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# A RESOURCE GUIDE ON STATE MEASURES FOR STRENGTHENING BUSINESS INTEGRITY

While the obligation to put in place frameworks and drive efforts to prevent and counter corruption lies ultimately with governments, in recent times, the private sector has also been a driver for change, calling for business integrity reforms that are reshaping the global anti-corruption landscape. It has become more apparent that a collective and collaborative approach with the private sector and other relevant stakeholders is the best approach for developing anti-corruption policies.

The new edition of the Resource Guide on State Measures for Strengthening Business Integrity highlights this collective approach. While cognizant of and drawing inspiration from various international and regional frameworks to enhance business integrity, the resource guide provides insights mostly based on the United Nations Convention against Corruption (UNCAC), Principle Ten of the United Nations Global Compact, the OECD Anti-Bribery Convention and its related instruments, particularly the 2021 OECD Anti-Bribery Recommendation.

The resource guide introduces an innovative approach to rewarding businesses for adopting ethical practices, complying with anti-corruption standards, and cooperating with law enforcement agencies. It also provides case studies of successful measures from different regions and sectors, as well as practical resources to help States find the right balance of policies and procedures to support collective action approaches, steering towards good practices and away from common pitfalls. Additionally, the resource guide reflects the latest global developments in countering corruption, including recent significant advances in prevention practices. This publication was produced by the United Nations Office on Drugs and Crime (UNODC), the United Nations Global Compact (UN Global Compact), and the Organisation for Economic Co-operation and Development (OECD).

There is no single solution to strengthen business integrity. It will require the involvement of multiple actors and encompass a mix of effective, proportionate, and dissuasive sanctions that punish corrupt behaviour – a baseline requirement of both the United Nations Convention against Corruption and the OECD Anti-Bribery Convention – combined with incentives that encourage the implementation of good practices – as recommended by the 2021 OECD Anti-Bribery Recommendation.

Principle Ten of the UN Global Compact, whereby businesses commit to proactively developing policies and concrete programmes to address corruption in all its forms, recognizes the importance of private sector efforts in preventing and countering corruption. A range of tools available for different purposes will be most effective at tailoring approaches to prevent and counter corruption.





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The resource guide provides States with a framework for encouraging business integrity by identifying and implementing an appropriate mix of sanctions for misconduct, as well as incentives for ethical business practices. Recommendations in this guide reflect seven core implementation principles:



1. States should lead by example by implementing sound integrity policies and ensuring their consistent enforcement across the public and private sectors.
2. States should assess the effectiveness of corporate anti-corruption programmes as they are a primary tool for strengthening integrity.
3. States should encourage enhanced ethical business practices through a combination of well-balanced and thought-out sanctions and incentives. Sanctions and incentives should be guided by raising the costs of corruption while increasing the benefits of behaving ethically.
4. States should facilitate greater involvement of the private sector when designing and promoting incentives or sanctions to build ownership and strengthen compliance.
5. States should coordinate at the international level to harmonize approaches to business integrity, avoid policy incoherence and promote a level playing field for companies.
6. States should ensure that legal persons held liable can be subject to effective criminal and/or non-criminal sanctions, including monetary ones.
7. States should develop a set of business integrity measures that are complementary and undertake periodic reviews to evaluate their adequacy.

The resource guide is a fully updated and expanded version of the 2013 UNODC publication “The United Nations Convention against Corruption: A Resource Guide on State Measures for Strengthening Corporate Integrity”, and was prepared in furtherance of resolution 10/12, entitled “**Providing incentives for the private sector to adopt integrity measures to prevent and combat corruption**”, adopted by the Conference of the States Parties to the United Nations Convention against Corruption at its tenth session in December 2023.

