



**COUNCIL on  
BUSINESS & SOCIETY**  
*An alliance with a purpose*

# Predicting Fraud Before It Happens: How Early Signals Can Change Corporate Accountability

From the CoBS Global Alumni Event  
hosted by Warwick Business School,  
London campus, January 2026.



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE



The **Council on Business & Society** (CoBS), visionary in its conception and mission, was founded in 2011. The CoBS is dedicated to promoting teaching and research in responsible business leadership and business practices to tackle issues at the crossroads of business, society, and planet and collectively shape our future generations of responsible leaders.

With a firm belief that today's challenges cannot be met by one country and one institution alone, the CoBS alliance – through its leading international member schools – offers a unique global and local perspective on major issues through its presence on 6 continents and in 16 countries worldwide.

Together, the CoBS member schools count over 507,000 alumni – managers and leaders in the world's leading companies and organisations, or entrepreneurs creators of value and of employment and social impact.

In this light, since July 2025, the CoBS has launched a series of Global Alumni Meet Ups, where former students of the CoBS member schools can meet their peers and grow their international opportunities and participate in interactive learning events with high-level academics, business leaders, and policy makers.

**Acknowledgements:** Special thanks to Katherine Highton, Sarah Pymm, Jo Horton, Ashley Roberts, Frederik Dahmann, Amanda Bentley, Nav Aujla, Esme Roddy, Claire Hancocks, Jo Lea, Camilla Jonsson, Dhanya Krishna Kumar, Zheng Fang, Tang Ziqi, Anna Zhao, Adrian Zicari, Tom Gamble, Mohamed Fakhori, Hari Chandana Chinni, and Melissa Guillou, CoBS Head of Design for the artwork and design of this publication.



## THE SCHOOLS OF THE COUNCIL ON BUSINESS & SOCIETY



- ESSEC Business School, France, Singapore, Morocco
- FGV-EAESP, Brazil
- School of Management, Fudan University, China
- IE Business School, Spain
- IIM Bangalore
- Keio Business School, Japan
- Monash Business School, Australia
- Olin Business School, USA
- Smith School of Business, Queen's University, Canada
- Stellenbosch Business School, South Africa
- Trinity Business School, Trinity College Dublin, Ireland
- Warwick Business School, United Kingdom

## Our next CoBS Global Alumni Events

**June 10th 2026:** Hosted by ESSEC Business School Asia-Pacific, 10th June 2026, 6.30pm-9.30pm  
On the ESSEC Campus, One North, 5 Nepal Park Singapore 139408.

A free event, open to alumni from the CoBS member schools living and working in Singapore. Alumni are invited to take part in an interactive event on a business-society-planet theme to be determined.

**July 7th, 2026:** Hosted by School of Management Fudan University, 6.30pm-9.30pm, on the Zhengli Campus, 588 Zhengli Roa, Yangpu District, Shanghai, China.

A free event, open to alumni from the CoBS member schools living and working in Shanghai. Alumni are invited to take part in an interactive event on a business-society-planet theme to be determined.

## Previous Events

**January 2026:** The Shard, London, hosted by Warwick Business School, United Kingdom. 68 alumni took part in a masterclass and interactive event on the theme of *Ethics in Action: Navigating Fraud in the Modern Business Landscape* facilitated by Warwick Pro-Dean, Prof. Jo Horton. With this post-event publication of *Predicting Fraud Before It Happens: How Early Signals Can Change Corporate Accountability*.

**September 2025:** The IE Tower, Madrid, hosted by IE Business School, Spain, on the occasion of the CoBS Deans' Seminar 2025. Alumni interacted with a roundtable event on the theme *The Next Frontier of Responsible Business Leadership: Insights from Business School Deans*.

**July 2025:** Copenhagen, an informal event hosted by the ESSEC Business School Alumni Chapter, Copenhagen, on the occasion of the CoBS professional development workshop on *The Social Impact of Business Schools at the Academy of Management Conference*.

**June 2025:** Paris, hosted by ESSEC Business School Executive Education, La Défense-Paris Campus. Alumni interacted with Climate Leadership author and Senior Director of Strategy at BCG BrightHouse Emilie Praticco on the theme of *Business Leadership in the Green Transition: From Paris to the world*.



## THE DEANS OF THE COUNCIL'S MEMBER SCHOOLS



**Dean and President Vincenzo Vinzi,**  
ESSEC Business School,  
France, Asia-Pacific, Africa

"At ESSEC, we believe that training students and participants for responsible leadership is key for answering the challenges of a complex world. Together with the members of the Council on Business & Society, we strive to promote responsibility so as to impact today's economy and society, and shape tomorrow's world."



**Dean LEE NEWMAN,**  
IE Business School, Spain

"IE Business School's mission and purpose are based on the pillars of academic excellence, innovation and entrepreneurship, technology, social responsibility and internationalisation. At IE we firmly believe in the power of the entrepreneurial mindset to change the world for the better. We will keep encouraging students through the cobs initiatives to explore social innovation and entrepreneurial challenges with special emphasis on unconventional approaches to enduring social problems."



**Dean Simon Wilkie,**  
Monash Business school, Australia

"Monash Business School is committed to excellent, international, enterprising and inclusive education and research, informed by deep engagement with our stakeholders. We are guided in our research by a regard for human rights and social justice and by a respect for diversity in individuals, communities and ideas. Committed to pushing the boundaries of knowledge, we aim to transform business, addressing global problems and contributing in a meaningful way to the issues that matter."



**Dean MARK SMITH,**  
STELLENBOSCH Business School,  
South africa

"At Stellenbosch Business School we pride ourselves on our commitment to responsible leadership through teaching, research and social impact. We are committed to making a difference throughout our local, national and international ecosystems and proud to be members of the Council on Business & Society."



**Dean Luiz Artur Ledur Brito,**  
FGV-EAESP, Brazil

"Being recognized worldwide as a think-tank, FGV-EAESP not only produces academic research in management and public policy, but also applies research via its close relation with the corporate world. Its participation in the Council on Business & Society enriches its global vision through the multiple perspectives generated by the Council's initiatives."



**Dean Dinesh KUMAR**  
Indian Institute of Management Bangalore,  
India

"For over five decades, IIM Bangalore has stayed committed to nurturing leaders that want to aid the immediate and ongoing challenges affecting business, government and society. In a business environment defined by disruption, our role as India's leading management educator is to guide the insatiable curiosity to learn and serve as a gateway for purposeful change through excellence in teaching, research and business innovation."



**DEAN AND PROFESSOR MIKE MAZZEO,**  
OLIN BUSINESS SCHOOL,  
UNITED STATES

"At Olin, we train students to be values based and data driven. Individually, values based and data driven are important traits of a great leader. Together, they are transformative. Olin advances the application of rigorous decision-making criteria balanced with a steadfast commitment to personal and societal values."



**Dean Laurent Muzellec,**  
Trinity College Dublin Business School,  
Ireland

"Located at the heart of a world-renowned university in the centre of Dublin, a European capital city and hub for global business, Trinity Business School is committed to "Transforming Business for Good" and ethical leadership. We enable our Faculty, students, and graduates to focus on their moral compass throughout their career and create a better planet, economy and society for future generations."



**Dean and Professor Xiongwen Lu,**  
School of Management, Fudan University, China

"The School of Management, Fudan University joined the Council to communicate, exchange and collaborate with our global partners, absorb advanced management ideas and share China's unique experience. As a leading business school in China, we will make continuous efforts to drive the mutual development of global management education and the social economy."



**Dean and Professor Hiroshi Nakamura,**  
Keio Business School, Japan

"As the leading business school in Japan, it is our duty to investigate how business should maintain a balance with global societal issues. We desire to explain to the world what Japan has experienced through rapid growth by means of the Council on Business & Society."



**INTERIM Dean Lynette PURDA,**  
Smith School of Business, CANADA

"It's not enough to simply graduate good corporate citizens. We must prepare students to be leaders who understand their role in society regardless of the sector they choose to work in: business, government, entrepreneurship or not-for-profit. At Smith, we are developing an impact mindset to help our students change the world."



**Dean Andy Lockett, Professor of Strategy and Entrepreneurship,**  
Warwick Business School, United Kingdom

"As a leading European business school at a world-class University, Warwick Business School is committed to developing ideas and people that shape how we do business. We believe in the power of education to create the leaders the world needs to tackle societies' great challenges, such as global warming, ageing populations and increasing inequality."



## Predicting Fraud Before It Happens: How Early Signals Can Change Corporate Accountability



London, January 2026

The CoBS Global Alumni Meet Up hosted by Warwick Business School on its campus at The Shard organised an interactive presentation and alumni discussion sessions on the theme of *Ethics in Action: Navigating Fraud in the Modern Business Landscape* that brought together Pro Dean and Professor Jo Horton and her research team to shed light on their innovation – a tool analysing financial and reporting data to raise awareness of potential future corporate fraud.

With kind thanks to the Warwick Business School organising team and the Council on Business & Society coordinators: Katherine Higton, Sarah Pymm, Jo Horton, Ashley Roberts, Frederik Dahlmann, Amanda Bentley, Nav Aujla, Esme Roddy, Claire Hancocks, Jo Lea, Camilla Jonsson, Dhanya Krishna Kumar, Zheng Fang, Tang Ziqi, Anna Zhao, Adrian Zicari, Tom Gamble, Mohamed Fakhori, Hari Chandana Chinni.

And with kind acknowledgements to the amazing Alumni from CoBS member schools Warwick Business School, IIM Bangalore, IE Business School, Smith School of Business, Trinity Business School, Stellenbosch Business School, and ESSEC Business School.



**Bankruptcy risk models will tell you of a high likelihood of default. Likewise, our model identifies those firms with a high likelihood of committing fraud – not exactly when that will happen, but with a high potential to do it.**

Using data on all US listed firms since 1962, we trained our model on historical data and then tested its predictive power out of sample. Since 2006, the model correctly identifies around 88% of firms that will go on to commit fraud, often up to four years before it happens. This creates an opportunity for boards, auditors, investors, and regulators to act earlier – when there is still time to ask hard questions, challenge assumptions, and potentially change course.

## THE “SLIPPERY SLOPE” TO FRAUD

The core insight behind the model comes from criminology. Fraud is rarely the result of a single, sudden decision. Most executives do not wake up one morning and decide to commit fraud. Instead, fraud typically emerges through a long “slippery slope.” Small accounting choices and minor rule changes gradually accumulate. Performance pressures increase. Accounting flexibility is used to manage results. Over time, firms rely more heavily on judgement calls and aggressive assumptions. Eventually, they run out of legitimate flexibility and cross the line into misrepresentation.

In many cases, fraud is the end point of this gradual escalation – not the beginning.

As such, our research focuses on capturing this process early. We are not trying to predict the exact method of fraud. Instead, we aim to detect whether a firm is on a risky trajectory.

## USING BENFORD’S LAW TO DETECT EARLY SIGNALS

To do this, we use a statistical principle known as Benford’s Law. Naturally occurring financial data follow predictable numerical patterns. When financial reporting increasingly deviates from these patterns, it often reflects growing human intervention. Our model tracks these deviations quarter by quarter. In firms that later commit fraud, we observe a steady increase in human intervention well before fraud is publicly revealed. This

## FRAUD IS NOT JUST A TECHNICAL ACCOUNTING PROBLEM, BUT A GOVERNANCE, BEHAVIOURAL, AND SOCIETAL ISSUE WITH FAR-REACHING CONSEQUENCES. BY SHIFTING THE FOCUS TO EARLY-STAGE PREVENTION, WE CAN CHANGE HOW ORGANISATIONS, BOARDS, AND MARKETS RESPOND TO RISK.



In her presentation, Jo Horton, Professor of Accounting and Pro-Dean External Relations at Warwick Business School, outlines ground-breaking research aimed at detecting corporate fraud years before it becomes public.

Drawing on large-scale data, criminology insights, and novel analytical techniques, she explains how early warning signals can help investors, auditors, and boards intervene sooner. The work highlights the social cost of fraud and argues for a stronger role for universities in prevention, not just detection. This presentation took place at the WBS-CoBS alumni event in London, during January 2026.

As an academic, I strongly believe that universities are a social good. Part of our responsibility is to investigate complex societal problems and explore how research can help change behaviour – particularly in areas such as fraud, where the consequences for individuals, organisations, and society are significant.

At Warwick Business School, we are building a Fraud and Risk Centre through philanthropic support. The aim is to have a real impact on business fraud by developing tools that help prevent it. Where prevention is not possible, our goal is to improve how fraud is identified, assessed, and addressed. The Centre brings together early-career faculty members and PhD students working on related areas, including whistleblowing, auditing, and governance. This interdisciplinary approach allows us to look at fraud not just as an accounting problem, but as an organisational, behavioural, and governance challenge.

One of the projects we are most excited about is a model that forecasts the likelihood that a firm will commit fraud – even before it has happened. In simple terms, this is about answering a question such as: Wouldn’t it have been valuable to know that Enron or Wirecard were on a path toward fraud before it became public? That is precisely what this model is designed to do.

## THE SOCIAL COST OF FRAUD

The motivation for this work is clear. Fraud imposes enormous social and economic costs. The World Bank estimates that fraud costs the global economy around \$5 trillion. In accounting fraud alone, more than 1,000 firms across over 130 countries were involved in just the past year, with average losses of around \$1.6–1.7 million per case. However, despite increasing enforcement and

higher fines, fraud has not slowed. Indeed, regulators themselves have acknowledged that penalties alone are not an effective deterrent. In recent years, fines and penalties have increased substantially, yet fraud continues at scale.

A deeper structural problem is that, in many cases, those who commit fraud still benefit financially – even when they are caught. Research shows that a significant proportion of executives involved in fraud emerge with substantial personal financial gains. This creates a powerful incentive problem: if fraud remains a net benefit, then deterrence will always be limited. Our objective is to help shift this dynamic – to turn fraud from a net benefit into a net cost. That requires earlier intervention, before firms become fully committed to a fraudulent path.

## FROM DETECTION TO PREVENTION

Most existing models – in academia and in practice – focus on detecting fraud in the year it occurs. By that point, however, the damage has already been done. Detection is important, but it is fundamentally reactive. Our approach is different. We aim to identify firms that are at high risk of committing fraud several years in advance – much like bankruptcy risk models identify firms at risk of default. The goal is to create a meaningful window for intervention.

pattern is much less pronounced in firms that do not go on to commit fraud.

As a result, this allows us to identify early warning signals – not by finding a specific accounting trick, but by detecting an escalating pattern of intervention that is consistent with a firm moving down the slippery slope.

Importantly, this approach does not depend on a particular accounting standard or country context. It focuses on behaviour embedded in the data, making it potentially applicable across different regulatory environments.

#### Implications for Governance and Accountability

The broader aim of this work is not punishment, but prevention. By making these risks visible earlier, we can support better governance and stronger accountability. Indeed, for boards and non-executive directors, this provides an additional tool to ask informed questions. For auditors, it offers an independent signal that may warrant deeper scrutiny. For investors, it creates the possibility of better risk pricing and more informed engagement.

In practice, we have already seen cases where early warning signals helped directors challenge management and investigate issues before they became public. These examples suggest that earlier transparency can make a real difference.

#### A BROADER ROLE FOR UNIVERSITIES

This is also why we believe universities have a critical role to play. Our mission is not to commercialise this work for profit, but to contribute to the public good.

Universities are uniquely positioned to take a long-term view, to develop independent tools, and to focus on prevention rather than short-term commercial returns. In areas such as fraud – where the social costs are high and incentives are often misaligned – this independence matters.

#### CONCLUSION

Fraud is not just a technical accounting problem. It is a governance, behavioural, and societal issue with far-reaching consequences. By shifting the focus from late-stage detection to early-stage prevention, we can change how organisations, boards, and markets respond to risk.

Our work shows that it is possible to identify warning signs years in advance. The challenge now is to translate these insights into everyday governance practice – so that firms can be held accountable earlier, risks can be addressed sooner, and the enormous social costs of fraud can be reduced. If we can help make fraud harder to commit and easier to challenge, then universities will have fulfilled an important part of their role as a social good.



## KEY TAKEAWAYS

(Generated using AI and human-edited)

- ❑ Fraud can be predicted years in advance, not just detected after the fact. This research shows it is possible to identify firms at high risk of committing fraud up to four years before it becomes public.
- ❑ Fraud is costly. The World Bank estimates global fraud at \$5 trillion annually. In 2024 alone, over 1,000 firms were found to have committed accounting fraud, with an average loss of around \$1.7 million per case. Yet even when fraud is detected, penalties often fall on shareholders rather than the executives responsible.
- ❑ Most fraud follows a gradual “slippery slope,” not a sudden decision. Fraud typically emerges through accumulating small accounting choices, growing performance pressure, and increasing reliance on aggressive judgement calls.
- ❑ Early warning signals are embedded in financial data. Deviations from natural numerical patterns (using Benford’s Law) reveal escalating human intervention long before fraud is disclosed.
- ❑ Prevention is more effective than punishment. Fines and penalties have increased, yet fraud persists because executives often still benefit financially; earlier intervention is needed to change incentives.
- ❑ Predictive models significantly outperform traditional detection approaches. The Warwick model correctly identifies approximately 88% of future fraud cases, compared to conventional tools that only flag fraud once damage is already done.
- ❑ Early signals create a meaningful window for governance intervention. Boards, auditors, investors, and regulators can act sooner – asking tougher questions, challenging assumptions, and potentially changing firm behaviour.
- ❑ Fraud is not just an accounting issue, but a behavioural and governance problem. Understanding fraud requires insights from criminology, organisational behaviour, and governance, not accounting alone.
- ❑ Universities and business schools have a critical role as a public good in fraud prevention. Independent, long-term academic research can develop tools focused on societal impact rather than short-term commercial gain.



© Adam Smagalski

## Question time! And answers.

### How long did it take to develop this fraud-prediction model?

Professor Jo Horton: About six years. The idea originated in 2017, and we went through many iterations, dead ends, and breakthroughs. Developing a model that reliably predicts fraud before it happens requires extensive data testing and validation.

### The numbers you shared – around 1,000 companies committing accounting fraud in 2024 – are those official figures or estimates?

They’re official. These cases were identified through SEC enforcement actions and security class actions, where firms either admitted wrongdoing or settled. But yes, the true number of fraud cases is almost certainly higher. Our model already flags many firms that have not yet been publicly caught.

### Would global consistency in punishment reduce fraud? Some countries impose jail time, others don’t.

It’s extraordinarily difficult to prosecute individuals for accounting fraud. Even in serious cases, it can be hard to prove who did what. Tesco’s case is a classic example – the criminal charges collapsed because prosecutors couldn’t pinpoint who was responsible. Investigations take years, and auditing firms rarely testify against each other. As a result, enforcement tends to fall on companies, meaning shareholders ultimately pay the penalty.

### Could this model be applied to governments as well as corporations?

Potentially, yes. In fact, we’ve trialled the model internally at the University of Warwick – happily, no fraud! We also explore broader applications during breakout sessions. Anywhere numerical data exists, Benford’s Law can be used to detect irregularities.

### During the slippery-slope phase, do you see personnel changes – e.g. attrition or turnover – that correlate with rising risk?

Yes, and we’re actively researching this.

- Employee sentiment: One PhD student is analysing Glassdoor reviews using sentiment-shift methods. Employees often describe pressure, missing staff, or budget constraints long before fraud is exposed.
- Auditor turnover: Another student is studying auditor resignations. Often, auditors quietly step away during the manipulation phase. New auditors arrive unaware of prior aggressive accounting choices, making them more vulnerable.

These human markers are promising early-warning indicators.

### Can the model be applied to banks? The financial sector has unique structures.

Yes. We’ve begun exploring this. Most bankruptcy-risk models assume accounting data is reliable – but failing firms often manipulate their numbers to buy time. Early results show we can significantly improve existing models, especially around credit-risk assessment.

### **In payments and anti-fraud work, fraudsters adapt quickly. Could fraudsters learn to “game” your model?**

A valid concern – and we tested it extensively. To beat our model, a fraudster would need to:

1. Ensure all manipulated numbers still follow Benford’s Law.
2. Make fabricated numbers consistent with past financials.
3. Ensure future financials match economic reality.
4. Avoid accrual reversals – which naturally expose manipulation.

We attempted to break our own model using AI-generated financial statements – and couldn’t. It’s extremely hard to change large sets of financial data without leaving detectable patterns. That said, as AI evolves, so will we.

### **Does your model apply only to accounting data, or can it identify other types of fraud?**

The underlying method – detecting patterns of human intervention in numerical data – can apply widely. I’ve used similar techniques in insurance research, and there is potential for the model to be used in government statistics, insurance, healthcare billing fraud, credit-risk modelling, operational anomalies, and climate-reporting manipulation to name a few.

### **If access to the model is free, could it be used for unethical profit – for example, shorting companies you’ve flagged?**

In theory, yes – but transparency changes behaviour. If everyone has access:

- Investors know which firms carry risk.
- Executives cannot hide behind opacity.
- Companies must justify anomalies.

If a flagged company is not committing fraud, leadership can explain the numbers. If they are, the model increases the likelihood of detection – which itself is a deterrent.

We’ve already seen cases where early warnings empowered non-executives to intervene and prevent escalation.

### **Given the pressures CEOs face, does this model change what kind of leaders end up running firms?**

Possibly, yes. Many CEOs rise through consistent delivery of “the numbers.” If manipulation becomes harder to hide, boards may reward transparency and long-term honesty rather than short-term performance. It may gradually shift leadership norms – a positive change.

### **What about whistleblowing? Does your research connect to that?**

Very much so. Our team is researching whistleblowing systems. Effective fraud prevention requires:

- psychological safety
  - trusted, independent reporting channels
  - organisational cultures that support speaking up
- The model highlights risks, but people inside organisations often see the earliest warning signs.

### **With ESG deprioritised in some regions, especially the U.S., does that increase fraud risk?**

ESG de-prioritisation certainly shifts incentives. When sustainability is framed as secondary to profit, pressures to meet financial expectations increase – and so do incentives to manipulate figures. This makes independent academic work more important than ever.

### **Is there a risk that markets will ignore early warnings because investors still want growth?**

Yes – investor psychology matters. If markets reward rapid growth at all costs, executives feel compelled to deliver it. That’s why policy, regulation, and investor education need to evolve in parallel. In one case we assisted, a board member acted on our risk signal. I can’t disclose details, but his intervention prevented significant damage.

### **Do hedge funds have a role to play in using this information to correct markets?**

They could. Some funds specialise in identifying misreporting. If such actors use the model responsibly, their trading activity could accelerate price correction and discipline corporate behaviour. But safeguards and transparency would be essential.

### **Can this be applied to non-accounting fraud, like healthcare billing or job-market misinformation?**

Yes. While our current model is optimised for financial statements, the underlying mathematical logic can detect anomalies in:

- healthcare billing
- job-posting inflation
- sales reporting
- insurance claims
- tax submissions.

Anywhere humans generate numbers incorrectly – intentionally or not – patterns emerge.

### **Are there risks in releasing the tool publicly? Could it fall into the wrong hands?**

Any tool can be misused – but transparency generally reduces risk. If the model is widely available:

- Fraudsters know they are more likely to be detected.
- Auditors and boards become more vigilant.
- Economists, regulators, and journalists can scrutinise anomalies.

Our goal is social good, not commercial gain. WBS funds my team and our data access – we don’t need to monetise it.



## **Food for thought**

• **A good that might be used for bad?** To what extent would the Warwick model lend itself to getting into the wrong hands to take advantage of the financial insights to say, for example, “let’s invest and in four or five years we’ll make a 500% return”? Why not?

• **If your organisation had access to an early-warning fraud risk signal, who should see it and what should they be expected to do with it?**

Think about boards, audit committees, management, regulators, or investors, and where responsibility (and liability) might sit.

• **How could predictive fraud tools change everyday decision-making, not just crisis response?**

For example, how might they influence performance targets, incentive schemes, audit planning, or internal controls before anything goes wrong?

• **What new risks or ethical dilemmas might arise from predicting fraud before it happens?**

Consider false positive statements, reputational damage, bias, and how firms or individuals could be treated unfairly.

• **How might the use of early fraud signals differ across countries with different legal systems, cultures, and enforcement regimes?**

Would such tools be more powerful – or more problematic – in emerging markets, state-owned enterprises, or in environments characterised by weaker governance?

• **Could governments or regulators use predictive models to prevent systemic risk, and where should the line be drawn?**

Think about surveillance, proportionality, transparency, and the balance between public interest and corporate autonomy.

• **If fraud is the end point of a behavioural ‘slippery slope,’ what early organisational behaviours should current students in CoBS member schools learn to recognise and challenge?**

Reflect on the role of future managers / leaders, auditors, analysts, and employees in interrupting risky trajectories early.

• **Individual responsibility on the slippery slope.**

If fraud develops gradually, where do individuals have the greatest opportunity to intervene? What warning signs should future professionals learn to recognise? What makes speaking up easier – or harder – in practice?



There's a lot of evidence from the criminal justice system that it's not the strength of the penalty and how high the fines are that creates an effective deterrence, but the firstly the probability of being caught. It's here that the model has a potentially high impact.



The effects of the model are potentially profound for major infrastructure projects where the risk of corruption can at times be high.



The model would be useful for hedge funds and regulators, those who make the big transactions and make the markets move and who depend on accounting data.



For me it's like a serendipity moment, coming here today to hear what Jo and her team are all about. It's a fantastic example of exactly that – relationships and engagement between industry, business and academia.



I'd be keen on learning more about the Warwick model and how a strong whistleblower programme, perhaps with an independent process, can protect that safe space to be able to flag something.



The current environment in the US, where things are moving forward to being very much profit based, and where ESG is something that's moving more towards the background, carries the risk that people and companies will just focus on financial incentives – and be more incentivized to commit fraud. This model can be very useful in this context.



Harvard BiGS-CoBS  
Special Issue

# Climate Change

Strategies for advancing the green transition

CEO perspectives on industrial policy

How can large corporations become more sustainable?

Money T can accé decarbon

Harvard BiGS-CoBS  
Special Issue



# Companies & Purpose

Purpose-driven business and its imprint on employees, profit, society, and planet

Exploring the Role that Business Plays in Solving Social Problems

The Tightrope of Hybridity: Managing the dual mandate of profit and purpose

The New Business Leader: Decisions that connect both head and heart

Profit with Purpose: Innovations from the Global South

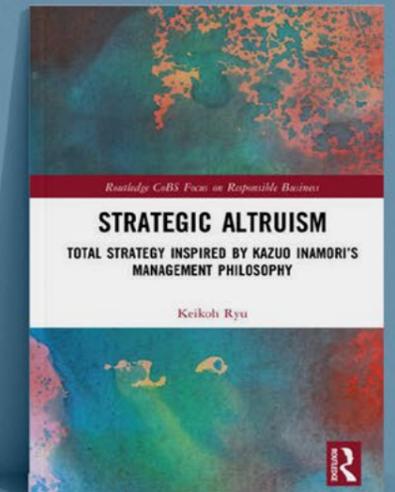
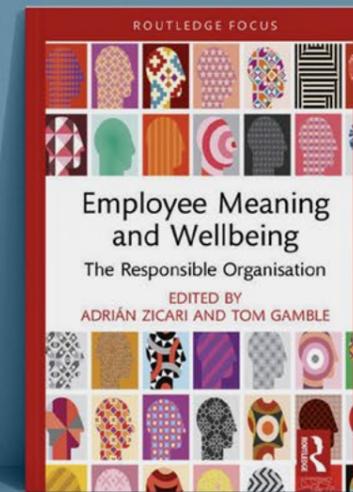
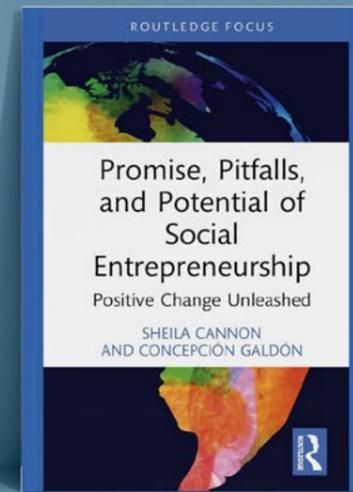
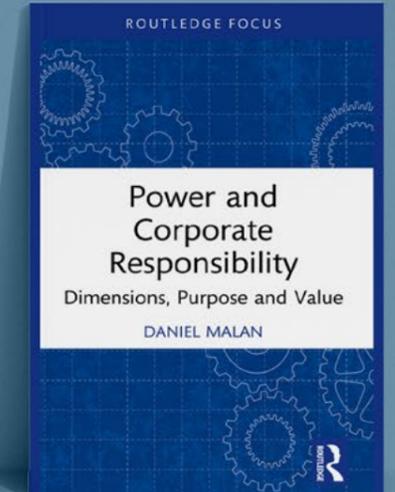
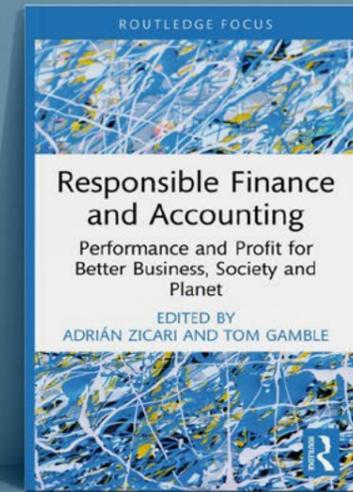
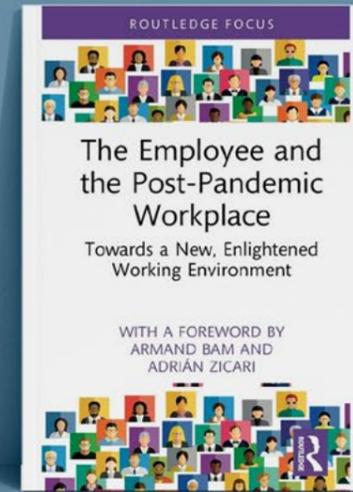
## DOWNLOAD OUR HARVARD BIGS-COBS MAGAZINES.

The Council on Business & Society and the Harvard Institute for Business in Global Society have partnered to offer the wider public a compelling series of co-publications on global issues that bring together business, society, and planet – how they impact each other, and how they are intrinsically linked.

Each magazine features insights from leading international faculty, researchers, business leaders, figures from civil society, and policy-makers.

Download your free magazines and join us in the debate for positive transformation.







COUNCIL on  
BUSINESS & SOCIETY

# Getting involved

**Business, society, planet**

## *How to stay linked up*

Follow the Council on Business & Society  
on **LinkedIn** and send us a message

<https://www.linkedin.com/company/the-council-on-business-&-society>

Visit the **CoBS website** for alumni and student news as well as a host of research and  
learning content on free download

<https://www.council-business-society.org/>

Discover **CoBS Insights** and enjoy weekly research-based, practitioner, student and  
alumni articles

<https://cobsinsights.org/>

And join us in person at the CoBS Global Alumni Meet Ups  
if living and working in the area of the event.

Forthcoming events are featured here:

<https://www.council-business-society.org/alumni>



भारतीय प्रबंध संस्थान बंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

