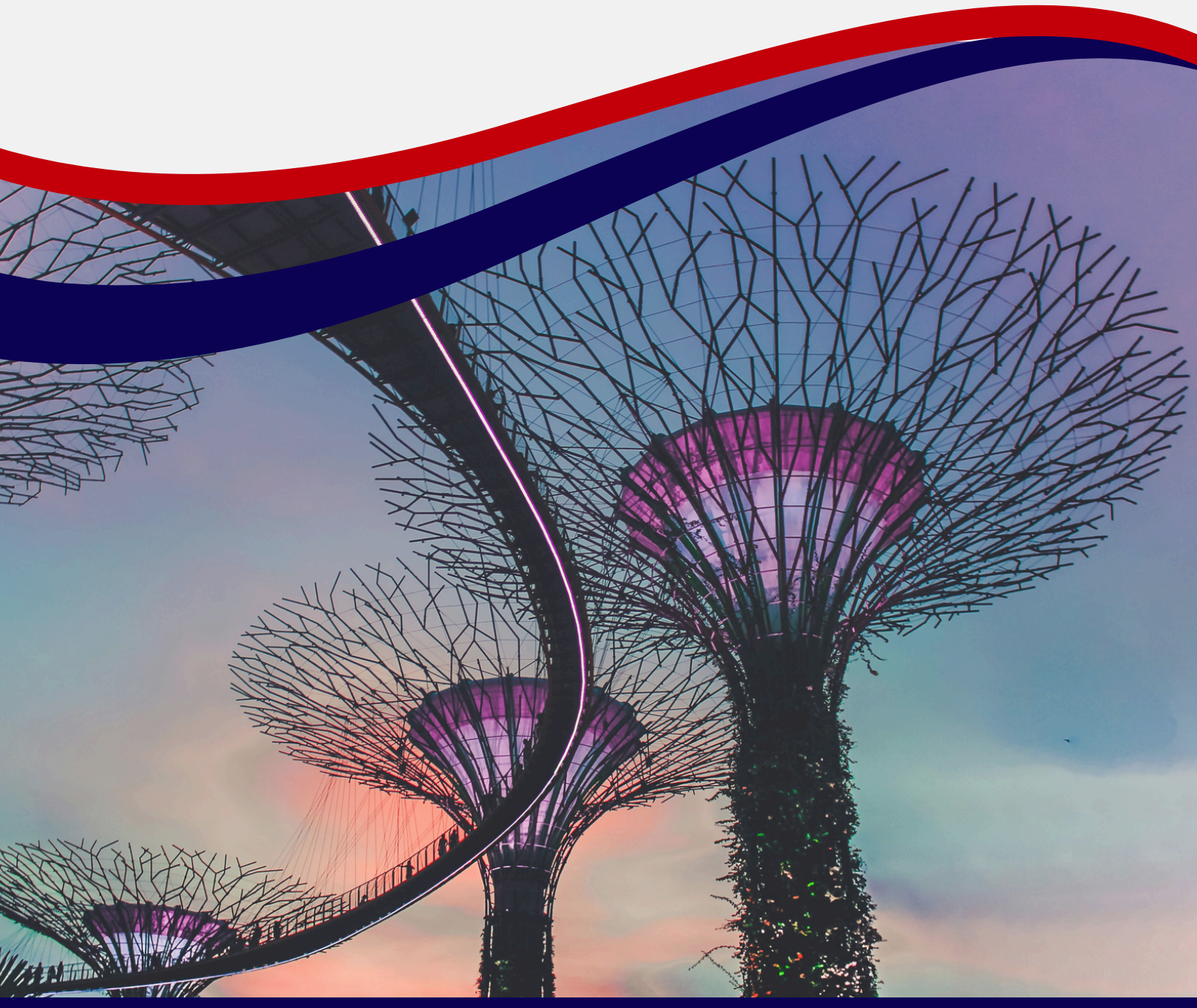
MACN
MARITIME ANTI-CORRUPTION NETWORK

October 22-23, 2025

MACN Fall Meeting | Summary Notes



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

MACN Fall Members Meeting

Singapore 2025 – Summary Notes

SUMMARY NOTES

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

More than 220 attendees joined us in Singapore for the **MACN Fall Members Meeting** on October 22–23, 2025. Over two days, members engaged in a dynamic program of plenary sessions, specialized workshops, and collaborative sessions centered around ethical leadership, improving supply chain transparency, and leveraging data to enhance anti-corruption efforts.

The opening day provided members with valuable perspectives from industry leaders and compliance specialists such as Kristian Vandermeer (CEO, Ben Line Group) and Mark Cameron (Executive Vice President, Ardmore Shipping), along with a distinguished panel of industry experts. Members engaged in interactive breakout sessions on MACN's compliance tools and country-specific workshops focused on collective action and progress updates. The day wrapped up with the General Assembly and a vote among members.

Day two opened with a fireside dialogue featuring vessel captains sharing first-hand experiences of corruption challenges at sea, followed by perspectives from Christopher Saunders (Chief Maritime Officer, RightShip) on the role of data and collaboration in promoting transparency. Members then joined workshops exploring innovative compliance practices and technology-driven solutions before closing with a roundtable on future opportunities in anti-corruption.

PARTICIPANTS GAINED USEFUL INSIGHTS FROM A RANGE OF SPEAKERS:

- **Kristian Vandermeer** (CEO, Ben Line Group) and **Mark Cameron** (Executive Vice President, Ardmore Shipping) explored the role of ethical leadership in driving sustainable success within the maritime industry, emphasizing how leaders can shape cultures of integrity while navigating rising corruption risks, compliance demands, and stakeholder expectations.
- **Capt. Ashok Srinivasan** (Regional Manager South Asia & Technical Manager, BIMCO), **Elfian Harun** (Regional Manager Southeast Asia & India, INTERTANKO), **Gregor Stevens** (Nautical Director, the International Chamber of Shipping) and **Therry van Vreden** (Deputy Regional Vice President, FONASBA) underscored the importance of collective action at a regional level. The panellists shared insights into ongoing reform efforts in Indonesia and Southeast Asia and emphasized how coordinated industry collaboration can support government-driven transparency initiatives and reduce systemic corruption.
- **Capt. Junadie Tan** (Hafnia) and **Capt. Kapil Kunjean** (Fednav/Anglo-Eastern) shared seafarers' real-world perspectives on navigating corruption risks during port calls and PSC inspections, emphasizing how company backing and clear reporting empower crews to act with integrity and drive change at sea.

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

- **Christopher Saunders** (Chief Maritime Officer, RightShip) highlighted the role of data and digital collaboration in shaping a safer, more transparent industry. He explained how RightShip's platform integrates safety, sustainability, and ethics data to encourage responsible decision-making and industry-wide accountability.

KEY GOVERNANCE DECISIONS

During the General Assembly, MACN's Chair oversaw nominations and voting for the new Board Chair and Cashier, presented a financial update, reviewed the Secretariat's proposal to increase membership fees, approved the 2026 work plan, and appointed a new auditor.

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

- Øistein Jensen was elected as the new Chair of the MACN Board.
- Jeremy Grose was elected for the position of cashier in the MACN Board.
- The membership fee was raised by 3% from 2026 and onwards.
- The 2026 budget was approved by the general assembly.
- The 2026 workplan was approved by the general assembly.
- PWC (PricewaterhouseCoopers) was approved as the new auditor for the MACN 2025 financial results.

❱ MACN is Growing!

MACN now has **229 Members**, with 3 new companies being welcomed into the Network since the last Members Meeting, and 3 new Associate Members. Visit the MACN website for the complete list of Members.

CAPABILITY BUILDING SESSIONS

❱ MACN Capability Building Workshops

Participants joined interactive workshops showcasing MACN's capability-building tools, resources, and methodologies designed to help companies confidently and safely reject corruption while supporting their supply chain partners.

- **The Say No Campaign – Perspectives from Asia & MENA:** Members explored how collective action through Say No Campaigns helps companies jointly reject corrupt demands and engage local

stakeholders to drive reform. Discussions focused on lessons from past campaigns and opportunities to expand the model to new regions with a focus on Bangladesh.

- **Associate Membership Deep Dive:** Highlighted how Associate Membership extends MACN's integrity efforts across the wider maritime supply chain. Members discussed engaging suppliers and SMEs to strengthen ESG performance and promote fair, transparent business practices.
- **MACN HelpDesk - Real-Life Experiences & Support:** Reviewed practical experiences demonstrating how the HelpDesk supports vessels facing unethical demands. The session emphasized pre-arrival coordination, real-time support, and post-departure reporting as key tools for operational integrity.
- **Turning Data into Actionable Intelligence:** The session focused on how MACN's incident data can inform risk assessments and enhance compliance programs. Members shared examples of using data-driven insights to identify integrity risks and improve decision-making across operations.
- **Exploring PSC – Industry Challenges & Opportunities:** Building on discussions from the Spring Meeting, this session examined persistent corruption challenges in Port State Control (PSC) inspections and explored practical ways to strengthen integrity and transparency. Members shared experiences and identified opportunities for collaboration and the use of technology to mitigate risks during inspections.
- **Contracts, ABC clauses & Conduct:** Participants reviewed progress on the BIMCO Anti-Corruption Clause, emphasizing shared responsibility across the supply chain and inviting member input on the clause's commercial viability and implementation.
- **Tackling Due Diligence Fatigue**: This session focused on streamlining anti-bribery and corruption due diligence processes. Members and providers discussed how to align questionnaire standards across platforms, reducing inefficiencies while supporting robust and comparable risk assessments.
- **Seafarer Recruitment & Risks**: Explored corruption risks in seafarer recruitment and shared updates on MACN's new partnership initiatives and ITF-funded program. Participants discussed collaborative approaches to strengthen transparency and protect seafarers' rights across supply chains.

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

COLLECTIVE ACTION COUNTRIES

During the Country Workshops, members received updates from MACN's local partners and engaged in discussions about advancements, ongoing risks, and strategic approaches in MACN's collective action initiatives. These sessions offered an opportunity to address mutual challenges and determine next steps for current projects.

Key highlights included:

- **India**: Members reviewed success stories from the HelpDesk initiative, highlighting how timely assistance and vessel support have improved transparency and efficiency at ports. Feedback from captains and operators informed next steps toward the upcoming Public–Private Roundtable in Delhi.
- **Bangladesh**: The session highlighted the launch of MACN's *Say No Campaign*, endorsed by the Ministry of Shipping, as a major step toward collective action. Members discussed rising incident reports, growing reform momentum, and how active company participation can help embed integrity and resilience in daily operations.
- **Pakistan**: Members examined key corruption risks and operational challenges in national ports. The discussion underscored the need for coordinated industry engagement and identified opportunities for MACN to expand partnerships with local stakeholders to advance transparency and accountability.

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

- **Malaysia & Indonesia**: Discussions focused on MACN's new three-year integrity program aimed at strengthening port transparency and regulatory reform. Members shared regional priorities and explored how local offices and supply chain partners can contribute to collective action and long-term impact across Southeast Asia.

---

*Thank you for your participation and engagement! We hope to see you at the **Spring Members Meeting** in Athens on 29–30 April 2026!*