MACN

April 9-10, 2025

MACN Spring Meeting
| Summary Notes

Maritime Anti-Corruption Network
Wildersgade 14, 1408 Copenhagen, Denmark
macn@macn.dk

MACN Spring Members Meeting

Copenhagen 2025 – Summary Notes

SUMMARY NOTES

> ***This brief provides a high-level overview of the activities and outcomes of the MACN Spring Members Meeting. The brief can be shared with Member company management, colleagues, and peers.***

We welcomed over 180 participants to our **MACN's Spring Members Meeting** in Copenhagen on April 9–10, 2025. Over two days, participants engaged in a robust program of plenary sessions, targeted workshops, and collaborative exercises focused on ethical leadership, supply chain integrity, and the use of data and tools to strengthen anti-corruption programs.

On the first day, members had the opportunity to hear from business leaders and compliance experts, including Mikael Skov, Tina Revsbech, and Charles Duross. The program featured in-depth workshops on key compliance topics and tools, followed by country-specific workshops. The day concluded with MACN's General Assembly and member voting.

Day two emphasized operational transparency across the value chain, beginning with an engaging session from Lambros Klaoudatos. Members then participated in an interactive value chain assessment exercise and were introduced to MACN's new Member Area. The day closed with a good practice sharing session where members exchanged real-life success stories, lessons learned, and practical strategies to fight corruption within their organizations. The dialogue reinforced MACN's mission to provide a collaborative environment where members not only learn but lead change together.

PARTICIPANTS GAINED USEFUL INSIGHTS FROM A RANGE OF SPEAKERS:

- **Mikael Skov**, CEO of Hafnia, explored how ethical leadership is not just a moral imperative but a strategic advantage that builds trust and strengthens company culture. He shared reflections on navigating ethical decisions in complex and shifting markets.
- **Charles Duross**, former head of the DOJ's FCPA Unit, provided a deep dive into global anti-bribery trends, outlining key enforcement developments and their implications for multinational operations.
- **Tina Revsbech**, CEO of Maersk Tankers, highlighted the critical role of top leadership in setting an ethical tone and making value-driven decisions. She emphasized the importance of leading by example and creating safe spaces for speaking up.
- **Lambros Klaoudatos**, SVP at bp shipping, shared first-hand lessons from his decades-long maritime career, focusing on tackling corruption, building supplier trust, and strengthening collaboration across the supply chain.

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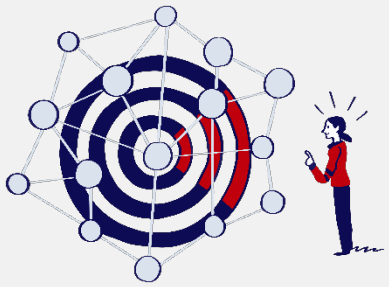
KEY GOVERNANCE DECISIONS

In the General Assembly, MACN's Chair facilitated the nominations and voting process for the vacant Board positions, followed by a financial update from MACN's Cashier on the audited 2024 results.

Members voted on the following motions which were approved by a voting majority:

- Re-election of **Øistein Jensen**, Chief Sustainability Officer, Odfjell SE, to the Board
- Appointment of **Anette Ryde**, General Counsel, Maersk Tankers, to the Board
- Appointment of **Jeremy Grose**, Managing Director, NorthStandard Group, to the Board

At this meeting, MACN extended its sincere thanks to **Rajesh Unni**, CEO of Synergy Marine Group, for his service on the Board and his longstanding contributions to the Network. By a voting majority, MACN is delighted to welcome Anette Ryde and Jeremy Grose to the Board.



MACN is Growing!

MACN now has **224 Members**, with 15 new companies being welcomed into the Network since the last Members Meeting. Visit the MACN website for the complete list of Members.

CAPABILITY BUILDING SESSIONS: MACN TOOLS WORKSHOPS

A key part of the meeting involved skill-building workshops focused on maximizing MACN's tools and platforms:

- **The Dark Fleet and Due Diligence in Vessel Transactions**: Members discussed how to identify and mitigate risks linked to illicit vessels, highlighting best practices for ownership verification and due diligence in vessel transactions.
- **Is the Contractual Landscape Encouraging the Right Industry Behavior?**: Building on 2024's discussions, members explored revisions to the BIMCO Anti-Corruption Clause to balance risk across the supply chain, address vetting consequences, and enhance contract clarity.
- **Advancing ESG Reporting**: Members worked to define meaningful anti-corruption metrics that distinguish proactive companies, aiming to strengthen ESG disclosures and support MACN's engagement with reporting standards bodies.
- **Turning Data into Our Best Ally Against Corruption**: Introduced the upgraded incident data platform, supported by a Danish Maritime Fund grant. The session explored how to integrate this intelligence into risk assessments and daily operations, with an open call for collaboration on the next phase of the Port Integrity Platform.

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COLLECTIVE ACTION COUNTRIES

At the Country Workshops, members received updates from MACN's in-country partners and discussed progress, risks, and strategies in several high-risk regions. These sessions provided a platform to reflect on shared challenges and shape the next steps for ongoing initiatives.

Key highlights included:

- **Argentina**: Members reviewed key regulatory challenges with Customs and SENASA under the new government and discussed ongoing collaboration and next steps.
- **Egypt**: The session focused on documenting unethical demands at ports, with members exploring practical ways to support vessel masters and engage with the Maritime Transport and Logistics Sector (MTLS) on evidence-based solutions.
- **Indonesia & Malaysia**: Updates covered the Port Integrity Campaign in Malaysia and regulatory reform efforts in Indonesia, with next steps outlined for expanding MACN's regional initiatives.
- **Ukraine**: Members received updates on wartime shipping operations, including the Ukrainian Marine Corridor and efforts to improve port transparency in Odesa, with next steps outlined for MACN's continued engagement.
- **West Africa (Part 1 & 2)**: Members engaged in a hands-on risk mapping exercise and reviewed MACN's progress in Nigeria and Ghana. The Senegal Working Group shared new insights from the 2025 Port Experience Survey, setting the stage for a regional strategy focused on data-driven solutions and public-private collaboration.

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*Thank you for your participation and engagement with MACN! We hope to see you at the **Fall Members Meeting** in Singapore on 22-23 October, 2025!*