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# INTERNATIONAL ANTI-CORRUPTION CONFERENCE 2024

Vilnius, Lithuania

18-21 June 2024



**UNODC**

United Nations Office on Drugs and Crime



**United Nations**  
Global Compact

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The United Nations Office on Drugs and Crime (UNODC) and the United Nations Global Compact (UN Global Compact) hosted a Workshop Session at the International Anti-Corruption Conference, in Vilnius, Lithuania.

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## SESSION REPORT

**Session Title:** Business Integrity 2.0: Where do we go from here?

**Date:** 18 June 2024

**Time:** 09:00 AM – 10:30 AM (GMT +3)

**Workshop Coordinator:**

Florian Lair

United Nations Office on Drugs and Crime (UNODC)

**Report prepared by:**

Ana Luiza Aranha

Anti-Corruption Senior Manager

United Nations Global Compact

**Moderated by:**

Cristina Ritter

Head of Governance & Anti-Corruption

United Nations Global Compact

**Opening remarks:**

Richard Nephew, Coordinator on Global Anti-Corruption, US Department of State, USA

**Keynote speaker:**

Brigitte Strobel-Shaw, Chief, Corruption and Economic Crime Branch, UNODC

**Panellists:**

- Aleksej Daineko, Vice President | Chief Ethics & Compliance Officer, Lundbeck, Denmark
- Jackson Mue, Director, Field Services & Coordination, Ethics and AC Commission, Kenya
- Silvina Bacigalupo, President, Transparency International Spain, Spain
- Soji Apampa, CEO & Founder, Integrity Organization, Nigeria

**The thematic focus of the session, its purpose and corruption risks**

The session explored the potential of incentives as a driver for change in the private sector. It delved into the intricacies of what constitutes a right mix of sanctions and incentives to enhance good corporate governance and tackle corruption. It stimulated a debate on how global forums such as the Conference of the States Parties to the UN Convention against Corruption (CoSP), the UN Global Compact Leaders Summit and the B20 Global Business Forum for G20 can be leveraged to advance the business integrity agenda.

**Summary of panellists' contributions & discussion points**

In order to set the scene for the session, in the Opening Remarks key initiatives that promote business integrity were highlighted. For example, the UN Global Compact and UNODC co-organized the first [Private Sector Forum](#) (PSF) on the margins of the Tenth Conference of States Parties to the UN Convention against Corruption (CoSP10) in December 2023. During this Conference, the UN Global Compact presented the [Call-to-Action from Businesses to Governments](#) signed by more than 500 organizations calling upon governments to intensify anti-corruption efforts. Governments positively responded to the Call to Action by adopting the [Resolution 10/12](#) on incentives for business integrity at the Conference. As a result, the UN Global Compact, UNODC and the OECD developed the [Resource Guide on State Measures for Strengthening Business Integrity](#), co-launched in March 2024. The Guide supports governments with guidance to develop incentives and sanctions for business integrity.

During the keynote speech, the current efforts by the UN Global Compact and UNODC at the global, regional and national levels were presented. At the global level, the new Working Group (named Think Lab) on Business Integrity adapts and reviews the Practical Guide on Anti-Corruption Programmes of Ethics and Compliance for Business, through a [Transformational Governance lens](#). At the regional level, the UNODC Regional Conference of the Eastern Africa Platform to Fast-Track UNCAC Implementation was the first regional conference to include the voice of the private sector. It resulted in a Roadmap for the region co-developed by public and private actors on anti-corruption frameworks, collective action and incentives for business integrity. Finally, at the national level, the Collective Action initiative from Uruguay was mentioned, in which the public and private sectors have joint forces to draft a new anti-corruption legislation.

The session started off by defining what "business integrity" means and what makes it crucial for the anti-corruption movement. When confronted by that question, panellists pointed out that business integrity means the consistency between doing the right thing and doing things right, and that without business integrity it is easier to subvert the development policies of a country.

In terms of measures that companies can adopt to enhance business integrity, the panellists highlighted the internal and external aspects of it. Internally there are the traditional mechanisms such as internal policies, tone from the top, training and detection; and externally the collective action approach – like minded companies working together.

The panellists then discussed what are the most pressing challenges faced by businesses today in maintaining integrity from a dual perspective: enforcement and “reinforcement”. While the first one is about sanctions and penalties, the later emphasizes the positive incentives for businesses to engage in integrity. The rules and their sanctions are important to establish the basic norms and make sure that every business is on the same page. The reinforcement perspective seems more powerful in terms of long-lasting solutions, but the former still prevails.

An interesting discussion was raised around the current philosophy behind the incentives for business integrity is that we should reward extraordinary actions by the companies. For some participants, however, what we should be promoting are durable solutions and due actions, that are taken not only after something bad happened. And due actions should not mean zero corruption or no incidence, since it is a phenomenon that is impossible to eradicate. This “due action” point evoked an intense discussion from the panelists. On the other side, there were those that believed that we need to be cautious because there is no one size fits all solution, no one single due action that would resolve corruption. Moreover, for companies doing over and beyond what is requested by law is a huge cost and one that not necessarily they see the return of it. So, rewarding extraordinary actions could be a good solution to incentivize businesses.

On concrete examples, the initiative from Kenya was referred to and how the public sector there included the voice of the private sector in the formulation of anti-corruption policies and legal frameworks, especially the Bribery Act. Furthermore, the multi-stakeholder initiative “Kenya Integrity Forum” was noted. It brings together public and private sectors to proactively discuss mechanisms to fight against corruption.

### **Main outcomes of the session (include quotes/highlights and interesting questions from the floor)**

"Incentives for Business Integrity must be thought of from a preventive perspective to ensure due actions to prevent corruption and strengthen corporate culture of integrity." (Silvina Bacigalupo, President, Transparency International Spain)

“We are in this [fighting corruption] together. Co-creation of ethical frameworks across public and private sectors also strengthens ownership, empowers businesses and makes them accountable.” (Aleksej Daineko, Vice President | Chief Ethics & Compliance Officer, Lundbeck, Denmark)

"Today -after 21 years of the UNCAC and 27 of the OECD Convention- we can say that there is a legal framework in place that ensures that compliances programs are part of the companies' organizations. Now we have to go a step forward: addressing integrity beyond compliance." (Silvina Bacigalupo, President, Transparency International Spain)

In terms of potential solutions or opportunities that can be seized to overcome the current challenges, incentives for business integrity were highlighted, especially for public procurement. If incentives are properly set up, the business environment will be better and in

the public procurement process the company who wins is actually able to implement the project and has the proper competence to do so.

In terms of main outcomes of the session, the panellists also pointed out that in a business environment in which incentives are taken positively, we would see companies fearing less the risk of consequences and being more open and transparent to fight corruption – they would report more to the authorities, for example.

The audience posed three questions to the panelists through a QR Code:

**1. What was the [adopted] measures that had the most impact on private sector corruption?**

The answers to this first question emphasized bringing the private sector's voice to the discussions on anti-corruption legislations. Furthermore, Conventions, laws and regulations are paramount breaking points and change paradigms: the OECD Anti-Bribery Convention, the UNCAC and its Article on the criminal liability of companies changed the behavior of companies. In the same way that the seat belt and non-smoking legislations changed behaviors of individuals. It was also underscored that the private sector changes its behavior when the company realizes that integrity helps the core business. It is important to show to the companies that there is a viable alternative than paying the bribe to get things done and that being compliant is central and beneficial to the core business.

**2. How do you incentivize business integrity in cases of state capture where key businesses are part of or influence government?**

State capture influences the country's policy decisions in a way that is against or conflicting with the public interest. This biases the development of the country. One of the solutions to it would be to have effective institutions, that do not depend on political will or just on individuals. What would safeguard from dismantling the accountability and anti-corruption frameworks in a captured State are strong institutions.

**3. What information about a compliance management system is most indicative of its effectiveness that companies do not currently report but could or should?**

A good indicator of effectiveness of a Compliance Programme would be the employees' confidence to report corruption when he/she sees something wrong. In the end the use of the whistleblowing channel would be a sign that employees believe that something will be done when they report.

Another indicative would be the tone from the top, defined as individual behavior but also being an example to other employees. Without ethical leadership, the Compliance Programme would be just pro-form.

In the end, a representative from Saudi Arabia asked two other questions: **What more could be done to promote a culture of integrity since it looks like the changes in culture are so slow? And what are the outcomes and impact of the Kenyan Forum?**

In the first case, the enforcement would push for changes. Change is slow only if it depends on individuals. To answer the second question, it was highlighted that the Kenyan Forum brings twenty stakeholders from the public and private sectors, seating together to discuss,

find solutions, and share best practices and challenges. One of the biggest outcomes of it was the first anti-corruption law in the country.

### **Key recommendations for the future and concrete follow-up actions**

The panelists were invited to imagine and pick a theme for the next Private Sector Forum, in a Road to Qatar 2025 (for the next Conference of State Parties to the UN Convention Against Corruption - CoSP11):

- *An Integrated Collective Action* (on the ground not only on Headquarters). In this case, the point made is that it is important to go beyond the European multinationals ambition and truly implement Compliance Programmes on the ground, in zones of weak governance;
- *Integrity beyond Compliance*. This would mean creating whitelists of businesses doing the right thing.
- *Self-regulation is more effective*. In this regards, the law enforcement is perceived as not sufficient. A value-based approach for business integrity could be more effective than relying on enforcement.
- *We are in this together*. Here the public-private partnership would be the formula to success. The co-creation of laws, guides, and decisions is the key.

### **What can be done to create opportunities for scaling up the solutions discussed in the session? And by whom?**

The speakers discussed the need for a shared understanding of what an effective Compliance programme means and the need to intensify the communication of the existing guides and materials, such as the Resource Guide for State Measures. The guidelines and publications by UN Global Compact and UNODC exist, but there is a need for these materials to arrive at the companies' and governments' tables. As a scale up solution, the two organizers could take advantage of global forums such as the Conference of the States Parties to the UN Convention against Corruption (CoSP), the UN Global Compact Leaders Summit and the B20 Global Business Forum for G20 to leveraged to advance the business integrity agenda.

The session highlighted the global formal agreements and guidelines on incentives for business integrity: from the Call to Action, to the Resolution, to the specific guide. As next steps, both organizers (UNODC and UN Global Compact) believe that it is needed to follow up on implementation by governments of incentives for business integrity and there is a call for strengthened collective action approaches. The resolution is a good starting point to knock on government doors at the country level and offer the support of the private sector and civil society to join forces against corruption.

### **Is there a specific call to action to key stakeholders, such as governments, businesses, funders, civil society, young people, journalists or any other stakeholder that should be noted?**

The UNODC and UN Global Compact can always help to convene and facilitate the multisectoral dialogue, as well as provide technical assistance to help develop and implement policies and legal frameworks to enhance business integrity in line with international standards.

**Rapporteur's name**

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**Date submitted**

22 July 2024