



Values 20 (V20)



Saudi Arabia 2020

**V20 Communiqué**  
**From a Global Community**  
**of Values Experts and**  
**Practitioners**

November 2020



# 1 Values 20 (V20) Showcasing the 'Value' of Values

We, the Values 20, a global community of values experts and practitioners, have come together for the first time in 2020 to engage actively with the Group of Twenty (G20) with the intent of advancing a human-centric approach to public policy.

Given the unprecedented scale and complexity of the challenges facing humanity, such as climate change or the COVID-19 pandemic, which have placed the lives and livelihoods of billions at risk, we believe it is the shared responsibility of governments, organizations, communities, and citizens to jointly turn these challenges into new opportunities to build a world in which all people can live, work, and thrive in dignity.

Our goal as V20 is to advance a human-centric approach to public policy that centers on leveraging the values of individuals as a means of finding new solutions to the most pressing problems of our time. In pursuing this goal, we intend to demonstrate how values play a pivotal role in achieving the G20's policy objectives and realizing the UN 2030 Agenda for Sustainable Development. We believe that by increasing awareness of the systemic role of values, why and how values emerge from processes, institutions, and structures, we

can substantially enhance policy coherence, effectiveness, and longevity.

Values are the drivers of behavior that reflect individual and collective needs and aspirations. They have evolved throughout history as the building blocks of both individual identity and our shared social fabrics. They guide behavior and decision-making in daily life and thus are key drivers of personal, organizational, and societal outcomes. For these reasons, values are crucial to the success of public policies, both as potentially enabling and impeding factors.

Our growing global community bridges the gap between research and practice. We focus on how people feel, think, and (inter-)act in complex social systems and dynamic institutional environments. Given our combined expertise in values, behavioral sciences, sociology and beyond, we seek to leverage the potential of our community as a hub for continuous knowledge sharing and a global policy innovation lab. On an annual basis, we will launch crowdsourcing campaigns to gather new insights regarding effective values-based policy approaches to overcoming societal challenges.

# 2 Our Rationale Human-Centric Public Policy

As it currently stands, policy approaches and policymaking processes in many global dialogue platforms and groups such as the G20 are not fully addressing the following issues:

1. Many policies that aim to gain people's active participation do not incorporate the underlying beliefs and values that relate to the root cause of behavior. These policies are hence at risk of alleviating the symptoms but not the cause itself.
2. Challenges that require global responses need to be viewed through the social lens and not only from economic and legal perspectives. Many contemporary movements are inherently social in their nature. Human-centric policy development processes allow to address these and other social interests and collectively advance them for societal progress.
3. As the G20 expands upon its original role as premier economic forum and sets up more Working Groups, public attention and expectations towards the G20 have significantly grown. An example is this year's call on the G20 to respond to the pandemic by concerted global action. The trend behooves the G20 to focus on policy solutions that address complex socioeconomic topics, which are best approached via values-centric policymaking.

Many of today's global challenges arise from problems that are rooted in people's behaviors. Even the best

intended regulations will not be effective in changing behaviors if people do not feel responsible for the consequences of their actions. Government efforts to contain the COVID-19 pandemic will fall short of achieving their intended impact if aligned behavior is undermined by distrust or declining levels of interpersonal solidarity. Economic growth will not result in women's empowerment if organizational processes are subject to inherent discrimination. At an even more fundamental level, the wellbeing of nations can only be fully realized through social ecosystems that support human empowerment – the ability of individuals to grow and exercise their agency in making decisions in a rapidly changing world. Human empowerment, by balancing autonomy and interdependent connectedness, can reinforce the role of citizens in driving policy outcomes and accelerating societal transformations.

Despite the vital importance of values for public policy, there remain gaps in the availability of evidence-based knowledge regarding how values can be leveraged to strengthen policy effectiveness, how they transform and evolve over time, and how they interact with cultural systems. The V20 is committed to pursuing a systematic approach to understanding values in their social contexts and analyzing their impact on public policy effectiveness.

Conceptually, we are part of the growing movement that advocates for the application of behavioral insights in public policy, including by working to align people's intuitive choices with their underlying values. Our intent is to contribute to the evolution of policy approaches that integrate values in evidence-based ways that empower citizens and accelerate sustainable behavioral change, global action, and social impact.

# 3 Our 2020 Mandate The V20 Priority Areas in 2020



**To demonstrate the power of values for public policy, we have focused on three priority areas in 2020. These areas have been organized along key global challenges and in line with the specific goals of the G20 in 2020.**

### **1. Global Values – Harnessing shared values to advance (trans-) national goals**

Values in this priority area have a global, transnational reach – contributing not just to prosperity and societal progress within states, but also across and between states.

### **2. Leadership Values – How values shape organizational outcomes**

This priority area addresses values as enablers of organizational objectives, in both the public and the private sector, with a special focus on outcomes of societal and global scale.

### **3. Quality of Life – How values boost wellbeing**

This priority area focuses on values that improve the wellbeing of people as individuals, covering the financial, health, social and community aspects of wellbeing.

Challenges in each priority area and implications for the G20 have been addressed in intensive discussions based on in-depth literature reviews

in focused engagement meetings within dedicated Task Forces. The results of these deliberations and the corresponding policy recommendations have been incorporated into three Policy Briefs, one for each Task Force.

The Policy Briefs have been built around a first set of values which have an empirically validated track record of delivering tangible and measurable social impact. To illustrate our approach, we have mapped the emerging landscape of values with respect to our priority areas and described their contributions to achieving the G20 objectives as well as the Sustainable Development Goals. Figure 1 below summarizes the results of this mapping exercise.



**Figure 1. Emerging landscape of value across V20 Priority Areas**

We believe this map represents a practical blueprint for understanding the vast potential of a human-centric public policy that accounts for values. Over time, we will expand it based on the growing body of policy evidence to encompass more values, highlight the interactions between them, and integrate more linkages to possible policy outcomes on various levels.

# 4 V20 policy Recommendations

The Values 20 key policy recommendations to the G20 in 2020 are intended to advance this year's overarching theme of "Realizing Opportunities of the 21st Century for All". Each of the recommendations addresses a global challenge for which values represent a particularly powerful policy lever.

The following 12 recommendations have been selected from the V20 Policy Briefs, which were published in advance of the V20 Summit and can be found at [values20.org](https://values20.org).

## 1. Shared Truth

### Challenge

The increasingly complex, contested, and fragmented global information environment makes it ever more difficult for societies to arrive at a common understanding of what is true, significantly undermining societal cohesion in many G20 member states.

### Policy recommendations

1. Establish adequate tools to diagnose the factors that help foster citizens' competences in dealing with information in a self-aware, reflective, and conscious manner.
2. Examine and further develop policies which aim at empowering individuals, both as content producers and users, to make (more) informed decisions. In particular:
  - Set unified standards for content

producers to actively vet and disclose the sources for the information shared on social media platforms.

- Support content users by adequate information ecologies in which high rather than low quality sources are easily accessible to them.

## 2. Mutual Trust

### Challenge

Interpersonal trust and citizen trust of institutions is declining globally, posing a threat to the capacity for coherent collective action and to social, economic, and political stability.

### Policy recommendations

1. Develop a global warning system to identify emerging gaps in public trust, interpersonal trust, and consumer trust in cooperation with the OECD.
2. Accelerate efforts to strengthen inclusive, trust-building processes during the COVID-19 pandemic.
3. Support international trade by reducing distrust of foreign goods, including by advancing policies that transparently inform citizens of actual product risks, such as through the application of behaviorally informed risk communication.
4. Invest in early childhood education programs focused on building the skills associated with cultivating trust and openness.

### 3. Global Responsibility

#### Challenge

Major environmental threats to the planet require businesses and citizens to have a stronger sense of global responsibility and accountability.

#### Policy recommendations

1. Review the impact of national policies, business practices, and community initiatives to stimulate higher levels of responsibility, especially in the areas of energy consumption and marine plastic litter.
2. Initiate the adoption of a new priority area by the G20 Environment Deputies Working Group (EDWG) that addresses consumer and producer self-perceptions of responsibility for contribution to negative externalities.
3. Establish a Global Responsibility Lab which tests and examines the efficacy of activating ownership and social norms (short-term interventions) and instigating pro-environmental valuations through education (long-term interventions) in a cross-country setting as well as possible interactions of these means with environmental taxation.

### 4. Collaborative Innovation

#### Challenge

Existing innovation systems and networks are insufficiently able to harness the full diversity of global expertise, capabilities and

resources to accelerate systemic progress in addressing “wicked” global challenges facing humanity, including climate change, food and water insecurity, and pandemic vulnerability.

#### Policy recommendations

1. Identify opportunities in multilateral contexts including the G20 to launch collaborative innovation processes to accelerate progress by convening policy representatives, leading scientists and innovators from academia and the private sector to work jointly toward transformative and systemically sustainable solutions.
2. Gather and disseminate policy best practices and lessons learned from G20 member states in the application of collaborative innovation practices to accelerate progress in addressing complex societal challenges.
3. Prioritize education and training programs in collaborative innovation and creativity, particularly in cutting-edge domains including Artificial Intelligence (AI) and Computational Thinking (CT) across all age cohorts.
4. Support local collaborative innovation initiatives through provision of access to best practices and funding and promote a whole-of-society knowledge-sharing environment.

### 5. Values-driven Leadership

#### Challenge

Many organizations are struggling to

adapt to accelerated global change by virtue of brittle forms of leadership.

### Policy recommendations

1. Create a narrative to explain the concrete benefits for business leaders from adopting values-driven leadership approaches, including quantification of growth opportunities related to the SDGs.
2. Create a platform to connect leaders and representatives of private, public – especially educational – and civil society organizations with the dedicated aim to identify and examine initiatives in culture and values led organizational transformation.
3. Prioritize values-driven leadership development programs in G20 member states and encourage leaders to actively engage their wider organizations in these initiatives.
4. Support youth movements that enable the development of the next generation and community of leaders.

## 6. Systemic Stewardship

### Challenge

Many business leaders do not consider or take sufficient responsibility for the long-term and second-order effects of their decisions, contributing to negative externalities.

### Policy recommendations

1. Amend laws and regulations to balance the role of quarterly

financial performance and fiduciary responsibility to shareholders in corporate decision-making with comprehensive long-term performance assessments.

2. Establish funding mechanisms to support systemic approaches that address causes and not only symptoms of complex issues.

3. Create an institutional basis for regular adjustment of organizational performance indicators based on a rigorous analysis of up-to-date qualitative data from cross-sector dialogues that include the most vulnerable and affected stakeholders.

## 7. Leadership Integrity

### Challenge

The insufficient emphasis on moral and professional integrity in the development of leaders is contributing to corruption and misconduct.

### Policy recommendations

1. Facilitate the practice of integrity for law-enforcement government officials as well as for complying leaders from all sectors by prioritizing the funding for the integrity development of leaders.
2. Support the integrity development of leaders, particularly of civil servants and top leaders in all sectors, through a well-designed and holistic approach to their ongoing professional competency development.

3. Design integrity-based human resource policies and processes with particular focus on safeguarding the integrity of its selection and performance evaluation processes for leaders.

## 8. Gender Equality

### Challenge

Gender inequality and disempowerment of women remain among the most costly social injustices in our world.

### Policy recommendations

1. Act upon the large body of evidence demonstrating the significant societal and economic benefits of women empowerment and proactively counter the public narrative that gender equality is an act of benevolence.
2. Task the newly established G20 Behavioral Insights Knowledge Exchange Network to systematically review the evidence on procedural fairness in labor markets and HR processes and collate best practice to sanitize existing systems from inherent discrimination and biases, starting from recruitment and talent development to compensation and retirement.
3. Deepen the cooperation with the EMPOWER alliance, the OECD, and ILO with the aim of expanding existing gender indices to measure perceptions of inequality. Regularly examine the changes in perceived women economic empowerment,

i.e. the impact of new government regulation in addressing gender pay gaps, employment uptake, the distribution of unpaid care work, quotas, and antidiscrimination laws.

## 9. Employee Responsibility

### Challenge

The unintended misuse of financial resources, or “passive waste”, caused by a lack of perceived responsibility is becoming a significant threat to good governance systems and sustainable development around the world.

### Policy recommendations

1. Expand the upcoming G20 Anti-Corruption Action Plan 2021-2023 to include national assessments of passive financial waste and investigate ways to minimize the total costs on public budgets, i.e. the losses induced by corruption and losses induced by passive waste caused by diffused responsibility.
2. Intensify the cooperation with the OECD to identify common areas of unintended misuse in public procurement and infrastructure governance and develop a human-centered prevention plan including a clear-cut responsibility-attribution system.

## 10. Self-Direction

### Challenge

Living conditions that are perceived to be unsafe undermine citizen

risk tolerance and motivation to drive innovation, thereby hindering societal progress.

### Policy recommendations

1. Promote policies that encourage and nurture self-direction by establishing priority challenges and creating mechanisms for financial and non-financial support for innovation, especially for sub-sections of the population with lower levels of power and financial ability.
2. Create a safe and secure environment in which people feel comfortable taking risks, examining new ideas, exchanging knowledge, and ultimately innovating by ensuring basic safe life conditions such as clean water, housing, and minimal wage that enables dignified and healthy living.

## 11. Self-Control

### Challenge

People's limited ability to pursue personal goals consistently over time is an underlying cause of a wide range of costly social ills from the increase in non-communicable diseases to systemic unpreparedness for retirement.

### Policy recommendations

1. Acknowledge time-inconsistent decision-making of people as a major threat to quality of life and adopt this topic as a cross-cutting theme in the domains of health, education, and financial inclusion on

the G20 Presidency Agenda 2021.

2. In cooperation with the WHO and national health authorities, examine existing evidence on improving people's long-term perceptions of health risks, especially of non-communicable diseases, and strategies to transform from sick care to proactive healthcare systems.
3. Encourage the national health authorities to jointly validate the efficacy of policies which incorporate self-commitment mechanisms by using cross-country randomized control trials.
4. Strengthen the empowerment component of the G20 Principles for Innovative Financial Inclusion to reflect "improved self-control and decision agency" as a key objective.
5. Expand the efforts in the areas of consumer protection and financial literacy by promoting people-centered designs and programs as launched by the US and UK in recent years.

## 12. Interpersonal Solidarity

### Challenge

The rapid decline interpersonal solidarity has compromised our collective ability to deal with complex crises, such as the COVID-19 pandemic.

### Policy recommendations

1. In light of the global deterioration of prosocial behaviors, take immediate action to restore solidarity between people and within



systems by building on the extensive body of behavioral economic and psychological research on altruism, reciprocity, and social norms.

2. Call on the governmental behavioral insights units to expand the existing knowledge and validate new policy interventions that are tailored to dynamically changing motivations of target groups, especially in times of crisis.

3. Initiate an annual Global Solidarity Forum to facilitate cross-national knowledge sharing and exchange of best practice between stakeholders from public institutions, businesses, and charity organizations with the aim to effectively guide future policies on solidarity enhancement.

# 5 Concluding Remarks

This year marks the inaugural year of the V20. As V20, we are convinced that values play a pivotal role in shaping people's behavior and share the belief that a human-centric approach to public policy can significantly contribute to finding new solutions to complex global problems. By engaging with the G20 we want to bring values-based perspectives to the attention of G20 Leaders and increase awareness of the systemic role of values for policy outcomes, effectiveness, and longevity.

Our engagement process in 2020 has focused on demonstrating the value of values to G20 Leaders. The V20 Policy Briefs have been built on an extensive body of empirical research to exemplify how values can be harnessed to advance global goals, organizational outcomes, and people's wellbeing. Our key policy recommendations address global challenges for which values represent a particularly powerful policy lever.

We look forward to continuing this journey and to delving deeper into the behavioral implications of values during the years to come. In this regard, we extend our invitation to all value experts and practitioners around the globe to partake in our

journey and join us in contributing to the advancement of human-centric approaches in public policy.

We thank all who contributed to a successful V20 process this year and look forward to meeting again under the Italian Presidency in 2021.



A stylized logo consisting of a blue 'v' followed by a red '20'. A horizontal blue bar is positioned above the '20'.

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## V20 Organizer 2020

Prince Mohammed bin Salman bin Abdulaziz Foundation (“Misk”) is a non-profit philanthropic foundation established by H.R.H. Crown Prince Mohammad bin Salman to discover, develop and empower young people in Saudi Arabia and beyond to become active participants in the future economy.



## BEHAVIA

### V20 Knowledge Partner 2020

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