



UNIVERSAL
SUSTAINABLE
GROWTH

INSTITUTIONAL FRAMEWORK

USG SCHEME 2.0

SHARED TRUST INFRASTRUCTURE FRAMEWORK

Join a global effort to advance shared trust infrastructure.

Open · Voluntary · International · Evolving

Working Text | Version 2.0 | 2026



Preface: Building Shared Sustainable Development and Trust Infrastructure

We live in an era of unprecedented interdependence. People, capital, knowledge, technology, business activities and social challenges cross national borders at unprecedented speed. Cooperation among individuals, enterprises, civil-society organisations, professional institutions and public bodies has become essential to advancing economic development, addressing shared challenges and achieving social progress.

Yet our capacity for cooperation has not developed at the same pace as our interdependence. Technology makes connection easier, but does not automatically create trust; information is more abundant, but has not eliminated misunderstanding; contracts are more complex, but have not prevented cooperative relationships from breaking down; capital can move across borders, but still struggles to reach many projects of genuine social value; artificial intelligence improves efficiency, but may also amplify inequality, bias and gaps in accountability.

We have established extensive systems for transactions, regulation, certification and dispute adjudication, yet still lack a shared infrastructure that supports everyday cooperation, continuing performance, contribution records, early communication and relationship repair. Many social problems arise not from a lack of ideas, resources, technology or people willing to act, but from insufficient trust, fragmented systems, unequal access to opportunity, weak cooperation mechanisms and the absence of credible pathways connecting those who need support with those who can provide it.

Measurement shapes incentives; incentives shape institutional priorities; and institutional priorities, in turn, shape professional and commercial behaviour. Over time, these patterns influence what society admires, pursues and reproduces. If the development of civilisation is measured only by growth, social trust and long-term resilience may be undervalued; if enterprises are measured only by short-term profit, relationship quality may be undervalued; if professional institutions are measured only by transaction volume, the quality of the relationships they establish may be undervalued; and if professionals are measured only by fees, case numbers or procedural victories, the value of prevention, repair and lasting cooperation may be undervalued.

Sustainable development does not replace GDP, profit, productivity, legal rights, market competition or professional performance. It broadens our understanding of value. A mature society should recognise both "what is achieved" and "how it is achieved"; both immediate output and continuing impact; and both individual benefit and the quality of the relationships, institutions and shared conditions that make future cooperation possible.

Accordingly, sustainable development and trust infrastructure should do more than connect participants or record declarations. They should also make responsible performance, constructive conduct, contribution, conflict prevention, repair, learning and long-term cooperation more visible. As these values become visible, they can gradually influence recognition, the allocation of opportunities and institutional design, while avoiding the emergence of coercive social scoring.

The social infrastructure we need to build together is shared trust infrastructure through which trust can be established, cooperation supported, contributions made visible, conflicts prevented and commitments continuously fulfilled.

The international sustainable development initiative was launched for this purpose. It is not a substitute for existing laws, institutions or professional systems. Instead, participants from different countries, cultures, industries and social backgrounds work together, on the basis of shared principles and through continuing action, to strengthen society's capacity for trust and cooperation.

As an open, voluntary and evolving framework, USG Scheme enables individuals, enterprises, civil-society organisations, professional institutions and public institutions to examine what their systems measure and reward, and what conduct these institutional arrangements encourage. Its purpose is not to impose a

single model of an "ideal society", but to support a more trustworthy, cooperative, inclusive and sustainable foundation for development.

Part I Shared Challenges

1. Trust Is Under Continuing Pressure

Across different countries, industries and social contexts, trust among individuals, organisations, institutions and the public is under varying degrees of pressure. Traditional assessment often relies on wealth, scale, institutional status, qualifications or one-off due diligence, but less often reflects continuously whether a person or organisation fulfils commitments, participates responsibly in cooperation and makes constructive contributions over time. We need more open, continuing and participatory mechanisms for building trust.

2. Conflicts Are Often Addressed Too Late

Many cooperative relationships fail not because their fundamental interests cannot be reconciled, but because early risks go unseen, communication does not occur in time and misunderstandings accumulate. A mature cooperation system should do more than decide who is right or wrong after a relationship breaks down. It should help parties communicate promptly, align expectations, manage risks and repair trust.

3. The Measurement of Success Remains Too Narrow

Society has established many indicators for economic, commercial and professional activities. These indicators often record growth, profit, transactions, cases, rankings and scale more readily than they continuously reflect whether commitments are fulfilled, relationships maintained, risks prevented, contributions made visible or long-term capabilities strengthened. When easily quantified indicators become the principal or even sole measures of success, they may also influence the conduct that institutions and individuals pursue, reward and repeat. While retaining traditional performance indicators, we need gradually to develop measures and forms of recognition that more fully identify responsible conduct, relationship quality, contribution, resilience and long-term value.

4. Opportunities for Cooperation and Development Are Unequally Distributed

Many small and medium-sized enterprises, civil-society organisations, young professionals and projects in emerging regions have real capabilities, yet remain unseen because they lack endorsement, professional documentation, language skills, international experience or access to networks. Recognition systems that disproportionately reward established scale may further entrench inequality. More open pathways are therefore needed to identify capability, contribution and credible potential. Global cooperation requires more open, fair and trustworthy routes to participation.

5. Projects of Social Value Struggle to Obtain the Support They Need

Valuable projects may be unable to present their objectives, governance, execution capability, resource needs and expected impact clearly. Those offering support also face costs in discovering projects, managing risks and conducting due diligence. We need more credible mechanisms for project preparation, presentation, connection, communication and feedback.

6. Knowledge and Professional Support Are Unequally Distributed

High-quality resources in law, governance, financing, technology, negotiation and risk management remain concentrated in a small number of large institutions and high-cost systems. More information does not

necessarily mean wider access to knowledge. Knowledge becomes a force for development only when it is understood, applied and translated into action.

Lawyers, accountants, consultants, agents, brokers, recruitment agencies, platforms, financial institutions, advisory organisations and other intermediaries influence what clients focus on, pursue and regard as success. When these institutions are rewarded solely by business volume, fees, transactions or procedural outputs, they may unintentionally reinforce short-term thinking or conflict. Their social value should gradually extend to the quality, transparency and durability of the relationships and decisions they help to create.

7. Technology May Create New Exclusion, Inequality and Governance Risks

Artificial intelligence and digital technology create opportunities, but also bring algorithmic bias, data misuse, privacy risks, opaque decisions and unclear accountability. Technology must serve people and preserve their ability to understand, participate in and challenge important decisions.

Artificial intelligence and digital systems can improve efficiency, but may also amplify bias, exclusion, surveillance, misinformation and poorly chosen optimisation objectives. Technology should do more than accelerate existing incentives. It should help institutions understand context, preserve human agency, improve accessibility, reveal risks and support better decisions.

8. The Institutional Foundations of Public-interest and Civil-society Organisations Remain Fragile

Many civil-society organisations depend on short-term funding, a single donor or a small number of core personnel, yet receive little support for governance, talent, digital systems and long-term capability. Society needs to support not only individual projects, but also the foundational capacity of organisations to sustain their missions.

9. Public Dialogue Is Fragmenting, and Contributions to Social Trust Are Difficult to Sustain

People have more channels for expression, yet fewer trustworthy spaces in which to listen seriously, understand differences and develop solutions together. At the same time, society more readily records wealth, position, seniority and visibility than the fulfilment of commitments, mutual support, knowledge sharing and public contribution. Content and values that cannot be seen are difficult to recognise, and values that remain unrecognised over time are difficult to sustain.

10. Sustainable Development Lacks Practical Cooperation Infrastructure

Sustainable development requires shared rules, trusted identities, clear responsibilities, continuing communication, knowledge sharing, resource coordination, contribution records and conflict prevention. In practice, cross-border projects may face increased risks of failure, delay or relationship breakdown because they lack trust and coordination mechanisms spanning the full cooperation lifecycle.

Sustainable development needs more than objectives. It also requires trusted identities, clear responsibilities, continuing communication, fair participation, knowledge sharing, contribution records, conflict prevention, adaptive governance and better measures of long-term value.

Part II Nature and Purpose of USG Scheme 2.0

2.1 Nature

USG Scheme is an open, voluntary, international and evolving framework for trust and cooperation initiated by Universal Sustainable Growth Organisation. It provides participants from different countries, regions, industries, cultures and institutional backgrounds with a shared basis for trustworthy cooperation, responsible participation, conflict prevention, knowledge sharing and sustainable development. The Scheme may be voluntarily signed as a standalone public principles document, or incorporated in whole or in part into various cooperation agreements under Clause 2.3 as a framework of principles for the relevant relationship. It respects existing laws, regulatory regimes, judicial systems, professional standards, industry rules and contractual arrangements. Unless the participants separately enter into a legally binding agreement, or expressly give this Scheme or selected provisions legal effect in the relevant agreement, the Scheme itself does not create an agency, partnership, employment, fiduciary, franchise or other legal relationship.

2.2 Purpose

- Advance sustainable development and the building of trust infrastructure;
- Establish shared principles that support cross-border, cross-industry and cross-cultural cooperation;
- Encourage responsible, transparent, good-faith and constructive participation;
- Enable the appropriate recording of performance, knowledge sharing, inclusion and social contribution;
- Promote conflict prevention, early communication and constructive dispute resolution;
- Expand access to opportunities for small and medium-sized organisations, social projects and emerging participants;
- Promote credible connections among knowledge, technology, capital, professional capabilities and projects of social value;
- Build a shared community in which needs can be raised, dialogue pursued and cooperation developed;
- Promote the responsible, human-centred and sustainable use of artificial intelligence and digital technology.

2.3 Incorporation into Agreements and Application of Principles

Depending on the needs of a cooperation arrangement, this Scheme may be incorporated by full text, extract, annex, reference or principles clause into cooperation agreements, project agreements, service agreements, partnership documents, memoranda of understanding, platform rules, procurement or supply-chain arrangements and other cooperation documents. It may serve as a shared framework of principles for the participating parties in cooperation governance, performance, communication and coordination, risk management, conflict prevention and relationship maintenance.

Where this Scheme is expressly incorporated into an agreement, its specific legal effect is determined by the terms of that agreement. Unless the agreement expressly provides otherwise, the Scheme primarily guides the interpretation and implementation of the cooperative relationship and the parties' conduct in performance, communication, risk identification, adjustments to cooperation, conflict prevention and the constructive resolution of differences. It does not replace the agreement's specific rights and obligations, governing law or dispute resolution provisions. If the Scheme's principles are inconsistent with applicable mandatory legal requirements or express and specific terms of the relevant agreement, applicable mandatory law must be observed first. Within the scope permitted by law, the express and specific terms of the relevant agreement prevail.

The parties may also choose to incorporate only the principles relevant to their particular cooperation, specifying in the agreement their scope, version and relationship with other contractual provisions.

Merely referring to, attaching or incorporating this Scheme or selected principles in an agreement does not automatically mean that the relevant parties have independently signed the Scheme, nor does it automatically confer Trust Builder, Member, Partner or other USG status. The acquisition of such status remains subject to the applicable participation, review or registration procedures.

Unless the agreement expressly provides otherwise, the incorporated Scheme is the specific version expressly identified in that agreement or applicable when it is signed. Revisions subsequently published by USG do not automatically modify rights or obligations under an existing agreement. The parties may jointly adopt an updated version through written confirmation or another method provided for in the relevant agreement.

2.4 An Evolving Cooperation Framework

USG Scheme is an evolving cooperation framework. USG may publish revised versions in response to practice, participant feedback, technological development and social needs. Different versions should retain their version numbers and publication dates. Material changes should be explained to participants in an appropriate manner. Signatories may remain associated with the version they originally signed, or confirm their adoption of an updated version in the specified manner.

Part III Core Principles

3.1 Integrity and Good-Faith Participation

Participate honestly, in good faith and responsibly. Do not deliberately provide false, materially incomplete or misleading information, and correct significant errors promptly when they are discovered.

3.2 Mutual Respect

Respect every participant's rights, privacy, legitimate interests, cultural background and differing views. Oppose discrimination, insults, threats and the abuse of advantage.

Recognise that human value cannot be reduced to wealth, productivity, status, nationality, institutional position or any score.

3.3 Inclusion and Accessibility

Seek to reduce unnecessary barriers caused by cost, language, geography, technology, procedural complexity, social status or institutional size, so that participants from different backgrounds can participate reasonably.

3.4 Careful Judgement and Open Communication

Do not make insufficiently grounded negative judgements because a participant raises questions, acknowledges difficulties, expresses a different view or seeks help. Necessary judgements, assessments and decisions should be based on relevant facts, appropriate procedures, reasonable evidence and sufficient understanding.

3.5 Neutrality and Fair Participation

In coordination, dialogue and dispute resolution, seek to maintain procedural neutrality, fair treatment and balanced participation. Avoid conflicts of interest, improper bias and the abuse of a position of advantage.

3.6 Value Beyond Quantity

Use traditional indicators such as quantity, growth, income, efficiency, rankings and transactions where appropriate, but do not regard them as complete measures of success. Also consider quality, trust, fairness, durability, contribution, learning, resilience, impacts on people and impacts on future cooperation.

3.7 Responsibility for Influence

Those who design policies, rankings, professional systems, platforms, markets, procurement standards, remuneration or advisory processes should recognise that measurement and reward structures influence behaviour. The greater the power to shape incentives, the greater the responsibility to examine their foreseeable consequences.

3.8 Cross-Cultural Understanding and Legal Diversity

Recognise that different jurisdictions have different legal traditions, regulatory structures, business practices and communication styles. Cross-border cooperation should not assume a single legal or cultural environment, but should actively seek to understand these differences.

3.9 Transparency and Appropriate Disclosure

Clearly communicate objectives, roles, interests, resource needs, capability limitations and material risks, while respecting lawful rights to confidentiality and privacy, and trade secrets.

3.10 Responsibility and Performance

Make commitments carefully and seek to fulfil responsibilities. When performance becomes difficult, communicate as early as possible and constructively seek alternative arrangements or remedies.

3.11 Dialogue, Co-development and Practical Resolution

Develop workable solutions through listening and joint participation. Without prejudice to lawful rights and appropriate procedures, the practical resolution of problems, relationship repair and continuing cooperation should be recognised as having independent and significant value.

3.12 Conflict Prevention

Identify risks, misunderstandings and differences of interest early. Prioritise communication, coordination and negotiation to prevent unnecessary confrontation and relationship breakdown.

3.13 Digital Trust and Responsible Innovation

Promote trustworthy digital processes, transparent communication, data protection and professional oversight. Technology should advance cooperation, accessibility and fairness, rather than deepen fragmentation.

Use artificial intelligence and digital tools responsibly to support understanding, accessibility, transparency, safety and fair participation. Where rights, reputation, opportunities or other material interests are significantly affected, automated optimisation, scoring or ranking must not replace appropriate human value judgements. For digital judgements that may significantly affect an individual or organisation, appropriate routes for human review, explanation, correction or challenge should be provided wherever reasonably practicable.

3.14 Voluntary Cooperation and Contribution

Participation should be voluntary, collaborative and adaptive. Contributions may include funding, time, knowledge, experience, technology, professional services, project opportunities or network connections.

3.15 Future-oriented and Sustainable Governance

Develop flexible governance mechanisms capable of adapting to technological, commercial and social change, while taking account of human dignity, long-term social value, economic resilience and environmental responsibility.

Part IV Trust Builder Commitment

Any individual or organisation that voluntarily signs this Scheme and completes the applicable participation procedures may become a Trust Builder under USG rules. Trust Builder status represents the signatory's willingness to support the direction of this Scheme and to participate through practical action in building shared trust infrastructure. It is not a guarantee of the signatory's creditworthiness, capability, legality, financial condition or future conduct.

Voluntarily support the purposes and core principles of USG Scheme and, within your capabilities, participate in cooperation with integrity, respect, inclusion, fairness and constructiveness. Work with participants from different countries, industries and backgrounds towards a more trustworthy, cooperative, inclusive and sustainable future.

- Provide material information honestly and promptly correct known errors;
- Respect others' dignity, rights, privacy, cultural differences, confidential information and intellectual property;
- Reasonably assess your capabilities, resources and authority before making commitments;
- Seek to fulfil commitments already made and communicate early when difficulties arise;
- Actively identify risks and conflicts of interest, and do not use information or position to obtain an improper advantage;
- Where appropriate, address differences through communication, coordination, negotiation or mediation;
- Use data, artificial intelligence and digital tools lawfully, appropriately and safely;
- Within your capabilities, make positive contributions through knowledge, services, projects, resources or dialogue;
- Accept feedback, correct errors and regard trust as a relationship that requires continuing development;
- Do not use the signing of this Scheme, Trust Builder status or participation in the USG system to mislead third parties.

Part V Conflict Prevention, Cross-border Coordination and Digital Dispute Resolution

USG regards conflict prevention as a core component of trust infrastructure. Where possible, participants should clarify objectives, roles, responsibilities and communication mechanisms at the start of cooperation; record important decisions and review progress regularly during cooperation; and raise risks or misunderstandings promptly when they arise.

5.1 Constructive Resolution Pathways

- Direct communication;
- Coordination through designated contacts or management;
- Structured negotiation;

- Independent third-party facilitation or coordination;
- Mediation or online mediation;
- Arbitration, litigation or other formal procedures agreed by the participants.

5.2 Digital and Cross-border Capability

USG encourages the development of digital dispute resolution capabilities suited to cooperation across locations, time zones and cultures. These include secure online communication, electronic service and signing, multilingual support, appropriate data retention, the integrity of electronic evidence and appropriate connections with formal legal procedures. All technological applications should comply with applicable laws, confidentiality obligations, privacy protection and fair procedure requirements.

5.3 Professional Capability and Networks

For disputes involving artificial intelligence, data, the platform economy, intellectual property, digital trade, finance and emerging technologies, mediators and coordinators need a combination of legal, technical, commercial and cross-cultural communication capabilities. USG may develop professional networks that meet practical needs through the Academy, professional rosters, continuing learning, case studies and cross-disciplinary cooperation. Admission to any professional roster or acceptance of case allocations requires compliance with separately published qualification, independence, confidentiality and service rules.

5.4 No Prejudice to Legal Rights

This Scheme does not restrict any participant from lawfully seeking urgent relief, regulatory assistance, judicial protection, arbitration or independent legal advice. Where personal safety, fraud, crime, material property risks, mandatory reporting obligations or limitation periods are involved, appropriate legal or professional assistance should be sought promptly.

Part VI Non-binding Nature, Limitations of Responsibility and Institutional Safeguards

6.1 Voluntary and Non-binding Nature

As a standalone public document, this Scheme primarily expresses shared principles, directions for participation and voluntary commitments. It does not by itself constitute an enforceable commercial or professional services contract. Where the Scheme or selected provisions are expressly incorporated into a separately signed agreement, their effect is determined by the wording of that agreement, applicable law and Clause 2.3. Incorporation as principles does not, by itself, expand any party's responsibilities, guarantees or obligations beyond the relevant agreement.

6.2 No Certification or Endorsement

Signing the Scheme, receiving a Builder ID, joining Commons, appearing in a public directory or generating a Trust Profile does not constitute certification, approval, a credit rating, recommendation or guarantee of any individual, organisation, project, product, service or investment.

6.3 No Professional Advice

The Scheme, Commons content, educational materials, project information and Trust Profiles do not constitute legal, financial, tax, investment, regulatory, medical or other professional advice. Participants should seek independent professional advice appropriate to their circumstances.

6.4 Third-party Content and Independent Judgement

USG may take reasonable measures to manage platform risks, but does not guarantee that information published by participants, third-party content, external links or project statements are always accurate, complete, up to date or free from risk. Before making a decision based on such information, any person should undertake an independent assessment appropriate to that decision.

6.5 Intellectual Property and Brand

Intellectual property in the USG name, marks, Scheme, frameworks, methods, content, software and databases belongs to the relevant rights holders or is used under lawful licence. Signing or participation does not automatically grant permission to copy, modify, commercialise or license the relevant rights, or to use them on behalf of USG. For the purpose of incorporating this Scheme or selected principles into cooperation documents under Clause 2.3, participants may quote or reproduce the relevant text to the extent necessary. They must not distort its meaning, create the impression of an unauthorised agency, certification, endorsement or other relationship with USG, or thereby acquire independent commercial rights to use the USG name, marks, frameworks or other intellectual property.

6.6 Data, Privacy and Confidentiality

The processing of personal information, public directories, contribution records and digital dispute resolution data should be subject to applicable privacy policies, data protection rules, confidentiality agreements and legal requirements. Participants should have choices concerning the scope of public disclosure and reasonable use, except where law, safety, audit or dispute handling provides another lawful basis.

Part VII — Signature, Public Recognition and Continuing Participation

7.1 Meaning of Signature

By signing the Scheme, a signatory voluntarily supports its purposes and Core Principles and agrees, within reasonable capacity, to follow the Trust Builder Commitments. Signature does not imply perfection and does not mean that the signatory agrees to surrender independent judgement, legal rights or legitimate objections.

7.2 Individual and Organisational Signature

An individual should use a genuine identity, or another identity permitted and verifiable on the platform, and remains responsible for personal statements. A person signing on behalf of an organisation should confirm appropriate authority. Organisational signature does not automatically create a formal cooperation, agency, licence or authorisation relationship with USG.

7.3 Choice of Public Recognition

A signatory may choose whether to appear publicly in USG's Trust Builder or Endorsement Directory. With explicit consent, the published information may include the individual's or organisation's name, country or region, profession or institutional type, mark, website link and authorised public profile. A participant may also choose to display only limited information or not to appear publicly.

7.4 Confirmation and Continuing Participation

After completing the applicable process, a signatory may receive electronic confirmation, a Builder ID and corresponding evidence of signature or support and may choose to receive information about Academy, Commons, global dialogue, research and publications, professional networks, Foundation activities and cooperation opportunities. Any electronic evidence confirms only signing or participation status and is not a professional certification.

7.5 Languages and Versions

The Scheme may be made available in multiple languages. The controlling language should be identified on formal publication. If there is a material inconsistency between language versions, the designated controlling language prevails. Each update should state its version number and publication date.



DECLARATION

Trust Builder Declaration

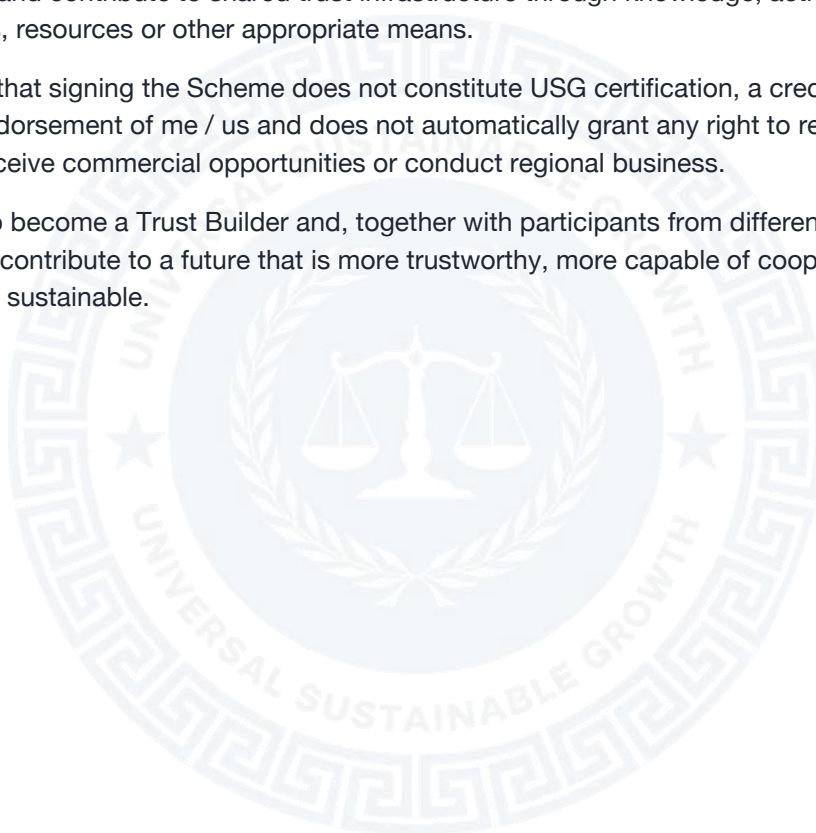
Trust is not a label acquired once. It is a relationship built through continuing, responsible action.

I / We voluntarily support the purposes and Core Principles of the USG Scheme and, within my / our capacity, will participate with integrity, respect, inclusion, fairness and a constructive approach.

I / We will take commitments seriously, communicate promptly when difficulties arise and seek to prevent unnecessary conflict. I / We will respect the rights, privacy, confidential information and intellectual property of others and contribute to shared trust infrastructure through knowledge, action, professional capability, projects, resources or other appropriate means.

I / We understand that signing the Scheme does not constitute USG certification, a credit rating or comprehensive endorsement of me / us and does not automatically grant any right to represent USG, use the USG brand, receive commercial opportunities or conduct regional business.

I / We are willing to become a Trust Builder and, together with participants from different countries, sectors and backgrounds, contribute to a future that is more trustworthy, more capable of cooperation, more inclusive and more sustainable.



EXECUTION

Signature and Execution

Field	Information to be completed
Category of signatory	Individual / Organisation
Name of signatory / legal name of organisation	
Legal representative or authorised representative (if applicable)	
Position (if applicable)	
Country or region	
Correspondence address	
Telephone	
Email	
Consent to inclusion in the public Trust Builder Directory	Yes / No
Place of signature	
Date of signature	
Signature / seal	
USG registration number (for USG use)	

CLOSING

Final Call to Action

We do not need to wait for a perfect global system before beginning to trust and cooperate with one another. Such a system must be built together. It may begin with one genuine dialogue, one commitment fulfilled, one contribution recorded, one difference addressed in time, or one previously unseen project receiving support.

Trust is not merely something we inherit. It is something we build together.

SIGN THE USG SCHEME
BECOME A TRUST BUILDER
JOIN USG COMMONS

BUILD TRUST THROUGH ACTION

