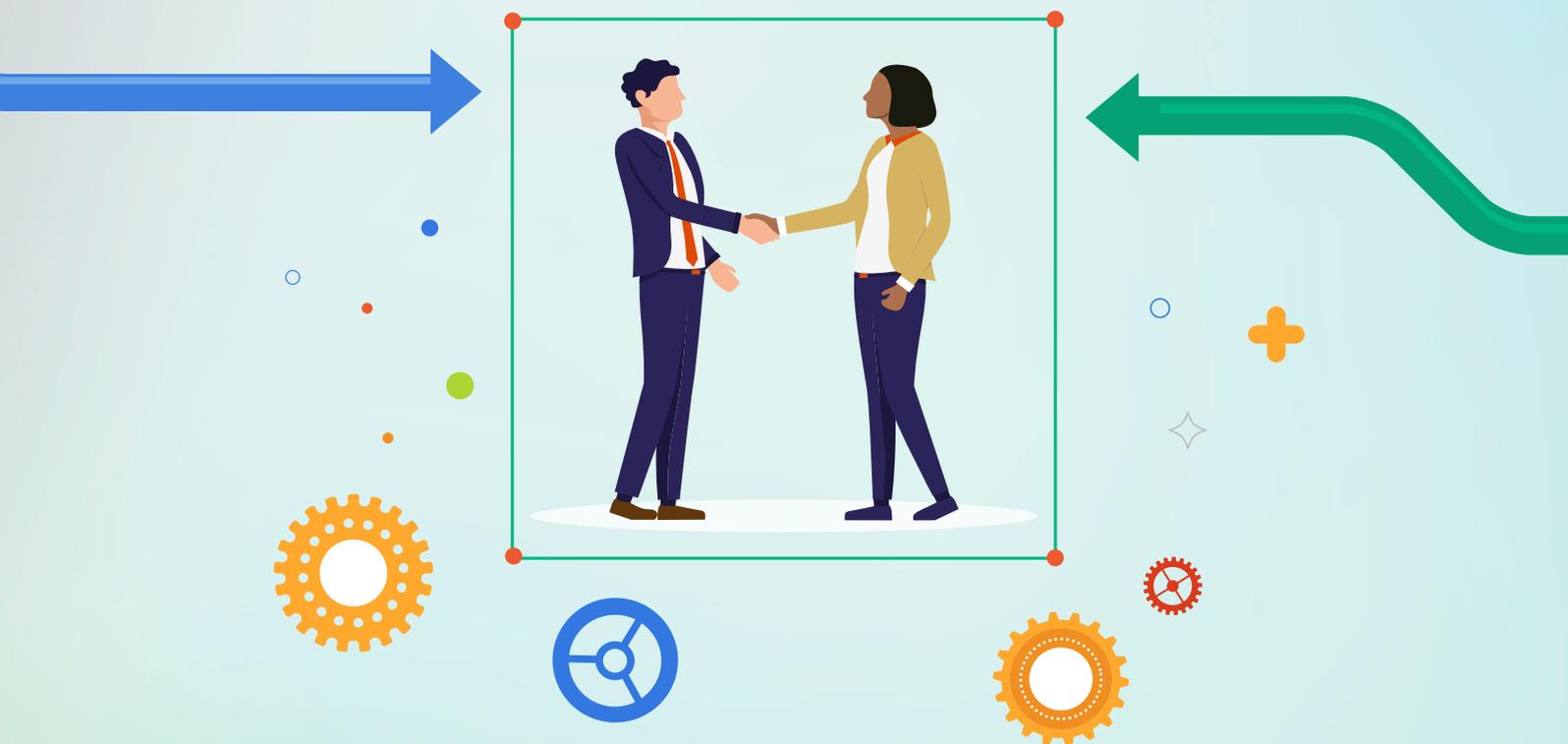


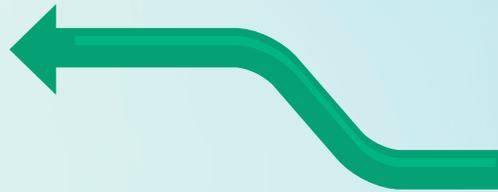


INTERPOL

# ETHICS AND CORPORATE RESPONSIBILITY OFFICE

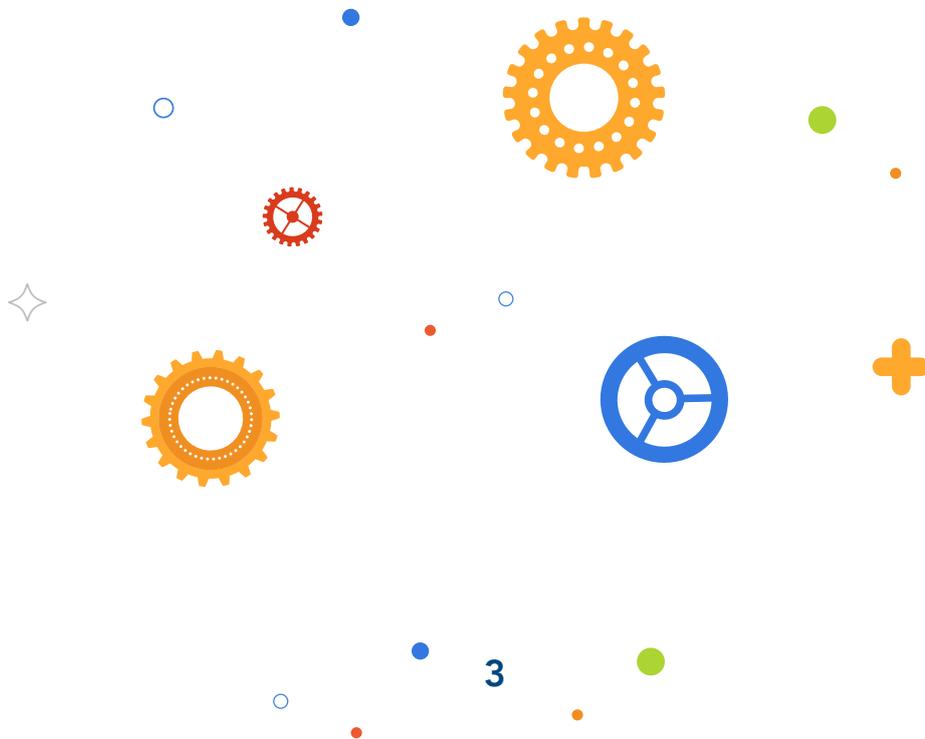
Annual Report 2024





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## SECRETARY GENERAL'S FOREWORD

For INTERPOL to thrive, it must hold itself to the highest standards of integrity and accountability.

Ethics provide the framework that guides every decision and interaction, not only for maintaining credibility but also to drive innovation and growth.

Upholding ethical values is not, and should never be, just about compliance — it is a shared commitment to doing what is right, fair, and principled.

A decade ago, INTERPOL created its Standing Committee on Ethical Matters (SCEM) as part of our ongoing commitment to ensuring these principles remain central to our activities.

Upholding ethical values is not just about compliance—it's about shaping a better future.

Accountability ensures that actions are measured and consequences are owned, while responsibility fosters a culture of trust and reliability.

As we move forward, I'm committed to keeping our ethical foundations strong and an integral part of who we are and how we work, to make the world a safer place for all.



**Valdecy Urquiza**  
Secretary General

## CHIEF ETHICS OFFICER'S MESSAGE

I am pleased to present the 2024 Annual Report of the ECR Office. This report underscores our efforts to **promote a culture of integrity within INTERPOL, while fostering transparency and accountability**. The past year has seen significant progress in refining our policies, enhancing training programmes, and collaborating with stakeholders to address emerging ethical challenges.

The year 2024 marked an institutional shift: the former Secretary General completed his term, a new Secretary General was appointed, and nine new members were elected to the Executive Committee. This is an opportunity to reflect on the achievements of the past decade. **Thank you to all who have contributed to these milestones.**

A key focus of 2024 was ensuring consistency and accessibility in applying our ethical framework across all duty stations. Training and awareness initiatives continued to advance through the "At the Heart of INTERPOL Ethics" workshop and the Leadership Dialogue. Meanwhile, the Standing Committee on Ethical Matters met regularly, providing a presentation to the Executive Committee. Additionally, reporting remained a pillar of our work, with this year marking a notable step with the first-ever publication of our Annual Report on the public website.

**I would also like to express my sincere gratitude to Mr. Jürgen Stock, former Secretary General,** for his active and consistent support in establishing the Ethics Office and strengthening ethics within our organization. With the arrival of the **new Secretary General, Mr. Valdecy Urquiza, I look forward to continuing our pursuit of excellence and integrity within INTERPOL, and I am confident that his leadership and expertise will help us to overcome the challenges of tomorrow and strengthen the ethical foundations of our organization.**

We reaffirm our commitment to fostering a culture of integrity at INTERPOL, at both the individual and organizational levels.

*S. Capsalas*

**Sandrine Capsalas**  
CHIEF ETHICS OFFICER

# 1.

## OUR MISSION

The mission of the ECR Office is to **contribute to organizational integrity and public trust by promoting ethical behaviour, fostering accountability, and enhancing corporate responsibility.** The ECR Office is guided by **principles of confidentiality, independence, and integrity** and aligns its activities with INTERPOL's core staff values: **respect, integrity, excellence, teamwork, and innovation.**



# 2.

## KEY ACHIEVEMENTS

### A DECADE 2014-2024

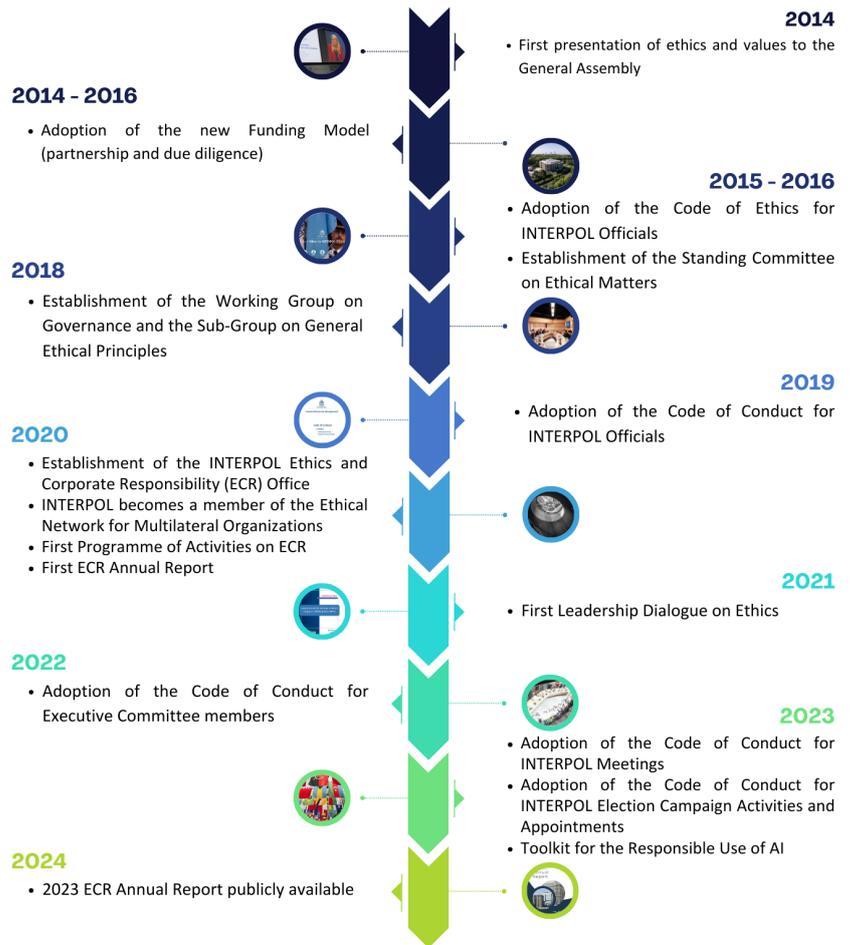
A significant milestone was the first presentation on ethics and values at the 92nd session of the General Assembly in 2024, marking a significant step towards promoting a culture of ethics within the Organization.

The Organization has adopted a comprehensive approach to ethics, establishing a robust framework of norms and standards to guide behaviour and decision-making. This includes a

Code of Ethics for INTERPOL Officials, a Code of Conduct, and policies on conflicts of interest and harassment, among others. To support the implementation of these norms, the Organization has established a range of structures and mechanisms. These include the Standing Committee on Ethical Matters, composed of individual experts, and the Working Group on Governance, which has a sub-group on general ethical principles and comprises representatives of member countries.

In addition to these structures, the Organization has developed a range of training programmes to promote ethics and leadership. The Organization has also strengthened its Office of Internal Oversight and in 2015 established the function of Due Diligence Officer within the General Secretariat, to ensure that ethics and compliance are integrated into all aspects of the Organization's activities. Furthermore, several codes of conduct have been established, specifically for Executive Committee members (2022), INTERPOL meetings, and INTERPOL election campaign activities and appointments (2023), providing clear guidelines for behaviour and decision-making.

The Organization's comprehensive approach to ethics combines robust norms and standards with structures, training programmes, and mechanisms for oversight and accountability.



## STRENGTHENING ETHICAL NORMS AND FRAMEWORKS

### Ethics in governance

The ECR Office made significant strides in strengthening ethical norms and frameworks in 2024. One of the key achievements was the implementation of the **"Code of Conduct for INTERPOL Meetings"** and the **"Code of Conduct for INTERPOL Election Campaign Activities and Appointments"**, approved in 2023. These initiatives played a vital role in ensuring that organizational events adhered to the highest ethical standards, promoting transparency and fairness in the election of key leadership roles. It was particularly relevant to this year's institutional agenda with the election of new members of the Executive Committee and the appointment of the new Secretary General.

### Updated policies

In the area of policy development, several critical policies have begun to be revised and enhanced to address evolving challenges, such as the revision of the **Gift Policy** and the **Framework on Fraud and Corruption**.

### Protection against retaliation

In order to ensure effective **protection against retaliation** and facilitate the implementation of **Staff Instruction No. 2023.11 on Discipline**, awareness initiatives and a dedicated reporting form were established. Practical modalities are currently being developed to support the operationalization of this Staff Instruction.

### ESG principles

The ECR Office introduced new initiatives aimed at aligning INTERPOL's practices with global standards. A **draft policy on Environmental, Social, and Governance (ESG) principles** was developed to integrate sustainability into INTERPOL's operations. A dedicated ESG unit was established in November 2024 reflecting a significant step forward in strengthening our institutional capacity in this area.

### Others

The ECR Office provided guidance for the drafting of the **Code of Conduct for the INTERPOL Retirement Plan Supervisory Board** to extend INTERPOL's governance efforts and reinforce its dedication to accountability.

## INDIVIDUAL AND ORGANIZATIONAL ETHICS GUIDANCE

In 2024, the ECR Office provided support to officials and the Organization by offering ethical advice and guidance on various matters.

### Confidential ethical advice

Confidential advice was a cornerstone of the ECR Office’s efforts, particularly on conflicts of interest. This personalized support empowered officials to proactively address ethical concerns, fostering a culture of openness and trust.

### Organizational ethical guidance

The ECR Office also played a key role in providing organizational guidance, advising on different ethical matters, such as partnerships and procurement activities. These efforts ensured that all collaborations aligned with INTERPOL’s values and mission.

### Ethics in new technologies

As ethics in emerging technologies (ethical and responsible use of AI and data ethics) continued to shape INTERPOL’s work, the ECR Office increased its focus on their ethical implications. By participating in specialized internal working groups and international discussions, the ECR Office laid the groundwork for addressing ethical risks associated with innovation.

## TRAINING AND AWARENESS

In 2024, significant efforts were made to enhance training and awareness initiatives, ensuring that officials were equipped to uphold INTERPOL’s ethical standards.

Building on previous successes, the **“At the Heart of INTERPOL Ethics” workshop** expanded its scope in 2024 to include advanced modules on ethical risk management and decision-making. For example, this year, the workshop was conducted within the Executive Directorate of Partnerships and Planning, engaging participants in practical exercises to address complex ethical scenarios related to partnerships and communication.

New officials were introduced to INTERPOL’s ethical framework through comprehensive **induction programmes**. These sessions sensitize newcomers to our core values, ethical policies, and the importance of integrity in daily operations as soon as they join the Organization.

The **Leadership Dialogue on “What unites us as International Civil Servants?”** concluded in mid-2024. Overall attendance at the sessions was 93.1 per cent of officials from all duty stations. Participation by Executive Directorate is shown in the table below.

A report based on the survey completed by participants following their attendance in the Leadership Dialogue was made available on My INTERPOL. The survey provided a platform for officials to share their feedback on the discussion topics and helped inform the selection of the topic for the next Leadership Dialogue.

The 2025 Leadership Dialogue will be focused on **“Respect in the Workplace”**.

Participation in the Leadership Dialogue 2023-2024 by Executive Directorate

EXECUTIVE DIRECTORATE	Attendance	Number of Officials	%
Secretary General	8	8	100.0%
Cabinet	7	8	87.5%
IDPO	5	6	83.3%
OIO	10	12	83.3%
EDPS	531	563	94.3%
EDRM	200	211	94.7%
EDLA	78	84	92.9%
EDTI	133	154	86.4%
EDPP	70	73	95.9%
<b>TOTAL</b>	<b>1,042</b>	<b>1,119</b>	<b>93.1%</b>

## OUTREACH AND COLLABORATION

In 2024, INTERPOL advanced its commitment to ethical excellence through collaborative efforts and expanded regional engagement.

**The Cross-Organizational Working Group (CO-WG)** was established to tackle emerging ethical challenges by bringing together representatives from various Directorates. The CO-WG met three times during the year, harmonizing policies and promoting best practices. Its work resulted in actionable recommendations to further reinforce the Organization's ethical framework.

For the first time, the Chief Ethics Officer conducted in-person and online **meetings with Heads of INTERPOL Regional Bureaus worldwide**. These discussions provided valuable insights into regionally specific challenges and fostered the exchange of best practices to improve ethical conduct globally. Building on this success, plans are under way to replicate this model in 2025.

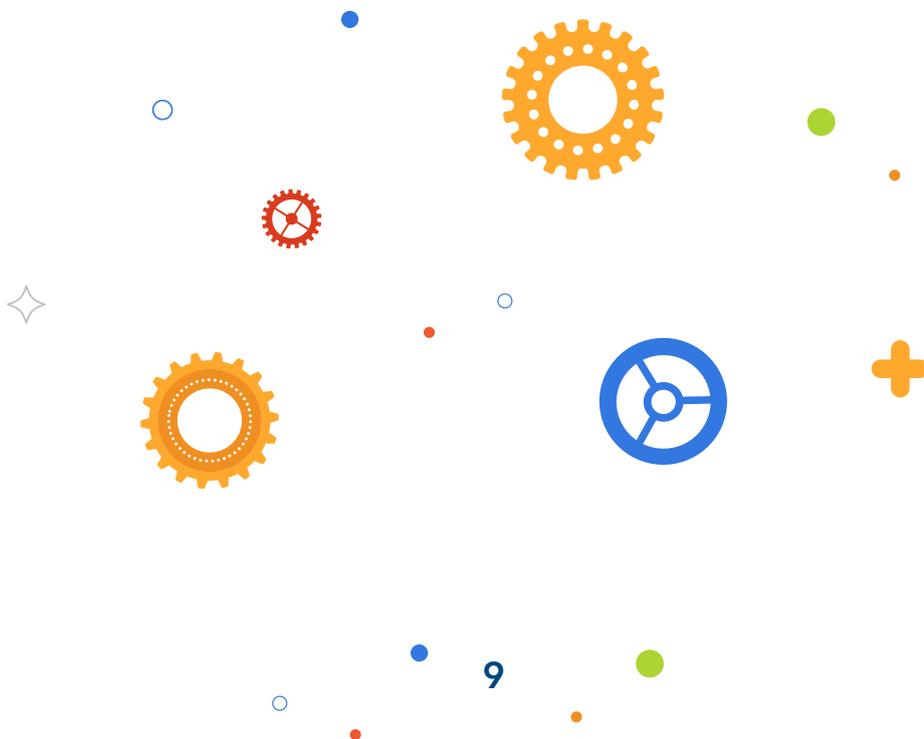
In 2024, the Chief Ethics Officer continued to sit on the **Ethics Committee of the International Agency for Research on Cancer (IARC)**, a specialized agency of the World Health Organization. This partnership focused on addressing ethical issues specific to research activities, including data protection and compliance with international standards in medical and scientific research. The collaboration enables the Organization to stay up to date with the latest advances in ethics.

INTERPOL also maintained active participation in the **Ethics Network of Multilateral Organizations (ENMO)**. With almost 60 member organizations, ENMO serves as a platform for sharing best practices, fostering collaboration, and addressing ethical challenges. This involvement reinforced INTERPOL's commitment to global ethical standards and collaboration within the multilateral community.

The ECR Office is actively involved in two **ENMO working groups**, focusing on **protection against retaliation** and **ethics in AI**.

## TRANSPARENCY AND REPORTING

For the first time, the ECR 2023 Annual Report was made publicly available on INTERPOL's website. This transparency initiative reflects INTERPOL's dedication to accountability and openness, ensuring that stakeholders stay informed about the Organization's ethical commitments and progress. In line with this effort, 2025 will also see the public release of the ECR 2024 Annual Report.



### 3.

## THE STANDING COMMITTEE ON ETHICAL MATTERS (SCEM)

“With the establishment of the Standing Committee on Ethical Matters (SCEM) in 2016, INTERPOL signalled its commitment to ethical standards. INTERPOL took another leap forward in 2020 when it established the Office of the Chief Ethics Officer. Plans for the next leap forward, formally institutionalizing the SCEM within INTERPOL, are developing.

In the four years since its founding, the Office of the Chief Ethics Officer has made remarkable progress in policy development, establishing long-range plans for annual programmes of activities; developing internal mechanisms to strengthen ethical commitment in the General Secretariat and missions abroad; increasing the scope of its responsibilities; and collaborating with other international organizations to develop

standards of practice for the function of ethics programmes. The Office has broadened transparency at INTERPOL by making this concise, comprehensive, and frank report public.

INTERPOL’s ethics programme has thrived under INTERPOL’s former Secretary General Jürgen Stock and Chief Ethics Officer Sandrine Capsalas. On behalf of the SCEM, thank you both for your dedication to making ethical practice foundational at INTERPOL.”

Opening Remarks by  
**Dr Stephen Maguire**  
Chair of  
the Standing Committee  
on Ethical Matters

### Composition

#### Chair

- **Dr Stephen Maguire**, Executive Director of the Centre on Values and Ethics, Carleton University, Canada

#### Members

- **Ms Sylvia Schenk**, Lawyer, Transparency International Germany
- **Mr Alok Kumar Pateria**, Police Officer (retired), Indian Police Service
- **Ann Encontre**, former Director, Ethics Office, UNHCR
- **Ms Anja Kaspersen**, Director, Frontier and Emerging Spaces, IEEE Standards Association and Senior Fellow/Co-Director, AI and Equality Initiative, Carnegie Council for Ethics in International Affairs

### Role of the SCEM

**The SCEM is an advisory board to the INTERPOL General Secretariat on ethical and due diligence matters as well as ethics applied to new tools and technologies.**

The SCEM is a critical component of INTERPOL’s ethics infrastructure, providing **guidance and oversight on ethics-related matters**. The ECR Office has worked closely with the SCEM to ensure that the Organization’s ethics policies and procedures are aligned with international best practices. The Chair reported to the INTERPOL Executive Committee in 2024, with a reminder of ethics-related achievements within INTERPOL over the past decade.

The SCEM held its **annual in-person meeting** at the General Secretariat in Lyon, France. The Secretary General provided opening remarks, and various units gave presentations on ethics-related matters. The ECR Office also organized online SCEM meetings which contributed to the development of standards on topics such as conflicts of interest, due diligence, and ethics in AI.

For the second time, the SCEM’s Chair, Dr Maguire, gave a **presentation to the Executive Committee** in March 2024, which was well received and further contributed to enhancing transparency in the realm of organizational ethics.

## 4.

### CONCLUSION

The ECR Office's achievements in 2024 reflect the collective efforts of INTERPOL officials, leadership, and partners to uphold the highest standards of integrity and accountability. As we look ahead to 2025 and beyond, we remain steadfast in our mission to **foster a culture of ethics that inspires trust and confidence in all aspects of our work.**

Together, we will continue to strengthen INTERPOL's ethical foundations and promote our Organization as a growing model of excellence, transparency, and corporate responsibility on the global stage.

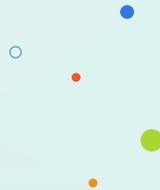




# INTERPOL

## ABOUT INTERPOL

INTERPOL's role is to enable police in our 196 member countries to work together to fight transnational crime and make the world a safer place. We maintain global databases containing police information on criminals and crime, and we provide operational and forensic support, analysis services and training. These policing capabilities are delivered worldwide and support four global programmes: financial crime and corruption; counter-terrorism; cybercrime; and organized and emerging crime.



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