

PACI Vanguard

Partnering Against Corruption Initiative (PACI)

COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

Trust and Integrity: a core business imperative

The public attention on corruption is unprecedented. Corruption is ranked as one of the most problematic factors for conducting business in a number of developed and emerging economies. According to the World Economic Forum *Global Competitiveness Report 2015-2016*, corruption ranks alongside “access to finance” and “government bureaucracy” as the most significant economic and political barrier to business. Growing social distrust and demands for greater transparency are reshaping relations between society, government and business. Indeed, awareness of and expectations for sound corporate behaviour and governance have never been stronger.

Corruption is ubiquitous and constitutes a major threat to the survival of business and institutions. Few global business operations can avoid encountering corruption challenges along value and supply chains. Digital tools expose once opaque practices at unprecedented speed but also conceal corrupt behaviour, causing significant business risk. Yet, there is a strong correlation between a corruption-free environment and enhanced competitiveness, economic growth, trade and social prosperity.

PACI Vanguard: designing trust into the system

Taking the lead in fighting corruption is not only a matter of ensuring organizational compliance but is now a strategic imperative for every business leader. The World Economic Forum Partnering Against Corruption Initiative (PACI), is the foremost CEO-led anti-corruption initiative. Working alongside international organizations, academics and government institutions PACI is at the forefront of industry practices to rebuild and foster trust in business and institutions. Through the commitment of their chief executive officers, close to 90 partner companies have signed and committed to the PACI Principles.

Successful chief executive officers and chairpersons realize that transparency and accountability are essential to business. Building trust and integrity across institutions is the new competitive advantage. Chief executives who want to fully

commit to and champion the promotion of integrity and trust in business are invited to join the PACI Vanguard, a community of like-minded business leaders committed to advancing key recommendations to foster integrity and trust within and across institutions.

The PACI Vanguard sets the global, regional and industry agendas through strategic and tactical action to safeguard against corruption. One of the biggest challenges facing the anti-corruption movement is encouraging collective action to rebuild trust in business and institutions. Undeniably, corrupt practices differ across political and industry systems, accordingly PACI activities incorporate distinctive international best practices that are solutions based and forward looking.

PACI Governance

The PACI Vanguard is a community of purpose guided by the ultimate decision-making body – PACI Vanguard Steering Board. The Board meets annually to discuss pressing global, regional and industry issues facing business and government. Through the board, the Vanguard promotes trust and integrity in business, in a clear, innovative and unified voice.

The PACI Vanguard Board sets the agenda for the broader PACI community. Board members are elected for a two-year period (renewable) and convened by the co-chairs Neil Alexander Bruce, President and CEO, SNC-Lavalin Group, and David Cruickshank, Global Chairman, Deloitte. Under their leadership and strategic guidance, PACI continues to flourish as the foremost CEO-led anti-corruption initiative.

PACI Vanguard Steering Board

- Neil Alexander Bruce (Co-chair), President and Chief Executive Officer, SNC-Lavalin Group, Canada
- David Cruickshank (Co-Chair), Global Chairman, Deloitte, United Kingdom
- Delia Ferreira Rubio, Chair, Transparency International, Germany
- Steven H. Gunby, President and Chief Executive Officer, FTI Consulting, USA



- Frans van Houten, Chief Executive Officer and Chairman, Royal Philips, Netherlands
- Margery Kraus, Founder and Executive Chairman, APCO Worldwide, USA
- Emma Marcegaglia, Chairman, Eni, Italy
- Robert E. Moritz, Global Chairman, PwC International, PwC, USA
- Mark Pieth, Chairman of the Board, Basel Institute on Governance, Switzerland
- David T. Seaton, Chairman and Chief Executive Officer, Fluor Corporation, USA
- James C. Smith, President and Chief Executive Officer, Thomson Reuters, Canada

Designing clean systems: 2016-2018

The Vanguard prioritized three key areas for the PACI community: 1) public-private cooperation 2) leadership and governance, and 3) technological advancement. Technology is an increasingly important tool to harness economic growth and enhance transparency and will be a core component of PACI's strategic vision.

Cooperation across business and government institutions is central to designing corruption-free systems. Based on strong government and private-sector interest, the next phase of activities focuses on the demand side of corruption, to inspire behavioural change across all organizational levels. The PACI Vanguard will continue to develop sustained and high-level business-government engagement to design trust into the system.

The Vanguard also fosters trust between the public and private sectors by engaging with the Forum's digital media platform and using the greater visibility offered by Forum platforms such as the Annual Meeting in Davos-Klosters. The PACI Vanguard also continues to contribute to strategic content development with industry and cross-industry projects and will continue efforts to push for a more comprehensive agenda, including engagement in non-traditional industries.

Why you should lead PACI?

The PACI Vanguard engage with the unique platform provided by the Forum to actively shape the global anti-corruption agenda and set long-term goals for the broader PACI community. In doing so, Vanguard members commit to:

- Being a role model and thought leader in promoting the anti-corruption movement
- Serving as an anti-corruption champion at other Forum meetings in which they may participate
- Contributing strategic thought leadership for projects, the content of sessions, panels and other relevant Annual Meeting activities
- Shaping the Forum's anti-corruption and transparency strategies at the global, regional and industry levels
- Enabling the execution of the mandate set by the Vanguard Board
- Participating in the annual PACI Vanguard Annual meeting of the World Economic Forum in Davos-Klosters

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