Special Adviser on Africa (UN OSAA), German Agency for International Cooperation (GIZ), Extractive Industries Transparency Initiative (EITI), Open Ownership and African Development Bank

Impact

- The immediate impact of the project has been that Zambia and Kenya are piloting Cooperative Compliance programs and South Africa and Rwanda are exploring putting in place such programs
- The Inter-American Development Bank (IADB) is developing a program for the Latin American region using the handbook on Cooperative Compliance which is being translated into Spanish
- South Africa has also drafted legislation for a Beneficial Ownership registry
- The UNODC has in addition expressed an interest in using the project for Francophone countries by translating material into French

C4.

Golden Stretch Funding Round Projects: Project Profiles and highlights of activities in 2022

All 8 projects under the Golden Stretch Funding Round build upon previous funding rounds and the descriptions of activities undertaken in 2022 for all 8 projects were provided by the Integrity Partners in their respective Annual Progress Report 2022 and are approved by the relevant Integrity Partners for external use.

All 8 projects are active and implementation of activities is in progress.



DESCRIPTION OF INTEGRITY PARTNER

Established in 2003, the **Basel Institute on Governance** is an independent and international non-profit organisation working around the world with public and private partners to prevent and combat corruption and strengthen governance.

- The Private Sector team supports companies and multi-stakeholder groups with advice on Collective Action initiatives and hosts the B20 Collective Action Hub. The team also helps organisations strengthen governance systems and implement effective anti-corruption compliance programmes
- The International Centre for Asset Recovery (ICAR) assists countries in tracing and returning stolen assets with training, case and legal advice, and digital tools including the Basel AML Index and Basel Open Intelligence
- The Public Governance team researches the root causes of corruption and develops evidence-based anti-corruption approaches
- The Green Corruption team works across the Basel Institute's divisions to apply anti-corruption and governance approaches to issues of environmental crime and degradation

Name of Integrity Partner:

Basel Institute on Governance

PROJECT:

Towards new horizons for Collective Action

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global	3 years	3,50 M	Switzerland

This project aims to sustain and expand the use of Collective Action to prevent corruption and promote responsible business.

It will leverage the Basel Institute's experience in mentoring and supporting current and upcoming Collective Action leaders; showcase its wide applicability; and market Collective Action through the B20 Collective Action Hub and key partners.

The project will multiply strategic efforts to embed Collective Action as a norm and bring it into new sectors, including through initiatives that combine anti-corruption and related

sustainable development goals. The supporting marketing strategy includes a global index, conferences and annual awards. The B20 Collective Action Hub will aim to achieve long-term sustainability as the global go-to centre on Collective Action. Online courses and a virtual help desk will provide a space for all interested parties to gain and share advice, skills and knowledge on Collective Action.

The project will culminate in a comprehensive volume of learnings from Siemens Integrity Initiative-funded projects to promote clean business and level the playing field.

PROJECT AT A GLANCE:

To leverage the Institute's leadership and experience in Collective Action by mentoring and supporting other current and potential Collective Action leaders, by showcasing its applicability in a wide range of corruption related risk areas and by marketing the concept of Collective Action so that it will be sustainably anchored through the B20 hub and key integrity partners

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- The [4th International Collective Action Conference](#) was convened in Basel, Switzerland. In this one-and-a-half-day event from June 30 to July 1, 2022, over 200 practitioners representing diverse countries, sectors and stakeholder groups were engaged in the conference theme "How to mainstream Collective Action to achieve a clean, fair and sustainable business environment for all". The conference findings highlighting latest developments in Collective Action were [published, together with graphic recordings of the three stakeholder sessions](#)
- The inaugural [Collective Action Awards](#) celebrating inspiring and outstanding initiatives was launched in 2022. Interest was high with 37 nominations and 1 265 individual votes received for the shortlisted nominees. The [Maritime Anti-Corruption Network's Collective Action](#) initiative in Nigeria in collaboration with the Convention on Business Integrity (CBI) received the Outstanding Achievement in Collective Action award while the [Global Compact Network Ukraine](#) Collective Action Initiative received the Inspirational Newcomer award
- A Collective Action [mentoring programme](#) was launched for civil society and non-profit organisations, with a first cohort of six mentees. Following fruitful discussions at an in-person workshop in Basel, a pilot online community of practice is being developed to foster peer learning
- A Collective Action [helpdesk](#) for practitioners was launched to provide advice service for anti-corruption practitioners and other professionals or government officials
- A new-look B20 Collective Action Hub at [collective-action.com](#) was launched to provide a go-to website for resources on Collective Action, including a growing [database of initiatives](#)
- The project team provide support for practitioners engaging in Collective Action on other topics relevant to fair business and the Sustainable Development Goals, such as [trust-building workshops](#) for the [Global Platform for Sustainable Natural Rubber](#)
- The Basel Institute became the home of the [Wolfsberg Group](#) secretariat, supporting the transition of this long-standing Collective Action initiative into a legal entity

Impact

- Through the international reach of the [4th International Collective Action Conference](#) and the inaugural [Collective Action Awards](#), the project team was able to raise the profile of Collective Action and acknowledge and facilitate the dissemination of best practice, which will in turn contribute to Collective Action becoming a norm
- Substantial interest in the new mentoring programme has allowed the project team put together a global cohort of first-round mentees, who are developing Collective Action initiatives internationally and have the potential to act as multipliers

DESCRIPTION OF INTEGRITY PARTNER

The **Foundation for the Global Compact** was established in 2006 and registered as a 501(c) (3) non-profit organization under New York State law. The Foundation is based on the principle that transparency, integrity and public-private collaboration is essential to finding lasting solutions to pressing global problems.

The Foundation supports the activities of the **United Nations Global Compact** including fundraising, outreach and engagement with business stakeholders. This is a policy and engagement platform for businesses that are committed to aligning their operations and strategies with the Global Compact's ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

Name of Integrity Partner:

Foundation for the Global Compact

PROJECT:

Advancing Collective Action against Corruption through Global Compact Local Networks

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global with focus on Argentina ¹ , Bangladesh, Brazil, Egypt, India, Indonesia, Kenya, Malaysia, Thailand, and Ukraine	3 years	4,00 M	USA

¹ alternative country to Argentina currently under consideration

The project titled Advancing Collective Action against Corruption through Global Compact Local Networks ("Project") aims to expand and build upon the activities under the Siemens Integrity Initiative Third Funding Round United Nations Global Compact project "Scaling up Anti-Corruption Collective Action within Global Compact Local Networks" by:

- advancing the adoption of the "Uniting against Corruption: A Playbook on Anti-Corruption Collective Action" as a global resource,
- enabling Global Compact Local Networks ("GCLNs") to initiate and facilitate local and regional Collective Action initiatives, and
- scaling UN Global Compact's engagement in public-private policy dialogue to bring the private sector voice to the global anti-corruption agenda

To this end, the Project will adopt a three-pronged approach:

1. transform the Collective Action Playbook into an e-learning course to increase the understanding and uptake of the Collective Action methodology,
2. support select GCLNs in developing and carrying out Collective Action initiatives and
3. strategically engage with governments and other relevant stakeholders on current global thematic focus areas to enhance public-private cooperation in the fight against corruption



PROJECT AT A GLANCE:

Advance the Collective Action Playbook, enable Global Compact Local Networks to initiate and facilitate Collection Action initiatives and scale the United Nations Global Compact's engagement in public-private policy dialogue to accelerate responsible business practices and create a cleaner business environment

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

The United Nations Global Compact launched the global project, Advancing Collective Action against Corruption through Global Compact Local Networks, to support Collective Action initiatives and to promote public-private cooperation in fighting corruption. The Project Networks have carried out numerous activities in this last year to advance the adoption of [Collective Action Playbook](#) as well as to initiate, and further facilitate anti-corruption Collective Action initiatives:

- GCN Bangladesh: Published a Progress Report on [“Advancing Collective Action Against Corruption”](#) in Bangladesh
- GCN Brazil: Held two incubation meetings with the energy sector, which included 19 large companies and conducted preparatory work for the [kick-off of the initiative](#)
- GCN India: Launched the project through a [Kick-off Meeting](#), coupled with bilateral meetings including participants from various sectors and stakeholders
- GCN Indonesia: Launched the initiative through a [Kick-off Meeting](#), with focus on the agribusiness sector, and held a high-level side event titled “Public-Private Policy Dialogue in Promoting Transparency and Accountability” on the margins of the B20 Summit
- GCN Kenya: Held two [training sessions](#) on anti-corruption compliance, one specifically targeting [SMEs](#), and a workshop on [“Corporate Governance and Ethical Leadership”](#)
- GCN Malaysia: Held a series of anti-corruption Collective Action [workshops](#) in various states to identify localized challenges and facilitate opportunities to develop new Collective Action initiatives
- GCN Thailand: Carried out the [Sustainable Development Goals Talk Programme on SDG 16](#) to raise awareness on the issue of corruption in Thailand
- GCN Ukraine: Held a high-level event titled [“Business Contributing to Good Governance and Anti-Corruption as Key for the Reconstruction of Ukraine”](#) on the margins of the [Ukraine Recovery Conference](#) in Lugano

Impact

- Through multiple channels, the work of project Local Networks has raised considerable awareness on the issue of corporate integrity and anti-corruption measures and practices
- Initiating stakeholders in anti-corruption Collective Action through [Collective Action Playbook](#) training sessions provided credibility to the projects
- Anti-corruption [campaigns](#) and [video courses](#) materials have also been an effective way to reach out to diverse stakeholders from the public, private, and civil society sectors

DESCRIPTION OF INTEGRITY PARTNER

The **International Anti-Corruption Academy** (IACA) is an international organization and post-secondary educational institution. At present, it is comprised of 76 State Parties and 4 international organizations.

It is the only international organization with a mandate focused solely on fighting corruption through education, research, cooperation, and technical assistance delivery.

IACA strives to complement the United Nations' work in the field of sustainable development, including through project implementation and provision of technical assistance, and to facilitate the implementation of the United Nations Convention Against Corruption (UNCAC).

Its activities benefit public and private sector professionals and practitioners, academics, media professionals, and civil society.

The Academy currently offers four master's degree programmes, various capacity-building trainings, and technical assistance.

IACA also creates platforms for dialogue and networking on anti-corruption issues.

Name of Integrity Partner:

International Anti-Corruption Academy

PROJECT:

TEACH (Train and Educate Anti-Corruption Champions) to Fight Corruption

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global with focus on Least Developed Countries and Emerging Markets	3 years	2,00 M	Austria

IACA will train and educate participants in its master's programmes, Summer Academy trainings at IACA, and the Regional Summer Academy (RSA) programmes. Regional Alumni Conferences will be organised in parallel to the RSA in Latin America (Central and South America) and Asia (South and South-Eastern Asia), both regions with high potential for impact.

An innovative objective of this project is the design and implementation of the Collective Action Impact Centre, which will guide and mentor participants throughout the implementation of Collective Action initiatives in Least Developed Countries and Emerging Markets.

Finally, IACA will gather and systematize empirical evidence of Siemens funded projects' outcomes aimed towards developing a clean business environment and leveling the playing field. This evidence will include a learning and training toolkit for further replication and implementation.

Building upon IACA's institutional strengths, the rationale behind the project is to put theory and knowledge into practice with real impact, and to promote and harvest Collective Action initiatives driven and implemented by IACA Alumni.

PROJECT AT A GLANCE:

Through training, education, Collective Action and the promotion of alliances between champions, IACA contributes significantly to the global fight against corruption

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- The [Master in Anti-Corruption \(MACS\)](#) and the [International Master in Anti-Corruption Compliance and Collective Action \(IMACC\)](#) 2022 programmes started in September 2022. The project awarded 11 scholarships to highly qualified candidates from Least Developed Countries (LDCs) and Emerging Markets (EMs)
- The first year of the [Master in Anti-Corruption and Diplomacy \(MACD\)](#) 2021 programme was successfully implemented. This innovative blended learning programme was developed in partnership with the United Nations Institute on Training and Research (UNITAR) and is designed to deepen the understanding of anti-corruption and diplomacy in cross-cutting themes relating to economics,

behavioural science, ethics, law, compliance, diplomacy, international law, digital and cyber diplomacy. 3 professionals from LDCs and EMs received partial fee waiver scholarships. The next MACD 2022 class will start in November 2022

- The [International Anti-Corruption Summer Academy 2022](#) was convened in-person from June 25 to July 1, 2022 with 55 participants from 31 countries in attendance. 10 full scholarships and 7 partial scholarships were awarded to qualified professionals from LDCs and EMs
- The project team planned the first [Regional Alumni Conference Asia 2022](#) to run concurrently with the [Regional Summer Academy Asia 2022](#) in Malaysia in November 2022, and to further empower and train alumni and other compliance professionals in Asia
- The [Anti-Corruption Collective Action Impact Centre \(ACCA\)](#) was launched in December 2021 and aims – through the [Anti-Corruption Collective Action Certificate \(ACA\)](#) flagship programme – to promote and guide the practical implementation of Collective Action initiatives
- The [Anti-Corruption Collective Action Certificate \(ACA\)](#) programme was launched in March 2022, with 9 anti-corruption

professionals from around the globe. With 2 academic modules covering theoretical and practical aspects completed, participants are currently in the implementation phase of their Collective Action initiatives

Impact

- Through IACA's MACS, IMACC, MACD, Alumni Conference, Regional Academy and other programmes and short courses, it is expected that the knowledge and skills of students and participants will be enhanced, leaving them well-placed and motivated to use their new insights in innovative ways to prevent and combat corruption and to enable clean and stable business environments in their respective countries
- IACA is applying a new rationale in the Collective Action field by combining theory with practical tools for concrete initiatives. Currently, the 9 participants of the [Anti-Corruption Collective Action Certificate \(ACA\)](#) are engaging in Collective Action initiatives in areas such as healthcare, procurement, asset recovery, port management, compliance standards, and fisheries management

DESCRIPTION OF INTEGRITY PARTNER

The **Maritime Anti-Corruption Network (MACN)** is a global business network working towards the vision of a maritime industry free of corruption that enables fair trade to the benefit of society at large.

Established in 2011, MACN is comprised of companies within the main sectors of the maritime industry. With over 180 companies from the maritime industry represented, MACN members own or manage over 50 percent of the total global tonnage in the maritime industry.

Since its inception, MACN has become one of the preeminent examples of an industry led Collective Action network.

Name of Integrity Partner:

Maritime Anti-Corruption Network (MACN)

PROJECT:

MACN Regional Expansion: Collective Action Against Maritime Corruption

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Regional with focus on Bangladesh, India and Pakistan	3 years	2,00 M	Denmark

This project enables MACN to expand its Collective Action methodology to Pakistan and Bangladesh and deepens MACN's ongoing engagement in India.

The project will take lessons learned from MACN's most mature Collective Action in Nigeria, partly funded through the Siemens Integrity Initiative, and will build on a similar intervention logic. In Nigeria, MACN has shown how public-private roundtables and a dedicated Private Sector Anti-Corruption HelpDesk result in corruption challenges being resolved and empower the private sector to resist and report corruption.

Through this project, MACN will launch the same type of activities in India, and further localize capacity to drive Collective Action by the local maritime value chain and NGOs.

MACN will partner with the United Nations Global Compact in Pakistan, Bangladesh, and India, to establish local Collective Action alliances in each country and deploy MACN's Collective Action tools and methodology.

Key national maritime associations, and the local maritime value chain, will be equipped with tools and resources to promote and implement Collective Action and provide support on anti-bribery practice to local business beyond the life of this project.



PROJECT AT A GLANCE:

Improve governance and efficiency of ports by promoting corruption prevention practices and Collective Action among local NGOs and across the local logistics value chain

KEY ACTIVITIES (OCTOBER 2021 – SEPTEMBER 2022):

- The project team has focused on setting up [Collective Action alliances in India, Bangladesh and Pakistan](#)
 - These alliances are primarily embedded in key [national industry associations](#) aiming at enabling them to act as future Collective Action hubs with local ownership and know-how
 - In [India](#) and [Bangladesh](#) official launch events were held July 2022 and March 2022 respectively. These events were well-attended by both private and public stakeholders which indicates the great interest in Collective Action in these countries
- In [Pakistan, Collective Action initiatives](#) focused on the systemic challenges relating to fraudulent shortage claims on imported cargo, and a multi-stakeholder alliance has been established with international and local maritime businesses to address this
 - In India, MACN has provided tools like the HelpDesk to support the local maritime sector in resolving corruption incidents as they occur. Within the first few months of operation after the July 22 launch of the HelpDesk, 21 incidents were already logged and resolved
 - In [India, anti-corruption training material](#) was distributed to key industry associations and companies. In addition, the development of training modules for the 'Next Generation of Seafarers' is in progress with multiple maritime training institutions having an interest in piloting the training module. Following dialogue with maritime sector government officials, government-specific training is also currently in development
- In India, MACN has engaged in dialogue with key public sector and government agencies such as the [Directorate General of Shipping, Ministry of Shipping, Government of India, Mumbai](#) and the [Central Board of Indirect Taxes and Customs, Department of Revenue, Ministry of Finance, Government of India, New Delhi](#)

Impact

- Through the establishment of Collective Action alliances, the maritime sector has taken important initial steps toward addressing corruption in India, Bangladesh and Pakistan. This will in the medium to long term translate into a more efficient maritime sector and a cleaner and more competitive business environment

DESCRIPTION OF INTEGRITY PARTNER

The **Organisation for Economic Co-operation and Development** (OECD) is an international organisation that works to build better policies for better lives.

Our goal is to shape policies that foster prosperity, equality, opportunity and well-being for all.

We draw on almost 60 years of experience and insights to better prepare the world of tomorrow.

Together with governments, policy makers and citizens, we work on establishing international norms and finding evidence-based solutions to a range of social, economic and environmental challenges.

Name of Integrity Partner:

Organisation for Economic Co-operation and Development

PROJECT:

Fair Market Conditions for Competitiveness in six OECD partner countries

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global with focus on Algeria, Croatia, Saudi Arabia, Serbia, South Africa, and Uzbekistan	3 years	3,00 M	France

This project intends to support the creation of a level-playing field and fair market conditions in the six target countries in order to enhance competitiveness and integrity in a sustainable and inclusive way. It is designed to build on the experience and demonstrated impact of the ongoing project to create fairer market conditions in the Adriatic region, funded by the Third Funding Round of the Siemens Integrity Initiative.

Although this group of countries is very heterogeneous with varying institutional capacities, unique legal and regulatory frameworks and distinct policy priorities, they suffer from significant levels of corruption, a lack of transparency, and anti-competitive behavior. Addressing the most pressing issues and underlying constraints in each country in a joint effort by engaging with government officials, business representatives, civil society and academia, will allow building mutual trust and reinforcing processes towards fairer practices in the economy and society.

This project will address country-specific drawbacks by promoting international standards, exchanging best practices, increasing capacities and empowering stakeholders. More specifically, through this project the OECD seeks to:

- Raise awareness about effective practices to fight corruption across the economy and society;
- Intensify the policy discussion involving the public;
- Provide tailor-made advice and hands-on recommendations;
- Translate policy guidance into concrete reform actions;
- Integrate the latest knowledge and approaches into academic curricula;
- Strengthen institutional capacities, inter-ministerial cooperation and stakeholder consultations.

PROJECT AT A GLANCE:

The goal is to help create fair market conditions in target countries by promoting OECD standards via a Collective Action community and by supporting the design and implementation of actionable policy recommendations. In turn, it is anticipated to support economic growth and employment creation in the beneficiary countries

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

Horizontal Work

- A global kick-off event was held bringing together stakeholders from all six countries to launch collaboration and allow for peer learning. Stakeholders in all countries were also encouraged to participate in a wide range of other relevant OECD events such as the [OECD Global Anti-Corruption & Integrity Forum](#) in March 2022, the Roundtable on [Integrating Consumer Behaviour Insights in Competition Enforcement](#) and the [Middle East North Africa](#)

[Competition Forum](#) in May 2022, and the [Trust in Government – Launch of the OECD Trust Survey Results](#) in July 2022.

- A [central project webpage](#) was created along country-specific sites to facilitate information sharing between teams

Algeria

- Collaboration was launched with project stakeholders and first training sessions were held
- Project priorities and key sectors were identified

Croatia

- Awareness was raised on the project and future collaboration at a [Collective Action meeting](#)

Saudi Arabia

- Collaboration was launched with senior officials and supported by a Memorandum of Understanding
- Thematic work on business integrity was initiated

Serbia

- Awareness was raised on the project and future collaboration at a [Collective Action meeting](#)

South Africa

- Awareness was raised on the project at a [Collective Action roundtable](#) and [workshop](#)
- Thematic work on state-owned enterprises was launched

Uzbekistan

- A Collective Action community was mobilised in thematic workshops
- An [OECD report was published](#) on the assessment of competition in Uzbekistan

Impact

- During the second project phase and building on the stakeholder mobilisation, the team substantially strengthened stakeholder capacity in numerous workshops and training sessions along with targeted OECD expert events
- Several thematic workstreams were launched in which tailored country analysis and advice is incrementally being developed

Name of Integrity Partner:

Transparency International e.V.

DESCRIPTION OF INTEGRITY PARTNER

Transparency International is a global Movement with over 100 chapters around the world dedicated to a vision of a world free of corruption.

The TI Secretariat (TI-S), based in Berlin, is an independent not-for-profit organization with over 25 years of experience working to promote transparency, accountability and integrity at all levels and sectors of society.

TI-S tackles corruption on the regional and global stage by supporting national chapters and coordinating the Movement's international initiatives that seek to hold power to account for the common good.

In collaboration with chapters and contact groups, the Secretariat produces numerous research tools, policy positions, and advocacy strategies.

It serves as a knowledge center, offering valuable insights and new approaches to fighting corruption through research, advocacy, and coalition building.

PROJECT:

Bolstering Integrity in Public Contracting: A Reinvigorated Approach and Coalition on Integrity Pacts

COUNTRY OF IMPLEMENTATION: DURATION:

USD (MILLION):

REGISTERED IN:

Global with focus on Argentina, Romania, and Spain

3 years

1,00 M

Germany

Transparency International aims to address corruption in public procurement by reinvigorating the Integrity Pact as an anti-corruption standard and expanding global and national coalitions promoting its adoption in critical investments and regulation. The initiative will:

1. Reframe and strengthen the Integrity Pact as a global anti-corruption standard by developing an updated global narrative. This will ease its understanding among broader audiences and provide a clear reference for consistent adoption while leaving space for national adaptation.

2. Widen the number of policy and business leaders who promote the application and implementation of the Integrity Pact as an anti-corruption standard through global advocacy.

3. Embed the Integrity Pact standard in key contracting projects or regulation in three countries.

Working at the national level, TI chapters in Argentina, Romania and Spain will build cases for the adoption of the IP anti-corruption standard and its integration into public contracting regulation and convince government leaders to commit to its implementation in flagship public investments or formal adoption.

PROJECT AT A GLANCE:

To reinvigorate the Integrity Pact as an anti-corruption golden standard and expand global and national coalitions promoting its adoption in critical investments and regulation

KEY ACTIVITIES

(OCTOBER 2021 – SEPTEMBER 2022):

- Published the [project webpage](#), which includes a description of the project, objectives and activities, project partners and contacts, and a Global Integrity Pacts Compendium
- Administered a global survey to Transparency International chapters and partner organisations on their experience with Integrity Pacts
- Launched the [Global Integrity Pacts Compendium](#), which includes detailed overviews of Integrity Pacts implementation in 28 countries across 4 regions since the early 2000s, and a database with information on 55 individual Integrity Pact projects
- Held a webinar on the future of the Integrity Pacts at the annual Transparency International Movement Summit
- Developed the concept and structure of the new global Integrity Pact standard and designed the process to consult key stakeholders on its content
- Developed the preliminary concepts for a global advocacy strategy and a multi-stakeholder coalition to foster adoption and implementation of Integrity Pacts and promoted the project on several occasions, including the [4th International Collective Action Conference 2022](#), a climate finance workshop, a lecture on Collective Action, and a webinar on public contracting
- Transparency International's Chapters in Argentina, Romania, and Spain carried out national stakeholder mapping, developed the concept and structure of policy papers on trends and challenges in public contracting in each country, and promoted the project through national and regional meetings and events

Impact

- As activities so far mostly involved development work, it is difficult to assess the impact of the project at this stage. However, through the publication of the Global Integrity Pacts Compendium and promotion of the project at relevant national and international events and meetings, the team generated interest in the development of the new global Integrity Pact standard among Transparency International's Chapters, civil society partners, and stakeholders in the public and private sector

DESCRIPTION OF INTEGRITY PARTNER

The mission of the **United Nations Office on Drugs and Crime** (UNODC) is to contribute to global peace and security, human rights and development by making the world safer from drugs, crime, corruption and terrorism and by working for and with Member States to promote justice and the rule of law to build resilient societies.

The important and complementary mandates of UNODC are:

- serving as the guardian of international treaties and the secretariat to global policymaking bodies;
- providing strong research and policy analysis; and
- combining global expertise and a wide field presence to provide specialized assistance to Member States.

Name of Integrity Partner:

United Nations Office on Drugs and Crime (UNODC)

PROJECT:

Global Action for Business Integrity

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Global with focus on Brazil, Colombia, Egypt, Ethiopia, Malaysia, Saudi Arabia, Uzbekistan and 1 global outreach component	3 years	4,00 M	Austria

Despite progress in recent years, corruption remains a key impediment to sustainable development. Corruption imposes high costs on doing business, it deters investment and stifles competition. The COVID-19 pandemic intensified the challenges to business integrity by disrupting supply chains and producing rapid shifts in corruption risks for many companies.

As a response, Collective Action by the public sector, the private sector, civil society and academia is needed to develop innovative and sustainable solutions to prevent and counter corruption.

The UNODC project Global Action for Business Integrity aims to support this process and to reduce corruption by strengthening legal frameworks, public-private dialogue and private sector capacity to enhance integrity in accordance with the relevant provisions of the [United Nations Convention against Corruption \(UNCAC\)](#).

The project is active in seven target countries: Brazil, Colombia, Egypt, Ethiopia, Malaysia, Saudi Arabia and Uzbekistan.

In addition, the project's global component will play a critical role in upscaling effective approaches, achieving sustainability and mainstreaming the good practices identified under this project into global policy forums.

PROJECT AT A GLANCE:

To reduce corruption by strengthening legal frameworks, public-private dialogue and private sector capacity to enhance integrity

**KEY ACTIVITIES
(OCTOBER 2021 – SEPTEMBER 2022):**

- A [high-level special event on business integrity](#) was held during the 9th session of the Conference of the States Parties to UNCAC in Egypt
- In Brazil, a “[Coding4Integrity](#)” hackathon was held. The hackathon brought together 46 participants from Brazil and Mexico to develop technological solutions to three business integrity challenges
- In Brazil, a survey was disseminated to collect information on lobbying regulations focusing on current legislative frameworks and the perceptions of key stakeholders. It received 222 responses and most respondents expressed their support for lobbying regulations
- In Colombia, 20 workshops were held across the country with representatives from academia and civil society to assess their challenges to participating in anti-corruption efforts and to develop solutions
- In Egypt, a [Model Conference of the States Parties to United Nations Convention against Corruption \(UNCAC\)](#) was held in collaboration with the Administrative Control Authority of Egypt, Cairo University and USAID
- In Ethiopia, a working session was conducted with 35 participants from civil society and academia to facilitate a dialogue on business integrity and discuss priority areas to counter private sector corruption
- In Uzbekistan, training curricula on corruption proofing of legislation was developed and expert trainers were trained. A survey methodology was also developed to assess the level and prevalence of corruption among interactions of businesses and public institutions. The survey was piloted online and received 1 800 responses from business entities

Impact

- Increased knowledge and awareness by public and private sector stakeholders of the [United Nations Convention against Corruption \(UNCAC\)](#), national legal frameworks and good practices to strengthen business integrity
- Increased interactions and dialogues between the public and private sectors on anti-corruption and business integrity. Collective Action has also been strengthened by including other key stakeholders such as civil society and academia in efforts to strengthen business integrity

DESCRIPTION OF INTEGRITY PARTNER

WU (Vienna University of Economics and Business) is Europe's largest Business and Economics University offering degree programs as well as a wide range of specialization areas and research opportunities. Project responsibility will be undertaken by the Institute for Austrian and International Tax Law.

The Institute for Austrian and International Tax Law is one of the world's largest academic institutions engaged in the research and teaching of the tax law. The Institute has a longstanding tradition in organising international conferences and trainings both for practitioners and tax administrations.

Name of Integrity Partner:

Wirtschaftsuniversität Wien (Vienna University of Economics and Business)

PROJECT:

Good governance in a digital and open trading environment

COUNTRY OF IMPLEMENTATION:	DURATION:	USD (MILLION):	REGISTERED IN:
Regional with focus on Ghana, Kenya, Nigeria, Rwanda, South Africa, Uganda, Zambia, and selected Belt and Road Initiative	3 years	1,00 M	Austria

New digital technologies have transformed the way that African citizens work, live and play and the way they interact with their governments. New opportunities for inter-African trade are opening up with the African Continental Free Trade Area Agreement (AfCFTA).

With a young digital savvy population and a rapidly expanding digital infrastructure, Africa is well placed for this transformation. Nevertheless, new technologies and open borders carry the risk of facilitating Illicit Financial Flows (IFFs).

This project focuses on how African countries can minimize the risk and maximize the benefits from this more open and technologically sophisticated environment.

To achieve this transformation will require the active participation of civil society organizations (CSOs). It will require that Financial Intelligence Units (FIUs), Tax and Customs Departments, Trade Ministries, Anti-Corruption Authorities, Justice and Finance Ministries and other relevant institutions all seamlessly cooperate and engage in information exchange.

Achieving more effective actions against corruption and other forms of illicit financial flows will require action on all three aspects of this project: exploring how digital technologies can improve the response of law enforcement bodies; ensuring the interests of these bodies are taken into account as the African Trade Agreement is implemented and engaging CSOs in this debate.

PROJECT AT A GLANCE:

Adapt approaches of regulatory and tax agencies cooperation to counter tax and financial crimes in a digital and free trade environment and strengthening Civil Society Organizations' engagement in the policy debate

**KEY ACTIVITIES
 (OCTOBER 2021 – SEPTEMBER 2022):**

- The focus group on 'Using New Technologies to Tackle Illicit Financial Flows (IFFs)' met on 23 November 2021, and agreed on a work plan for the next two years with the participants, which included all the African focus countries and over 80 participants and which was subsequently endorsed at a virtual conference on 7- 8 February 2022 with 21 African countries and 6 international and regional organizations

- The project team did presentations to:
 - The West African Tax Administration Forum (WATAF) on the use of technology for tax administration in September 2021
 - The African Tax Administration Forum (ATAF) members on blockchain during the digitalization workshop in May 2022
 - The United Nations Subcommittee on 'Digitalization and other opportunities to Improve Revenue Administration'
- A memorandum of understanding was signed with the African Tax Administration Forum (ATAF) for a joint project on the African Continental Free Trade Area (AfCFTA) on tax and Illicit Financial Flows
- A second memorandum of understanding was signed with the Tax Justice Network Africa (TJNA) to co-host the annual summer schools

Impact

- The combination of the Focus Group meetings, the signing of memorandum of understanding with the African Tax Administration Forum (ATAF) and the African Tax Justice Network (ATJN), the engagement with the African Union, the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Tax Committee and with the business and academic communities in Africa has all enabled the project team to influence the political agenda on Illicit Financial Flows on the continent
- Whilst it is too early to assess how far this will lead to practical changes on the ground we have established ourselves as a source of innovative approaches to providing a clean business environment and one which provides a level playing field

D1.

Annex –
Additional Siemens Reports

Annex – Additional Siemens Reports



Siemens Report for fiscal 2022

Siemens has published the [Siemens Report for the fiscal year 2022](#). It provides detailed information about the business development of the company, its earnings, assets, and finances.

Sustainability report 2022

SIEMENS

Siemens Sustainability Report 2022

The [Sustainability Report 2022](#) provides on 167 pages a wealth of information about Siemens and its activities and includes:

1. Siemens at a glance and our DEGREE framework
2. Our sustainability management
3. Governance – responsible business practices
4. Environment – preserving nature and resources
5. Social – Contribution to people and society
6. Our sustainability indicators
7. Annex

More information on Collective Action is available on www.siemens.com/collective-action

In addition to this report, Siemens publishes information on its activities in its comprehensive Annual Report at the end of the fiscal year.

This Siemens Integrity Initiative Annual Report 2022 has been compiled to the best of our knowledge and includes information that has been submitted to the Siemens Integrity Initiative Project Office through March 02, 2023.

Information provided in Section C is created and approved for external use by each Integrity Partner.

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About Siemens

Siemens AG (Berlin and Munich) is a technology company focused on industry, infrastructure, transport, and healthcare. From more resource-efficient factories, resilient supply chains, and smarter buildings and grids, to cleaner and more comfortable transportation as well as advanced healthcare, the company creates technology with purpose adding real value for customers. By combining the real and the digital worlds, Siemens empowers its customers to transform their industries and markets, helping them to transform the everyday for billions of people. Siemens also owns a majority stake in the publicly listed company Siemens Healthineers, a globally leading medical technology provider shaping the future of healthcare. In addition, Siemens holds a minority stake in Siemens Energy, a global leader in the transmission and generation of electrical power. In fiscal 2022, which ended on September 30, 2022, the Siemens Group generated revenue of €72.0 billion and net income of €4.4 billion. As of September 30, 2022, the company had around 311,000 employees worldwide.

Further information is available on the Internet at www.siemens.com.

