INTEGRITY

TRUTH IS A COMMON AND UNIFYING GOOD

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We grapple with exponentially compounding complex problems today, outcomes of human decision-making. People innovate virtual realities approximating human thinking and social life, resulting in material progress yet with unintended consequences grievously affecting human life. It is our responsibility to reflect on the truth about life principles to guide our course as human beings in forging ahead with integrity-based stewardship of our planet. Truth-telling for integrity development supports the G20 priority for collaboratively achieving global recovery, sustainable development, and inclusive prosperity.

Global challenge

We are challenged by rampant malpractice in the world today, seriously hampering the attainment of the G20 priorities of global recovery and sustainable development. Moreover, due to the lack of truth-telling in various aspects of life, the world suffers the following:

> a. Proliferation of fake news, which causes confusion and conflicts, resulting in violence among people;
> b. Negligent handling, misuse, or abuse of personal data, violating human rights to privacy, identit , and security;
> c. Lack of transparency in issues impacting the health of humans worldwide, e.g., in the governance of COVID19- responses, compliance with quality standards in scientific research, and distribution of medical supplies and COVID19-tools; and,
> d. Misguided management views on the role of authority and responsibility for resources, as

evidenced by corruption among many leaders and officials.

There is a need to create a common understanding of basic truths or life principles shared by all human beings that transcends culture, geography and human diversity, to collaboratively work for the inclusive, people-centered and sustainable prosperity of our planet. These truths, which are included in many international conventions and national constitutions, include the:

> a. Dignity of every person, which is the basis of human rights, the value of inclusion, and the spirit behind justice administered through the law;
> b. Principles of governance and subsidiarity, ie: government power should reside at the lowest possible level, ensure accountability for authority over resources in the service of the common good, aiming for sustainable prosperity for all;
> c. Common good of ensuring all-inclusive development and well-being of people through the truthful dissemination of health information and medical protection and remedies; and,
> d. Primacy of human development over material or technological advancement, which is the impetus of today's global thrust on people-centeredness.

These foundational truths, principles that govern human life, facilitate governments' national and global efforts to build a culture of dialogue for mutual understanding and the collaborative achievement of sustainable prosperity for all people on our shared planet.

It is imperative to safeguard these truths by promoting the practice of truth-telling in decision-making processes, supported by human capital development initiatives that champion integrity as a key value, and creating a culture of trust and transparency at the national and global levels. These truths serve as points of leverage to fulfill our common global responsibilities in rebuilding a people-centric planet that will be safe and progressive today and for generations to come.

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Global solution

It will take time to thoroughly address the complex issues related to integrity and truth-telling. Given the interconnectedness and common roots of these issues, the essential first step is to identify high-impact and practical opportunities to address them.

Supporting the application of shared truths and truth-telling will contribute to the renewal of our planet as a welcoming and safe place for all and for future generations. Integrity-centered policy solutions to achieve this include:

a. Incentivize the continuous integrity development of leaders, starting with influential professionals such as government and corporate leaders, lawgivers and enforcers, journalists, medical professionals and research scientists, and educators.
Many people recognize that human capital development is crucial for economic development (Žárská 28 ,2020). This development must focus on vertical development that allows leaders to build self-awareness and sense-making, develop systems thinking capabilities, role model integrity, and navigate polarities. This approach equips them to empower people and resolve problems more effectively.
Despite considerable investments in leadership development in recent decades, the practice of leadership integrity remains lacking due to interrelated factors. These factors include: a focus on horizontal development, lack of fitness in training design, and poor environmental conditions for moral competency development, that is needed to ensure consistent and long-term ethical practice by leaders in a fast-changing environment. A reciprocal process between learning and development is needed to reach an effective developmental approach (Latta, Clottey, Dugan, and Chikeleze ,74 ,2020 81).
Integrity development programs must be appropriately designed and implemented, and incorporated as a mission-critical component of professional education, training, accreditation, performance management, and recognition of all leaders and especially those in public service.
b. Strengthen legal and performance management systems at all levels in government and non-government organizations to enable the

practice of integrity according to global standards of quality and business excellence.
Highlighting the importance of integrity in developing and selecting leaders in government and non-government organizations, including youth, is critical to identify professionals who will become protagonists in crafting and implementing ethically sound and unbiased laws.

The practice of ethics depends on the guiding laws of a locality. Laws are inherently limited in supporting ethical principles according to changing realities (Gottlieb and Sanzgiri ,1996 1277), given the limitation of human perspectives applied in crafting these laws. Hence, the competency of law-givers and law-enforcers is paramount for establishing a legal system founded on well-established permanent truths and universal human values while maintaining applicability and relevance to the changing times, enabling the people's effective practice of ethics and integrity.
Promoting best practices for strengthening policies and processes that support the ethical practice of leaders is a key enabler for cascading integrity throughout and among organizations and in society. This includes institutionalizing an evidence-based measurement system to monitor leadership and organizational ethical practice, and can include organizational ethics audits (Latta, Clottey, Dugan, and Chikeleze 79 ,2020). To inspire compliance, this measurement could ideally be complemented by a rewards system to recognize model leaders of integrity.
c. Fortifying the legal system around the internet, news and media communication channels promotes ethics-based freedom of expression and unbiased truthful reporting of information, free from manipulation and intimidation and thereby protecting the rights and safety of all, especially the vulnerable.
In many parts of the world, such as some Southeast Asian countries, Freedom of Information laws, which are a vital component of good governance (Khan 108 ,103 ,2014), are nascent. However, striking the right balance between regulation and innovation of the internet remains a challenge (Pike 19 ,2006). The most important concern regarding data protection and personal privacy in cyberspace is the need to embed ethical values in prevailing big data and internet algorithms (Imbong 1 ,2018).
d. Strengthening infrastructure and regulatory processes for essential, high-impact industries such as healthcare, scientific research,

manufacturing, and logistics supply chain.

In the healthcare sector, for example, transparency of critical decision points in the pharmaceutical system is essential to curb corruption and enhance efficiencies in the delivery and just distribution of essential medical supplies (Cohen, Cercone, and Macaya, Roman 51-50 ,2014).

Meanwhile the issues compromising data integrity and security in cyberspace are daunting. While some sectors may take advantage of internet vulnerabilities, innovative technological advancements can be tapped to address these problems in the long term. For example, recent encryption management technologies have shown promise in improving data confidentiality, availability, and integrity in the internet of things (Edwards, Kiser and Haynes 12 ,2020). Given the global stakes around privacy and security within the internet privacy ecosystem (there is still a lack of coordinated international effort in internet governance, a serious threat to the current and future development and even survival (Holt and Malčić 174 ,2015). There are three degrees of internet regulation: content, international conflict in regulatory laws and implementation, and the nature and design of the internet itself (Pike ,2006 17). Global coordination and cooperation are essential to manage these levels of internet governance.

It is essential to note the truth that every economic decision has a moral dimension. The economy is a means whereby people exercise their human powers and faculties creatively through work to provide for their needs (Breen and 996-995 ,2010). Upholding the truth is fundamental to achieving economic growth. Understanding the truth about the nature of people, the world, and life principles is indispensable in attaining integral human development.

Policy recommendations

Truth-telling is a mission-critical dimension of good governance and harmonious living in communities. It underlies virtuous living and genuine human relationships, essential for the integrity of life and of governments. While the aforementioned policy areas are all important, perhaps the most important driver of truth-telling is Human Capital and Integrity

Development. Focusing on building decision-making capabilities and designing better decision-making processes can bring about sustainable results in the continuing improvement and quality of policies.

The G20 Summit members are called to reflect, review, and set action plans in:

a. Their personal Human Capital and Integrity Development Plans, and ensuring that this priority cascades to key country-level decision-makers. Leaders face numerous ethical dilemmas they must courageously and responsibly resolve. Training on the principles of integrity and truth-discernment is an anchor for ethical decision-making. In tough decisions, truth serves as a bedrock, while values, when lived with integrity, serve as a riverbank to guide decisions along the right course (Tjan ,2017 17).

b. Fostering truth-telling and transparency in decision-making, sensitive to the repercussions of actions across countries. Considering the diversity and size of the group, limited meeting time, and constraints of remote virtual meetings, the G20 should adopt up-to-date team strategies and evaluation of results in its team processes throughout the year.

c. Increasing inclusion by extending the G20's reach to unrepresented countries in its drawing of inputs and developing outputs, given the immediate, global, and long-term effects of its decisions. For example, heeding the voice of globally diverse engagement groups is a way of receiving inputs across the globe.

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