



United Nations
Global Compact



United Nations
Office on Drugs and Crime

The background of the cover is a low-angle shot of a modern glass skyscraper against a blue sky with light clouds. Overlaid on the right side of the image are several colorful triangles in shades of green, blue, pink, yellow, orange, red, and white, arranged in a pattern that suggests movement or a network.

COSP
PRIVATE SECTOR PLATFORM
Multi-stakeholder Dialogue Outcome Document
December 2025

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1. Overview

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| Event title | COSP Private Sector Platform Multi-Stakeholder Dialogue |
| Context | Eleventh session of the Conference of the States Parties (COSP11) to the United Nations Convention against Corruption (UNCAC) |
| Location | Doha, Qatar |
| Date | 16 December 2025 |
| Participants | <p>A total of 48 participants, including:</p> <ul style="list-style-type: none">• Government representatives from Brazil, France, Qatar, Saudi Arabia, and the United Kingdom;• Private sector leaders and business representatives;• Representatives of international organizations;• Civil society, youth and other observers. <p>In addition, four representatives from the United Nations Office on Drugs and Crime (UNODC), ten from the United Nations Global Compact, including five from Global Compact Networks Nigeria, Ukraine, Georgia, and the United Kingdom participated in the dialogue.</p> |
| Convened by | UN Global Compact and UNODC |



2. Background

The Conference of the States Parties (COSP) to the United Nations Convention against Corruption (UNCAC) convenes biennially to review UNCAC implementation, address emerging corruption risks, and adopt resolutions on priority anti-corruption issues, including those directly relevant to business operations, trade, and investment.

The eleventh session of COSP (COSP11) was held in Doha, Qatar, in December 2025. COSP11 brought together governments and a broad range of stakeholders under the theme “Shaping Tomorrow’s Integrity.”

While UNCAC implementation remains the responsibility of governments, the private sector plays a critical role in translating commitments into practice and fostering integrity across markets and value chains. Historically, however, private sector engagement at COSP was constrained by the absence of a structured and sustained mechanism for public-private dialogue.

In response to calls for deeper public - private collaboration, including COSP Resolution 10/12, the COSP Private Sector Platform (PSP) was launched at COSP11 as the official private sector track of COSP.

Established and co-led by the UN Global Compact and UNODC, the COSP PSP brings together corporate leaders to support UNCAC implementation by facilitating structured engagement with governments on COSP resolutions and priorities, while enabling year-round coordination and Collective Action between COSP sessions.

3. Objectives

The COSP11 Private Sector Platform in-person multistakeholder dialogue was designed as a dedicated unprecedented COSP space for public - private exchange accompanying the formal launch of the Platform. It constituted one of the inaugural activities of the PSP, convening its members together with a broader group of observers, including from government, international organizations, civil society, youth.

The dialogue aimed to:

- **Share government updates and priorities related to COSP resolutions** of relevance to the private sector, creating a common understanding of current policy directions and expectations.
- **Enable focused discussion on practical implications for the private sector**, including implementation challenges, risks, and opportunities arising from COSP resolutions in different countries and sectors.
- **Explore potential areas for public-private collaboration** and follow-up, including practical actions and next steps that could support implementation and be taken forward through the COSP Private Sector Platform between COSP sessions.

Through this action-oriented exchange, the dialogue sought to strengthen mutual understanding between governments and businesses and to inform the identification of proposed actions outlined in the Conclusions section of this document.

4. Summary of Discussions

4.1 Welcome and inauguration

The COSP11 PSP dialogue was opened by **Ms. Maria Adomeit**, Chief (OiC), Thematic Support Section, Corruption and Economic Crime Branch (CEB), UNODC. In her opening remarks, she highlighted the importance of engaging the private sector as a key partner in advancing the objectives of UNCAC.



Introductory remarks followed from **Ms. Cristina Ritter**, Head of Governance and Anti-Corruption at the UN Global Compact, marking the formal launch of the COSP Private Sector Platform, underscoring the value of structured and sustained dialogue between governments and businesses to support effective anti-corruption efforts.



As the host country of COSP11, H.E. **Mr. Jassim Yaaqob Al-Hamadi**, Ambassador of the State of Qatar and Permanent Representative to the United Nations in Vienna, welcomed participants to Doha and highlighted the COSP11 Doha Declaration 2025: "Strengthening international cooperation and seizing the opportunities provided by artificial intelligence in preventing and combating corruption". He underscored the growing relevance of AI and digital technologies in addressing increasingly complex corruption and economic crime risks, emphasized the critical role of the private sector in the responsible development and use of such technologies, and encouraged the COSP Private Sector Platform to engage on this thematic area as it takes forward its work.



Ms. Stephanie Cameron, First Secretary and Alternate Permanent Representative of the United Kingdom of Great Britain and Northern Ireland to the United Nations in Vienna, highlighted the growing impact of global fraud, and the need for strengthened public-private cooperation to address increasingly sophisticated and technology-enabled fraud schemes. In this context, she noted the UNODC-INTERPOL Global Fraud Summit, to be held on 16 and 17 March 2026, in Vienna.

Building on these opening interventions, the dialogue then moved into dedicated thematic discussions structured around selected COSP resolutions of particular relevance to the private sector.



4.2 Theme I: Preventing and combating corruption as it relates to crimes that affect the environment

Discussion led by Mr. Marcelo Pontes Vianna, Secretary for Private Sector Integrity, Office of the Comptroller General, Brazil.

Discussions highlighted that corruption acts as a key enabler of environmental crimes and poses significant risks for the private sector, particularly in sectors such as forestry, extractive industries, agriculture, maritime transport, and global supply chains. Participants noted challenges related to weak governance, corruption involving public authorities, opaque land tenure arrangements that affect indigenous communities, and forced displacement.



These issues can expose companies to legal, reputational, and operational risks while also distorting markets.

From a private sector perspective, participants emphasized the importance of clear, predictable, and proportionate regulatory frameworks. While minimum sustainability and integrity standards are essential to level the playing field, setting requirements too high or without sufficient flexibility may hinder effective implementation across different country contexts. Participants highlighted the value of minimum standards that allow for progressive improvement over time.



Collective action emerged as a central theme. Participants discussed the role of public-private partnerships and task forces in promoting accountability and transparency. They also highlighted industry-based initiatives, such as certification systems for sustainably sourced raw materials and fuels, as practical mechanisms to support these goals. The importance of institutionalized relationships, rather than reliance on personal connections, and the role of integrity education alongside regulation were also emphasized as critical enablers of sustainable impact.

4.3 Theme II: Incentives for the private sector to adopt integrity measures

Discussion led by **Ms. Isabelle Jegouzo**, Director, Anti-Corruption Agency, France.

Participants highlighted that integrity and compliance measures are often perceived by companies as cost-driven or sanction-oriented, which can limit internal buy-in and effectiveness.



The discussion emphasized the need to shift the narrative towards integrity as a driver of value creation, competitiveness, resilience, and trust, particularly when aligned with sustainability priorities. A range of positive incentives were discussed, including preferential treatment in public procurement, tax incentives, reduced administrative burdens, potential mitigation of sanctions in the framework of a corruption investigation, reputational benefits, and recognition mechanisms such as white lists or awards. For small and medium-sized enterprises, participants stressed the importance of practical guidance, sector-specific tools, and accessible training materials to support implementation.



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The discussion underscored the value of close public-private collaboration in designing integrity frameworks. Examples were shared of systems developed jointly with the private sector, where guidance, templates, and training were co-created to ensure relevance and usability. Aligning the “languages” of governments and business through dialogue and co-creation was seen as essential to bridging implementation gaps and fostering common understanding and a culture of integrity.

4.4 Theme III: Enhancing data collection to measure corruption and its impacts, as well as to assess the effectiveness of anti-corruption and integrity measures



Discussion led by **Mr. Abdulaziz Alswajy**, Legal Specialist, Oversight and Anti-Corruption Authority, Saudi Arabia.

Participants emphasized the critical role of data, transparency, and measurement in strengthening anti-corruption efforts. Limited access to reliable, comparable, and publicly available data was identified as a key challenge for both governments and companies in assessing risks, conducting due diligence, and measuring the effectiveness of integrity efforts.



From a private sector perspective, greater transparency from public authorities was seen as essential to enable robust risk assessments. Participants highlighted the importance of transparency in areas such as procurement, climate-related data, and enforcement outcomes.

Participants highlighted the value of internationally recognized standards and frameworks, including anti-bribery and integrity management systems, to improve consistency and comparability across jurisdictions and sectors.

The discussion also highlighted the potential of digitalization and technology-enabled solutions to enhance data collection and analysis, including in lower-resource contexts.



Opportunities for public-private sector collaboration were identified as key for the development of assessment tools, indicators, and methodologies, as well as in creating safe environments for data-sharing and whistle-blowing.

Youth engagement and innovation were also noted as important drivers of future progress in this area.

5. Conclusions and Proposed Actions

The COSP11 PSP Multi-Stakeholder Dialogue reaffirmed the value of a structured public-private space to discuss COSP resolutions affecting the private sector and to exchange views on practical implementation challenges and opportunities. Across the three thematic areas, discussions highlighted the importance of Collective Action, proportionate and workable approaches, and sustained government-business collaboration to advance integrity and effective implementation.

Drawing on the exchanges during the dialogue, the following proposed actions reflect shared areas of focus where governments, the private sector, and other stakeholders can work together in support of UNCAC implementation and relevant COSP resolutions.

Addressing Corruption Linked to Environmental Crimes

1. Collective Action that works: public-private partnerships across supply chains

Promote structured public-private partnerships and Collective Action initiatives, including task forces and multi-stakeholder platforms, to jointly prevent, identify and mitigate corruption risks linked to environmental crimes throughout supply chains.

2. A level playing field: realistic sustainability standards

Encourage the adoption of minimum sustainability and integrity standards that are ambitious yet achievable, ensuring broad uptake by companies while preventing unfair competition and regulatory avoidance.

3. Accountability through certification: integrity backed by the public sector

Explore the development of sustainability and integrity certification schemes - where appropriate and context-sensitive - that may recognize good corporate practices and help companies demonstrate compliance and traceability, particularly in relation to raw materials and environmentally sensitive sectors.

4. Integrity starts early: education beyond policy frameworks

Strengthen integrity education and awareness-raising initiatives in collaboration with governments, academia and the private sector, complementing regulatory approaches and fostering a culture of integrity in environmental governance.

Incentives for Private Sector Integrity

5. Integrity creates value: reframing compliance as an asset

Clarify and communicate the business value of compliance and integrity, linking anti-corruption measures with value creation, competitiveness and broader ESG and sustainability objectives.

6. From obligation to innovation: compliance as a creative force

Promote a shift in narrative that positions integrity as a starting point for innovation, encouraging companies to integrate compliance into business models, products and services.

7. Incentives that matter: encouraging voluntary integrity measures

Explore innovative incentive mechanisms—regulatory, financial or reputational—to encourage companies, including SMEs, to adopt and strengthen integrity and anti-corruption measures proactively.

8. Speaking the same language: aligning public and private sector approaches

Foster alignment between public and private sector “compliance languages” through joint training, practical guidance materials and co-creation processes in policymaking and implementation.

Data, Transparency and Digital Solutions

9. Common standards, shared trust: global frameworks for integrity

Encourage States Parties to mandate or promote the adoption of internationally recognized anti-corruption frameworks and standards, such as the ones set forth in the upcoming UNODC and UN Global Compact Second Edition of “An Anti-Corruption Ethics and Compliance Programmes for Business: A Practical Guide” to harmonize expectations and strengthen trust across sectors.

10. Data and technology as enablers: transparency for prevention

Promote greater transparency through publicly available data, digital tools and platforms that support corruption risk assessment, due diligence and corporate compliance, leveraging technology, private sector expertise, academia and youth engagement in the development of innovative solutions.

6. Annexes

Annex I: Agenda

| Tuesday, 16 December 2025 | |
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| 15:00 – 15:10 | <p>Welcome and Opening Remarks</p> <ul style="list-style-type: none"> • H.E. Mr. Jassim Yaaqob Al-Hamadi, Ambassador of the State of Qatar and Permanent Representative to the United Nations in Vienna • Ms. Stephanie Cameron, First Secretary, Alternate Permanent Representative to the United Nations in Vienna • Ms. Maria Adomeit, Chief (OiC), Thematic Support Section, Corruption and Economic Crime Branch, UNODC • Ms. Cristina Ritter, Head, Anti-Corruption and Governance, UN Global Compact |
| 15:10 – 15:40 | <p>Round-table Discussions</p> <p>Participants will split into groups based on COSP11 resolutions. Each table includes one government representative who gives a 5-min overview of their resolution. Groups then address the following guiding questions:</p> <ul style="list-style-type: none"> • Private sector challenges on the topic • Opportunities for public-private collaboration • Three concrete company actions to advance the goal |
| 15:40 – 16:15 | <p>Plenary</p> <p>Groups present their resolution and discussion outcomes. Government representatives' presence is optional.</p> |
| Followed by Internal PSP Discussions | |

Annex II: List of participants (including observers)

| Government Representatives | |
|----------------------------|---|
| 1 | H.E. Mr. Jassim Yaaqob Al-Hamadi, Ambassador of the State of Qatar and Permanent Representative to the United Nations in Vienna |
| 2 | Mr. Abdulaziz Alswajy, Legal Specialist, Oversight and Anti-Corruption Authority, Saudi Arabia |
| 3 | Ms. Isabelle Jegouzo, Director, Anti-Corruption Agency, France |

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| 4 | Mr. Marcelo Pontes Vianna, Secretary for Private Sector Integrity, Office of the Comptroller General, Brazil |
| 5 | Ms. Stephanie Cameron, First Secretary, Alternate Permanent Representative to the United Nations in Vienna, United Kingdom |
| COSP Private Sector Platform | |
| 6 | Mr. Erkin Erimez, Managing Partner, ARGE Consulting (Türkiye) |
| 7 | Ms. Lana Oueida, Regional Integrity Head (AMEA), AtkinsRéalis (Canada) |
| 8 | Mr. Asanga Priyadarshana, Group Chief Corporate Officer, Dialog Axiata PLC (Sri Lanka) |
| 9 | Ms. Alexandra Levchenko, Deputy Head of Compliance, DTEK Group BV (Ukraine) |
| 10 | Mr. Vinko Berkovic, Compliance Officer, Hrvatski Telekom (Croatia) |
| 11 | Ms. Penelope Constantinides, Legal Affairs Manager & Corporate Secretary, Malia Group (Lebanon) |
| 12 | Ms. Christina Ippisch, Corporate Ethics & Compliance Officer, Progreso Division Cemento (Guatemala) |
| 13 | Mr. David Christian Smith, Division Head, Corporate Risk & Integrity, PT Indah Kiat Pulp & Paper Tbk (Indonesia) |
| 14 | Ms. Márcia Balisciano, Chief Sustainability Officer, RELX (United Kingdom) |
| 15 | Mr. Shawn Teixeira, Head of Siemens Integrity Initiative, Siemens (Germany) |
| 16 | Mr. Warisul Abid, Chief People & Sustainability Officer, SQ Group (Bangladesh) |
| 17 | Mr. Chee Yong Tan, Head of Global Sustainability, SQ Group (Bangladesh) |
| 18 | Ms. Samantha Padayachee, Managing Executive for Group Compliance, Vodacom (South Africa) |
| Observers | |
| 19 | Ms. Barbara Tsai, Assistant General Counsel, Asia Head of Compliance, Microsoft (Singapore) |
| 20 | Mr. Ian McDougall, President, LexisNexis Rule of Law Foundation (United Kingdom) |
| 21 | Mr. Nadeem Anwer, Compliance Officer, MEA and Business Area Gas, Services Siemens Energy LLC (United Arab Emirates) |
| 22 | Mr. Mazen Fayad, Regional Government Industry Director with Microsoft, United Arab Emirates, Microsoft (United Arab Emirates) |

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| 23 | Mr. Matt Galvin, Partner, Steptoe LLP (United States of America) |
| 24 | Mr. Matt Sparkes, Sustainability Director, Linklaters (United Kingdom) |
| 25 | Ms. Mona Daraei, General Counsel, Head of Compliance and Board Secretary, Siemens Energy (Qatar) |
| 26 | Ms. Nadiia Petruchenko, Co-founder and Chief Business Officer, SPP Development Ukraine (Ukraine) |
| 27 | Mr. Ricardo Araujo, Chief Governance and Compliance Officer, Petrobras (Brazil) |
| 28 | Mr. Øistein Jensen, Chief Sustainability Officer, Odfjell SE (Norway) and Vice Chair, Maritime Anti-Corruption Network |
| 29 | Mr. Dan Pathomvanich, Chief Executive Officer, NR Instant Produce (Thailand) |
| 30 | Mr. Xiangrong Yi, EVP, Xiamen Airlines (China) |
| 31 | Ms. Stephanie Griffiths, Field CDO, Dataiku (France) |
| 32 | Mr. Ashok Sarangapani, Founder & CEO, ABMS Consulting (Malaysia) |
| 33 | Mr. François Valérian, Chair, Transparency International |
| 34 | Ms. Viviane Schiavi, Global Policy Lead, Anti-Corruption and Corporate Responsibility, International Chamber of Commerce |
| 35 | Mr. Gabriel Checcini, Rapporteur, Corporate Governance, Ethics & Compliance, and ESG |
| UN Global Compact | |
| 36 | Ms. Cristina Ritter, Head, Governance and Anti-Corruption Programmes |
| 37 | Ms. Gabriela Ocampo, Senior Manager, Governance and Anti-Corruption |
| 38 | Ms. Hannah Ravani, Manager, Governance and Anti-Corruption |
| 39 | Mr. Fabian Espejo, Project Senior Anti-Corruption Expert |
| 40 | Ms. Ellie Martin, Global Compact Networks Communications Manager |
| 41 | Ms. Maya Giorgadze, Partnership and Private Sector Engagement Manager, Global Compact Network, Georgia |
| 42 | Ms. Naomi Emeka Nwokolo, Executive Director, Global Compact Network Nigeria |
| 43 | Ms. Daria Ruban, Social & Governance Lead, Global Compact Network Ukraine |
| 44 | Ms. Lea Burkart, Governance & SDGs Project Manager, Global Compact Network UK |

| UN Office on Drugs and Crime (UNODC) | |
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| 45 | Ms. Maria Adomeit, Chief (Officer-in-Charge), Thematic Support Section, Corruption and Economic Crime Branch |
| 46 | Ms. Julia Pilgrim, Global Coordinator for Business Integrity |
| 47 | Mr. Florian Lair, Crime Prevention and Criminal Justice Officer |
| 48 | Ms. Laura Bertipaglia, Crime Prevention and Criminal Justice Programme Officer |

Annex III: COSP Private Sector Platform full participant list

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| 1 | ABSA Bank (Kenya) |
| 2 | AtkinsRéalis (Canada) |
| 3 | ARGE Consulting (Türkiye) |
| 4 | Baby Food Factory (Serbia) |
| 5 | Cellfie Mobile (Georgia) |
| 6 | CMPC (Chile) |
| 7 | Deloitte (United States of America) |
| 8 | Dialog Axiata PLC (Sri Lanka) |
| 9 | DTEK Group BV (Ukraine) |
| 10 | FCC Construcción (Spain) |
| 11 | Hrvatski Telekom (Croatia) |
| 12 | Malia Group (Lebanon) |
| 13 | Motiva (Brazil) |
| 14 | Natura & Co (Brazil) |
| 15 | Novartis (Switzerland) |
| 16 | Progreso Division Cemento (Guatemala) |
| 17 | PT Indah Kiat Pulp & Paper Tbk (Indonesia) |
| 18 | RELX (United Kingdom) |

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| 19 | Safaricom (Kenya) |
| 20 | Siemens (Germany) |
| 21 | SQ Group (Bangladesh) |
| 22 | Vodacom (South Africa) |

Annex IV: Relevant COSP resolutions and references

| COSP resolutions | |
|------------------------|---|
| COSP11 (December 2025) | Resolution 11/1 . Doha Declaration 2025: strengthening international cooperation and technical assistance and seizing the opportunities provided by artificial intelligence systems in preventing and combating corruption. |
| | Resolution 11/9 . Preventing and combating corruption as it relates to crimes that affect the environment. |
| | Resolution 11/5 . Enhancing data collection to measure corruption and its impacts, as well as to assess the effectiveness of anti-corruption and integrity measures. |
| COSP10 (December 2023) | Resolution 10/12 . Providing incentives for the private sector to adopt integrity measures to prevent and combat corruption. |