

B20 Integrity & Compliance Task Force Key Reflections and Suggestions from Members

As a group of B20 Integrity & Compliance Task Force members with a long-standing engagement and strong commitment to the B20's impact and success, we have reflected on recent B20 cycles and would like to support the incoming G20 and B20 Presidencies with some ideas and suggestions. While some of these are specific to the B20 Integrity & Compliance Task Force, others may be applicable to other B20 task forces or the B20 more widely. Our aim is to contribute to a G20 and B20 that will continue to achieve strong engagement, effective processes, policy advances and significant impact at both global and country levels.

The B20 Integrity & Compliance Task Force

The B20 Integrity & Compliance Task Force has existed since 2011.¹ It convenes a cross-section of the G20 business community, focusing on those engaged in anti-corruption, compliance, integrity and transparency. More recently, it has linked these issues to sustainability and environmental, social and corporate governance (ESG) considerations. Unlike other B20 task forces, it has a direct counterpart – the G20 Anti-Corruption Working Group (G20 ACWG) – and seeks to provide input into the working group's outcomes and deliverables, high-level principles, action plans and their implementation. The task force has been productive, constructive and innovative in its recommendations on key business priorities related to the international anti-corruption agenda. Nevertheless, we believe its impact – and that of the B20 overall – could be even greater by addressing the following considerations.

Reflections and suggestions

1. **Ensure consistency, continuity and follow-up across B20 Presidencies**

While each G20 Presidency sets its own priorities in terms of content and process, successful engagement with key stakeholders such as the B20 and greater impact on policy depend on passing on knowledge and good practices.

- Establish a **troika across Presidencies**, including at the task force level, to ensure good practices are passed on and policy recommendations receive adequate follow-up and are advanced across Presidencies.
- Enable an **early and comprehensive handover process**, which engages the outgoing and incoming B20 Secretariat and includes the task force leadership and the knowledge and networking partners. Share lessons learned on task force governance and collaboration, outreach and advocacy, policy development and relevant background material.
- Develop a **multi-year action plan**. Such a framework document, aimed to drive task force activities over several years, could create more momentum and understanding of the task force's priorities and how they enhance the G20's international anti-corruption efforts. The timing of the plan could also be aligned with that of the G20 ACWG Action Plan. To assist take up, the task force could set targets in the plan as well as measure implementation and impact of task force recommendations.
- Establish a **B20 support unit**. A support unit could service this task force or all task forces, offer project management continuity, critical knowledge management, subject matter consultation and outreach to and engagement with the G20. The support unit could be piloted to start, and potentially be led by an NGO or other group with appropriate qualifications.
- Make use of **task force expertise** in other policy fora. Promote the task force as a reference point for business input into key international policy processes on anti-corruption, including the G7, UNODC, FATF and OECD. Also seek to contribute to other relevant global opportunities, such as the Biden Summit for Democracy.

2. **Enhance governance in task force management**

Drawing on the expertise of the business integrity and compliance community, reflect best governance practices within the task force's operations.

- Ensure **transparency in the selection process** for task force leadership, partners and members. Consider diversity of expertise and sectors, nationality, gender and generations.
- Set up a **task force preparatory meeting** before the Presidency begins. This can facilitate early discussion of priorities for the incoming Presidency, taking into consideration the final G20 ACWG outcomes/G20 Leaders' Communiqués. There is precedent for this, as such a meeting was held under the German and Saudi Presidencies.
- Ensure adequate **onboarding processes** for the new task force leadership and members that provide a sound understanding of the overall G20/B20 process, including roles in the task force vis-à-vis the G20 ACWG and in relation to other B20 task forces and other G20 engagement groups.
- Enable **ongoing collaboration** across the B20 engagement groups. This should extend to other task forces, the G20 ACWG (see below), and other G20 engagement groups, such as the C20. Agendas and timetables should be shared, and communication and collaboration, for example on priorities and joint statements, encouraged. During the Argentinian Presidency, for example, several joint B20-C20 policy [statements were published](#).

3. **Promote an inclusive, engaging and transparent B20 process**

To fully harness the expertise of task force members across jurisdictions and sectors and for policy recommendations to be truly owned by the task force members, the B20 should provide greater opportunities for transparent engagement and input.

- Create genuine **space for exchange**. Embark on active engagement of task force members before new policy priorities and positions are drafted. Reference previous years and present a stocktaking of progress towards previous recommendations, but encourage new thinking, innovation and adaptation, with the aim to increase member ownership of the results.
- Set up **sub-groups of task force members** based on expertise and interest to drive the development of each focus area.
- Promote clear and effective **channels of communication** between the task force leadership and its members, including through a dedicated online platform that is made available and ideally maintained across Presidencies.
- Enable various opportunities for both **oral and written feedback** by task force members.
- Ensure **transparent online tracking of the work**. For the policy paper in particular, include explanations of how amendments are considered and why they were or were not included in the policy paper.
- Allow members to **evaluate the policy process** (e.g. through a survey) for feedback and improvement.
- **Track the task force's impact** in terms of uptake of policy recommendations by the G20 as is currently being developed by the [B20 Collective Action Hub](#). Consider also the development of implementation and impact metrics for prior task force recommendations.

4. **Secure experienced knowledge partners**

For the B20 Task Force system, the knowledge partner plays a key role. Knowledge partner expertise is critical for developing a timely, conceptually sound and influential policy paper.

- Ensure the knowledge partner demonstrates: **strong understanding of international trends** in anti-corruption, ethics, integrity, fraud and compliance systems, and their links to sustainability and ESG; deep knowledge of and ability to prepare materials consistent with previous B20 policy recommendations and relevant G20 documents; and strong language, drafting and knowledge management skills. B20 leadership should consider consulting the members on the selection.

- Consider knowledge partners from consultancies, academia and think tanks. If the task force determines that a knowledge partner has been particularly high-quality, consider re-engaging them across multiple Presidencies.
- Make use of the newly established [B20 repository](#) hosted by the B20 Collective Action Hub, which provides oversight of all B20 Integrity & Compliance policy papers, statements and joint statements.
- Within the knowledge partner remit, develop **short and concise policy papers** aimed at influencing policy discussions within the B20/G20 and beyond. The policy paper should take into account past B20 recommendations and G20 priorities and commitments, as well as reflect the current context for integrity and compliance in the private sector.
- In conjunction with the task force leadership, actively engage the task force in the process of consolidating the paper into the final B20 Communiqué.

5. **Track and assess the task force's impact**

To support ambition, focus and learning, the task force needs a mechanism to track implementation and measure impact that can also generate recommendations for improvements.

- Implement a system to **track implementation** of task force recommendations, ideally across a multi-year action plan.
- Establish a **standardized feedback process** at the end of each task force cycle that yields recommendations from task force members and other stakeholders for future task force cycles and incoming Presidencies.

6. **Promote consistent engagement between the task force and the G20 ACWG**

To provide timely and targeted input into the G20 ACWG process – the core mandate of the task force – both the task force and the ACWG need to engage in an ongoing dialogue and proactive information exchange.

- Promote an **ongoing dialogue and proactive, transparent information-sharing** between the task force (possibly through the troika suggested above), its members and the G20 ACWG, including during transition periods. Identify opportunities for greater alignment of priorities and timelines and amplification of common objectives. Consider involving the OECD and UNODC – who usually participate in both the task force and the G20 ACWG – to facilitate these exchanges.
- Promote **ongoing and active participation** of the G20 ACWG chair/co-chair in task force meetings and vice versa.
- Organize **joint events** and dialogues on issues relevant to the business community and in line with the priorities of the current Presidency and/or ensure mutual participation in such events.
- Merge/make the **G20 and B20 Summits adjacent** (and possibly those of other engagements groups, such as the C20) once again – to foster high-level exchange and to make engagement for business leaders more attractive and worthwhile. This was long the practice – and was very welcome by B20 members. It would also highlight the added value of collective action across sectors to drive the G20 agenda.
- Embark on initiatives that seek to implement B20/G20 recommendations through **collective action**. Past examples include the:
 - [G20-B20 Anti-Corruption Toolkit for SMEs](#) produced by the B20 at the invitation of the G20 ACWG and was a follow-up to the 2015 Turkish Presidency
 - B20 training materials on gender and anti-corruption prepared during the 2020 Saudi Presidency. These were subsequently taken up by the Alliance for Integrity and UNDP's Promoting a Fair Business Environment in ASEAN (FairBiz) project which jointly delivered [Women Entrepreneur Trainings](#) in Indonesia; and the Federation of Business Professional Women's and FairBiz's [Women Leadership in Business Integrity Initiative](#) in Thailand.

We recognize the ambition of the above set of recommendations, but we believe the moment is now for business, alongside civil society, to help G20 governments tackle the leading challenges of our times, including

those linked to integrity, governance and trust. We believe that by enhancing the engagement process we can significantly strengthen the collective impact of all our B20 and G20 efforts.

We welcome feedback from other B20 members from across all task forces and invite them to sign on and/or support the above suggestions.

The following members of the B20 Integrity & Compliance Task Force appreciate your consideration and have contributed to this paper:

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