



4th International Biennial Conference in India of “Caux Initiatives for Business”



Caux Initiatives for Business

Background Note

Vision:

The vision of Caux Initiatives for Business is derived from that of its parent organization, Initiatives of Change, namely that of a hate-free, fear-free, greed-free world. A world where businessmen believe that it is possible to be Competitive and Ethical at the same time and where the role of the Organization is to care for and nurture all its stakeholders.

Mission:

CIB seeks to strengthen the motivation of care and moral commitment in economic life and thinking in order to create jobs, correct economic and environmental imbalances tackle the root causes of poverty and reduce the economic gap between the haves and the have-nots.

Objectives:

- To promote a culture of honesty and integrity in the workplace;
- To empower and inspire individuals to make a difference where they are;
- To refresh people with insights and best practices drawn from various cultures, religions, and experiences;
- To create an environment where business people can engage in honest conversations and actions about topics relevant to business life today and into the future;
- To equip people with practical tools, grounded in a moral and ethical framework, for use in their places of work;
- To challenge people to think beyond their own experiences and to envision a society where business is a collaborator rather than a competitor;
- To develop practical and creative solutions to seemingly intractable problems, such as poverty, environmental degradation, unemployment, and corruption;
- To ensure that the benefits of globalization are available for all;
- Create Trust and Build Bridges between Business, Government, Social Organisations and Society.

Accountability:

Caux Initiatives for Business is a not-for-profit organization operating under the legal framework of Initiatives of Change. As such, legal and financial accountability follows the same rules and guidelines as those applied to national bodies of Initiatives of Change. Financial contributions to Caux Initiatives for Business should be made payable to Initiatives of Change and earmarked accordingly. Contributions are tax-deductible to the extent limited by national

law and tax structures. CIB is accountable for its activities to the governing bodies of IofC. CIB will operate autonomously, but will be responsible for producing an annual report of its activities, including financial statements, to the ICIC to the Initiatives of Change national bodies within whose framework it operates.

CIB Conferences held in India jointly hosted by India and Japan:

January 9 to 12, 2003: First Annual Conference of CIB (APARG) on the theme of “**Globalization**”, held at Asia Plateau, Panchgani where 172 delegates from 18 countries attended.

May 9 to 11, 2003: First Round Table Conference on “**Globalization – Emerging Opportunity, Creating Synergy**”, held at Asia Plateau, Panchgani with 32 participants.

September 13, 2003: Second Round Table Conference on the issues of “**Governance**”, held at India International Centre, New Delhi where retired and serving Bureaucrats, Diplomats, Media Persons, Consultants and Social Activists attended.

March 10 to 14, 2004: Second Annual Conference of CIB (APARG) on the theme, “**Better Governance – From Fear to Opportunity**”, held at Asia Plateau, Panchgani.

November 18 to 22, 2005: 1st Biennial Conference of CIB International on “**Value Centered Leadership in an Era of Globalization**”, held at Asia Plateau, Panchgani where more than 130 delegates from all five continents gathered.

November 23 to 27, 2007: 2nd Biennial Conference of CIB International on the theme, “**Asia’s Relevance in a Globalizing World – Trust and Integrity in the New Leadership Model**”, held at Asia Plateau, Panchgani where 144 delegates from 17 countries gathered.

November 20 to 24, 2009: 3rd Biennial Conference on the theme, “**From Financial Crisis to a New Economic Order – The Need to Re-introduce Trust and Integrity as Common Business Practices**”, held at Asia Plateau, Panchgani where 138 delegates from 14 countries gathered.

November 18 to 23, 2011: 4th Biennial Conference on the theme, “**Making Growth Sustainable – Balancing Economic Growth and Human Responsibility**”, held at Asia Plateau, Panchgani where 139 delegates from 12 countries gathered.



Report

The Fourth International Biennial Conference of the ‘Caux Initiatives for Business’, jointly hosted by Initiatives of Change (IofC) India and Japan, took place from the 19th to the 23rd of November 2011 at Asia Plateau, IofC Conference Centre in Panchgani, Maharashtra. The conference was themed “**Making Growth Sustainable – Balancing Economic Growth and Human Responsibility**”

The Caux Initiatives for Business (CIB) encourages business leaders, young professionals, NGO representatives, trade unionists, experts and decision makers to work together to bridge the gap between the theory and practice of values – in personal conduct and in economic life.

The Conference brought together business leaders from a number of countries like Japan, India, Switzerland, The United States of America, Australia, Germany etc. It achieved a lot, while strengthening Indo-Japanese relations.

In bringing together 139 delegates from 12 countries in various fields, it, on many occasions, resonated Jamsheji Tata’s famous words, “In a free enterprise, the community is not just another stakeholder in business but is in fact the very purpose of its existence”.

Keeping in perspective the global financial meltdown of 2008, the conference, through its speakers

acknowledged the unavoidable interdependency of business organizations on the global economy and the responsibility of each of these organizations to the economy and its stakeholders.

It had representatives of major companies like The Tata group, Canon, Mahindra & Mahindra’s among others, presenting their strategies on Sustainability. The participants found it enlightening to understand the work being done for the community by major business houses in India.

At the inauguration of the conference, **Mrs. Asha Raut**, Chief Officer, Panchgani Hill Station Municipal Council, welcomed the participants. This was followed by lamp lighting and a melodious song to go with it.

The Regional Director of CIB, **Mr. Sarosh Ghandy** was unable to be present because of ill health. His welcome address was read out by **Mr. R. D. Mathur**, an IofC Founder Trustee. Mr. Ghandy’s address mentioned that the ingredients going into creating an economic crisis are the same as before – GREED, lubricated by a desire for short term gains to make up for the losses of the past, under the guise of fostering growth.

Next, **Mr. Hironori Yano**, the Chairman of IofC Japan addressed the gathering. He spoke about three things in particular:

- The relationship between Japan and India (history)
- The great East Japan earthquake

- The correct approach of social responsibility by corporations and other organizations.

The keynote address was presented by **Mr. K.A. Chaukar**, the Managing Director of Tata Industries Ltd. and the Chairman of Tata Council for Community Initiatives. He said in that if business is to progress, the business should help the community to progress as well, and that durability of business is one strong evidence of its sustainability. Mr. Chaukar said that the leader must be convinced and committed about the responsibility that the business must discharge towards the community.

Plenary 1



Mr. Kensaku Konishi, President and CEO of Canon India Pvt. Ltd., spoke about how his company has realized the importance of sustaining its growth along with that of

India. If the company grows without contributing to developing the Indian economy, its business in India would not last long. Canon has thus understood that its employees and the communities they affect must grow along with them.

Canon follows the corporate group philosophy of 'Kyosei', meaning, 'working and living together for a common good'. It has implemented this philosophy by aligning its mission and vision to assert the conviction that compliance with good sustainability is a must. As a company, they encourage their employees to participate and take pride in social action in their local communities. In doing so, they provide opportunities to lesser privileged sections of society.

Mr. Pradeep Bhargava, Managing Director of Cummins Generator Technologies India Ltd., spoke about the role of Morality and Ethics in society.



The inauguration ceremony was concluded by **Mr. Mohan Bhagwandas**, the International Coordinator of Trust and Integrity in the Global Economy (TIGE), who gave a CIB review and a vote of thanks.

The inauguration was followed by the next three days of discussions in the form of plenary sessions, chaired by various eminent business persons. These Plenaries had many distinguished speakers addressing the participants.

According to him, violations of Ethical Business Practices can be of two distinct types: lapses in both financial and moral integrity.

Mr. Bhargava said that corruption includes anything ranging between unnecessary courtesies and support provided, right up to acts of omission or unauthorized commission. He broadly classified corruption into activities fueled by two main motives - illegally acquiring something that is entitled to you and acquiring something that is not entitled to you.

Due to the intensely competitive environment of the corporate sector, employees are tempted to indulge in corruption in the process of meeting deadlines many a time. This is due to improper understanding of priorities. The main aim of today's employees is to maximize value to their shareholders. Instead, they should be maximizing value to all their stake holders.

He feels that businesses today have the choice to be compliant with ethical values, even if it means delays in production, facing harassment and dealing with unfair treatment. Committing to this level of standards and accepting that ethics will not be a substitute for performance is at the core of creating a responsibly sustainable organization.

Today, organizations have the opportunity to set an example for the rest of society by:

- Ensuring 100% compliance to ethics and values, not only in spirit but in action too.
- Inculcating a culture of self-discipline, i.e. a containment of greed.

- Taking strong action against non-compliance.
- Respecting and encouraging the high values in the personal lives of their employees.
- Engaging only with partners who are 'clean'.
- Applauding and supporting civic society which is working towards better governance.
- Simplifying and rationalizing laws and procedures to create a more efficient control mechanism.

Mr. Rajeev Dubey, President (HR and after – Market), member of the Group Executive Board of Mahindra & Mahindra Ltd. also serves as the Chairman of the CSR Council of the same.



He feels that the next wave of Global growth will have Social organizations, Government entities and the Private Sector, increasingly exploring collaborative initiatives where both economic and social value will be created, blurring the boundaries between profit and non-profit.

Mr. Dubey chose to speak largely out of the experience of the Mahindra and Mahindra group, explaining their firm commitment to the 'Triple bottom line', i.e. Profit, People and Planet. These goals are not an 'either-or', but are equal in importance and it is about this equality that the group is very clear.

The company aims to create a sense of pride in its employees and the people they work with by maintaining an alignment between knowledge, execution skills and the inner space of their beliefs, attitudes and values. Using this culture, the group aims to transform business by creating a sustainable competitive market place of companies that achieve profits while empowering all their stakeholders.

One attitude or value, embedded in the Mahindra DNA, is driving positive change both within the organization and the communities it operates in. This is done through unleashing human potential by stretching and redefining possibilities with indigenous innovation and empowerment. All these values are combined with a well-defined corporate governance model and risk management structure to support, measure and monitor sustainability initiatives at the strategic and operational level.

The company has incorporated this model in redefining 'stock options' for their employees. They have created 'Employee Social Option Plans' or 'ESOPS'. It is a structure by which a menu of community activities in the fields of Education, Health and Environment is made available to anyone in the organization who wishes to volunteer. This is not considered a separate CSR activity, but a part of the main business model with a lot of employees having their variables determined by their ESOP participation.

In the words of the group's CEO, "The day we don't talk about CSR and business as being two separate entities, we would have made it".

Plenary 2

Mr. Tsutomu Murata is the Managing Director of Yokogawa India Ltd. He has been with the Yokogawa Electric Corporation since 1987. He believes strongly in his organization's corporate philosophy which states that as a company, their goal is to contribute to society, through broad-ranging activities in the areas of measurement, control and information. As individuals, they aim to combine good citizenship with the courage to innovate.

It is estimated that the global population will exceed 9 billion people by 2050. Of this, 85% will be residing in what are now called 'developing nations'; 70% will be living in urban areas. This surge in urbanization will lead to increased consumption and the economic growth born out of this surge will monumentally increase the environmental footprint that the human race will leave on this planet.

The Yokogawa group understands this. In providing measurement and control systems to major industrial projects across the world, the company is using its technology to improve efficiency, enhance safety and work towards a greater goal of Environmental conservation.

They also understand that while their technical steps will work towards environmental sustainability, it is human development that is at the core of a sustainable society. As such, they contribute to society by developing local talents in collaboration with local governments and educational institutions to create responsible and innovative leaders of tomorrow.

Mr. Deepak Mullick is the Chairman of Agvantage LLP. He shares his conviction of being ethical whatever the circumstances. Mr. Mullick is considered one of India's foremost professionals in Agribusiness.

Agriculture as an industry in India contributes to roughly 20% of the GDP and is growing at the rate of 2.6%. Though these figures are comparatively small, it provides employment to nearly 70% of the population, directly or indirectly.

According to him, an effective growth and development strategy for the industry would not only include improved agriculture technology and leading information and communication technology, but more importantly, ethical and creative leadership.

He shared his own experience of having the opportunity of setting up a Joint venture with ITC India and Zeneca PLL of the UK. Right from the beginning, his team was made aware that they were not going to start merely a company, but a company that was going to be a movement.



Mr. Tsutomu Murata and Mr. Deepak Mullick

Aiming to build a unique culture based on the values of Integrity, Creativity and teamwork, as CEO, he took the responsibility of a better future not only for the shareholders of the company, but all the stakeholders they affected.

After ten successful years of strict compliance to ethics and returning \$300 million to both its shareholders in India and the UK, the company was acquired by a private equity fund. Within a few days, he realized that the objectives of the company were different - unethical. When he decided to stick to his conviction, it wasn't appreciated by his board.

Though the company is now in doldrums and under enquiry, his original 'team members' are still living those shared values in the 20 companies where they are now CEO's. Mr. Mullick still maintains that a diehard belief in one's ethics, coupled with effective and creative leadership is the only way for sustainable growth.

Plenary 3



Mr. Hironori Yano is currently serving as Chairman of the International IC Association of Japan, as well as Senior Advisor of Central Nippon Expressway Company

Ltd.

In his presentation to the participants of the CIB Conference, Mr. Yano says that 3 key factors that are going to affect the business environment in the long run are:

- Globalization
- Information and Communication Technology (ICT) Revolution
- Diversity

The ICT Revolution has led to reduced economic

borders between nations, leading to an increased interdependence of the world economy. As a consequence, diversity of many kinds is spreading through. There is no more room for a 'one-size-fits-all' model of development.

Mr. Yano gave examples of companies in the USA, Enron and the Lehman Brothers Holdings Incorporated, both of which went bankrupt due to lapses of integrity. These examples, he feels, should not be taken as wrong doings to be criticized, but as lessons to be learnt.

The only solution to this greed, he believes, lies in the wisdom of ancient philosophers like Confucius and Mencius.

Mr. Yano talks about a basic business principle called 'Sanpo-yoshi'. It was originally practiced by the Ohmi Vendors in the 18th century. ('Sanpo' means stakeholder and 'Yoshi' indicates satisfaction or happiness). 'Sanpo-

yoshi' means that each person (vendor, buyer, and the public) can make gains through his/her business with satisfaction.

Mr. Yano also mentioned Dr. Frank Buchman's words of wisdom. "The remedy may lie in a return to those simple truths which many of us have forgotten: honesty, purity, unselfishness and love. The crisis is fundamentally a moral one. The nations must rearm morally..."

Mr. Yano summarized the notions that will lead to sustainable growth in business:

- One is by becoming a "good" company with morality. Here, a "good" company refers to one that honestly fulfills its commitments, contributes to the world, is trusted by society and in which employees and their families can take pride.
- Second is respect for human dignity based on benevolence and righteousness. From the ancient times, benevolence and righteousness have been revered and human dignity based on them needs to be incorporated into our business ethics.
- The third is foresightedness. Without any clear and long-term vision, companies would never achieve any goals and grow further.



Mr. P.S. Bawa is the Chairman of Transparency International, India. All his life, he has been in the search of ethics that are practical, ones that he could use in his practical life.

In his journey to find these ethics, he realized that he invoked three main sources. The first was that of religion, something that had become more of a rite of passage and less a source of direction. The second was a code of conduct, universal to any organization. Though it promoted ethics and values, the compliance to these mandates was very authoritarian. The third source, he felt, was the personality within.

In an effort to find a moral compass in life, he decided to borrow from the teachings of others and came to understand the principles that he had to live from within himself to be more spiritually directed. These can be listed as below:

- Do *not* do unto others what you do not wish to be done unto you.
- Wherever possible, work towards minimizing suffering. Although it cannot be eliminated, our behavior has the ability to minimize it.
- See one's self in the other person and understand how you would act and expect to be treated under his/her circumstances.
- Always keep examining one's life, as Socrates once said, "An unexamined life is a life not worth living".
- Live each day as if it is the last.

Apart from this, Mr. Bawa draws a lot of inspiration from the constitution of his country as would anyone from their own constitutions. The preamble especially which enumerates every citizen's responsibility to their nation is something that he holds very close to his heart.



Mr. Narendra Khot serves as the Director of Human Development Initiatives for the Maharashtra Knowledge Foundation. He feels that in this increasingly interlinked and globalized world, it is

believed that India may play a significant role on the global stage in the decades to come.

The most widely used method to flaunt this theory is that of the GDP presented out of context by the media to somehow prove that the country is well on the way to become the next superpower.

However, India's position on the Human Development Index and its state of transparency, citizen welfare, poverty alleviation and disparity is worsening every day.

With high inflation, painful taxation and a general atmosphere of insecurity, the common citizen is showing signs of desperation and insecurity. These are surely not the signs of an emerging superpower by any stretch of imagination.

He goes on to equate the nation with a ship, the affluent class living comfortably on the upper decks, the content middle class below them, and the poor unorganized sector right at the bottom. This ship has hit a rock, and the water entering the lower levels



of the ship is leaving the underprivileged section of society insecure, distressed and in a state of panic.

This disparity is omnipresent. On one hand, we see people spending money like water in malls, restaurants and discotheques where electricity and food are being wasted mercilessly. Within 100 km of any urban centre, people are surviving with 12 hour power-cuts and children are starving of malnutrition.

He agrees with the other speakers that, while morality is an important driver of human behavior, modality is equally important. We may be able to change ourselves up to a point, beyond which we must survive in a system. In a country with a rich heritage of values, why are people behaving like thieves?

He finds the main reason for this disparity in the general public acquiescing to the current state of affairs, giving up and allowing corruption to be rampant. Along with his organization, the 'Arthakranti Pratishthan' he aims to present a model to ensure principled, prosperous and peaceful living for all.

Plenary 4



Mr. Neville Gandhi, the Regional Compliance Officer of the Siemens group in India, presented the transformation of the company after its major scandal in 2006. He spoke about the journey of the company from acknowledging its mistake

to understanding what had led to its lapse in integrity and right to the steps implemented in correcting and reclaiming the group's Goodwill.

When the group was accused of playing a leading role in corruption, the Company decided that the Right Tone had to be set hence, it was decided that the existing Global Board members had to be held accountable and hence resigned. Eventually Siemens decided that they had to reform themselves and re-capture lost ground.

Apart from the moral reason behind the transformation, not doing so could have left 60,000 employees in the US alone jobless, have Siemens de-listed from the world's major stock-exchanges and put over 400,000 employees and their families in jeopardy by freezing their savings.

As a consequence, Siemens had to pay almost 1/3rd of their net income in fines and compliance costs. Above this, for the next four years, an external monitor was appointed as a part of the settlement commission to ensure compliance.

While understanding where they went wrong, the group realized that even though they had policies and values in place, these were not lived, not incorporated and most importantly, leadership had failed.

Mr. Gandhi explained further that, in an effort of transformation, independent investigation was conducted and external advisors were appointed. A centralized bank account was created and cash payments were stopped permanently. Before the scandal, the group had a total of about 12 compliance officers globally. Today that number is around 600, of whom 26 are in India.

Has this helped? Today, Siemens has a competitive edge in the market as there is absolute transparency in dealing with vendors. Customers feel much more comfortable in dealing with them and business figures have shown an exponentially profitable growth, thereby re-affirming the faith of its shareholders.

Today, the group believes that compliance as part of corporate responsibility is 1st priority, as in the words of their CEO, "Only clean business is Siemens business – Everywhere –Everybody-Every time".



Mr. Anant Nadkarni is the Vice-President of the Tata Council for Community Initiatives (TCCI). He looks at sustainability as having two distinct meanings, one is simply to perpetuate or to sustain, and the second,

is that it should be something that comes naturally.

He believes that sustainability comes naturally to the TATA group, and this can be seen as the Tata-'way' and

the Tata-'ness' of existence. A 'way' he believes, is a structure, system or protocol and a 'ness' is something that goes beyond what is defined or expected.

As Einstein and Gandhi have said before, change should be rooted in the 'ness' and evolve in the 'way'. The group early on saw the advantage of starting with the 'ness' to address the 'way' and realized that the application of 'ness' had to be deepened.

The Tata 'way' of CSR does not see ROI as Return on Investment, instead as – Risks, Opportunities and Innovations. Before trying to provide solutions, the group first tries to understand where they themselves are part of the problem and take steps to correct that. Second, when opportunities to help are presented, they accept that they must be grateful to the people who give them those opportunities.

Mr. Nadkarni believes that earlier, costs reflected facts; today however they must reflect truths. For example, when providing water to a village, suppliers are told to budget the cost. These costs are real and someone else will have to pay them eventually and thus must be budgeted, especially if you are a causative factor.

In this manner, the concept of discounted cash flow, which is used to look at the present worth of future benefits, instead should be used to also look at present cost of future damage. This is the real present worth.

It is seen as integral that an assessment is done by the stakeholders themselves. The criticism born thereof creates an opportunity for improvement for the group. Only when improvement is converged is value really co-created. In this way, slogans of "what comes from the people needs to go back to the people" need not be made, as the enterprise already belongs to them.

Plenary 5



Before deciding that 'Living' in the hill station of Panchgani was better than merely 'Existing' in the metropolis of Mumbai, both in the state of Maharashtra, **Mr. Mayur Vora**, was working with the Tata group of companies. In

1983, he decided to return to his home town and join

the family business.

He feels that the corporate world usually makes mountains out of mole-hills that are simple to manage. Fortunate enough to leave the rat race early in life, he came to realize that management was essentially repetitive. The people, who worked in his organization, from whatever they earned, managed to educate their children, provide healthcare for their families and look after their farms, if any, while being respected in society.

If his workers could manage their *lives* efficiently, they didn't require a supervisor on them being simply repetitive. As such, his company today has eliminated all supervisory and managerial positions, has no locks or keys or any password protection to any information. This has resulted in sustained growth at 30-40% and his own people are innovating word class methods of food processing. It is so efficient that he only goes to work once a week.

A couple of years ago, he had the opportunity to study abroad. This allowed him to look at different societies of the world. While in the west, people were worried about how they would maintain their current 'standard' of life, 3/4th of the Indian population was not even able to secure the 3rd meal of the day if at all it managed the first two. However, there is still an aspiration of the remaining people in India to 'grow' and consume more

When he took a group of students from an elite convent in Panchgani to a village nearby, they realized that apart from managing the home and working in the fields, the children of the village also knew their studies better. Sadly five years later, the children from the convent were spread across the world while most of the village children remained in the fields.

He believes that we don't need to aspire to be the biggest, but instead, more equal and learn to listen to the people who have a lot more to contribute.



Mr. Mohan Bhagwandas, is the International Coordinator of the 'Trust and Integrity in the Global Economy' programme, based in Caux, Switzerland. He had previously served for 20 years in the Information

Technology (IT) Industry.

The aim of his presentation was to open up an opportunity for reflection as to what might come out of the conference and the role that India and Japan can play in eliminating the current global economic crisis.

The Financial Industry, born out of the IT revolution, has fueled the global economy for the past 30 years. Though it enabled billions of dollars to move at the speed of light, it has removed power from elected leaders whose role it is to represent the people and passed it onto people who do not necessarily have a real interest in the welfare of the general public. The Industry has been a challenge to human society as it has blown up thrice now in 1987, 1997 and 2008.

Frank Buchman, the founder of Moral Re-Armament, now IofC, had in post-war Europe worked towards establishing peace and stable economies based on Integrity and moral principles. His ideals inspired the leaders of the time to work towards European unity.

It is these ideals that will create bold economic pathways based on more human economic models that will shape the world of the future. A more integral approach to economics is required that incorporates nature and community, science and technology and finance and enterprise, centered on a moral economic core.

Mr. Bhagwandas believes that we cannot simply patch-up the crisis we are facing today, but instead need a fundamental change of how we approach our economies. He challenged the audience to ask themselves if Japan and India could lead the way.

In the west, the 'Trust and Integrity in the Global Economy' conference in Caux, Switzerland is already engaging European business leaders to consider the same questions that the 'Caux Initiatives for Business' is compelling us to answer.



Mr. Arun Wakhlu is the founding Chairman of leadership education and consulting firm Pragati Leadership Institute Pvt. Ltd. and is an International trainer, coach and consultant in leadership and organizational transformation. He is the pioneer of the new models of 'Wholesome Development' and 'Wholesome Leadership' both aimed at unfolding inner and outer freedom for prosperity with peace.

He started his address by asking the participants about the outcome of putting a meter for mother earth to measure her condition. The audience responded by saying that the reading would be very high; some said there would be a lot of pain; global warming and many other symptoms.

Mr. Wakhlu then proceeded to talk on the theme of the conference and urged the audience to join hands and heart to make growth sustainable, to have healthy growth. He said that now there are only 'corporations' and no 'nations'. A common question that he asks his clients is "IS LIFE FOR BUSINESS OR IS BUSINESS FOR LIFE?"

He spoke about the fact that a good business is supposed to deliver a good value to all the stakeholders, including society and environment. But there is a lot of imbalance. This imbalance can only be changed if there is spirited or value based leadership among people.

Mr. Wakhlu quoted Alexander Solzhenitsyn, a Russian and a Soviet novelist and historian, who said "Violence has nothing to cover itself with but lies and lies can persist only through violence." He spoke about how lies keep people trapped, not allowing them to open their eyes to new things or to the world. He specifically talks about three lies by which people live:

1. There is not enough for all.
2. We are all separate.
3. We have to do something to be happy.

Mr. Wakhlu summed up by requesting the participants to recognize the 'Buddha' inside every human being and to respect that inner soul and to live life fully and joyfully; to hold onto the truth, only then can we hope to inspire others.

Plenary 6



Mr. Minoru Inaoka, Vice President Caux Round Table and Senior Advisor, Ito-Yokado Company Ltd, Japan, felt that after the fall of the Berlin wall, the world dreamt that the 21st century, through science and technology and through the harmony of

people, would become the age of peace that had been sought for generations.

However, globalization and information technology, which were supposed to bring benefits to humanity, instantly disseminated, to the entire world the harm it could do with the collapse of the American economy, caused by the so called "Lehman Shock".

At present, Europe, the United States, Japan and other countries are facing deep economic and financial problems whose confluence threatens to overwhelm politics and government.

In a century when the risk of an all-out war, with country against country, has grown small, the greed of a handful of capitalistic leaders has driven the people of the world into a new unhappiness replacing war.

Mr. Inaoka referred to Max Weber, who, 100 years ago acutely pointed out the existence of two kinds of capitalism: healthy capitalism and avaricious capitalism. A century later, avaricious capitalism swelled to its limits and drove the world economy, together with itself, into crisis. To stop the harm to the public caused by this avarice, the United States and Europe instituted numerous regulations. However, avarice has slipped through the regulations.

According to Mr. Inaoka, today's leaders are not properly forged and tempered. They are not true elite. In populism, leaders who pander to the wishes of the public are the ones who rise. However, their ability to think deeply about matters is extremely weak. These are the biggest reasons why Japan especially has lost its vitality.

The solution, he feels, lies in nothing more than cultivating people wishing to be leaders, especially future leaders, into strong-minded individuals of high purpose who are clearly aware of the consequences of excessive personal greed and to cultivate leaders who will refrain from any and all behavior driven by avarice.

The nobility of purpose and strength of will that are desired by true leaders are equivalent to the four absolute standards (Purity, Honesty, Unselfishness and Love) that constitute the ideals of the International IC Association.

The International IofC Association, he feels, has undertaken a great mission.



Ms. Kim Venskunas, Director, Glass House Strategies, Australia, has over 20 year's hands-on experience in developing and facilitating the implementation of strategic initiatives. She talks about creating greater opportunities for employees resulting in a greater sustainability in growth.

She believes that everyone in this world is special and that everyone has a special gift to give to the world. She also believes that people essentially emulate our behavior, and as such, our life is full of opportunities to emulate our sense of values and positivity to the people in our circle of influence.

A greater positivity in the work environment, which is emulated through our personal behavior, has employees in the organization coming to work with a greater purpose of productivity. This activity, other than merely increasing efficiency, lowers absenteeism and creates a more fertile ground for innovation. It results in lowered overall costs and creates a more sustainable work place, just at the cost of spending a little of your time.

We always need to remember she said, that it is our behavior that people emulate, and it is eventually our own attitude that decides the success or failure of a project.

Other activities :

The first early morning began with Multifaith Prayer and the subsequent four morning sessions on Yoga were facilitated by **Ms. Vinita Saxena**. There were also special women's events organized during the afternoons. This was a time for the women to openly discuss their problems and make powerful decisions. The "Open Space" which included the symposium, "Awaken the Dreamer", visit to Grampari, evenings on the theme "Earth I Care", "Sharing Our Culture" was meaningful, had depth and humour.

Concluding Session

The 5 day long CIB conference was concluded on the 23rd of November. The conclusion started with a beautiful song by the talented interns at Asia Plateau.



The session was chaired by Mr. R.D Mathur. He invited **Mr. Jean Pierre Mean** to give the conference overview and summarize the results and discussions of the conference. Mr. Jean began his summary

of the conference with an over view of our current situation. In 2008 we encountered a financial crisis which was fundamentally a debt crisis. The solution realized unfortunately was no different from the problem, that of public debt.

The root cause of the crisis we are in now he feels is three main imbalances in the world:

- The first is of inequality; while it is quite normal for relatively poorer nations or organizations to borrow, what we see today is that rich countries are borrowing from lesser rich countries.
- The second imbalance is the environment; Rich countries are over-proportionately contributing to the degradation of the environment compared to the poorer countries. In spite of this, the rich countries to maintain their status quo and continue to consume while telling the poor countries not to develop.
- The third is of globalization; after the Second World War, globalization began with the establishment of international organizations like the United Nations which were built to manage a world dominated by the west.

Mr. Jean believes that these three imbalances are metaphorically similar to a bird with only one wing, it won't fly very long. At the core of this problem is consumerism, no matter how much we consume to please ourselves, we will never be satiated. The

materialistic values of today's world cannot satisfy our real needs of love, security and trust which can never be substituted.

He feels that we as organizations must expand our capacity to make a difference, but how?

Through the Caux Foundation and Asia Plateau organizing conferences like "Trust and Integrity in the Global Economy (TIGE)" and the "Caux Initiatives of Business", we need to increase co-operation and develop synergies between these two wings and organize an East meets west symposium.

In conclusion Mr. Jean reminded us that we must act now, because the one winged bird has started to crash. While we cannot avoid the correction of imbalances in the future, we can certainly facilitate its transition.

Dr. Amit Mukherjee, an orthopedic surgeon by profession and a CIB core team member, said that he was exasperated before coming for the conference. But on seeing the kind of response the companies have shown, he feels there is hope for a much better future.

Mr. R.D Mathur addressed the issue of the failure of governance in large countries like ours and mentioned the reform measures conceived by IC Center for Governance, formulated from one of the previous CIB conferences.

The younger generation was represented by **Ms. Karishma Mathur**, grand daughter of Mr. Mathur, followed by a German, **Mr. David Steingrueber**.

Among others who addressed the gathering were **Mr. Sudhir Gogate, Dr. A.S. Ravindra Rao** and **Mrs. Jayashree Rao**.

Some feedbacks from participants:

"Extremely stimulating. Much more meaningful and learning than I had expected. (I must say that it was by far more meaningful than CRT Global Meeting.)"

(Minoru Inaoka, Japan)

"I believe the "Hot Spots" which need addressing in the near future remain unchanged. I suspect it'll be quite sometime before humanity is let off the hook, so to speak."

(Kim Venskunas, Australia)

"Compared with my previous visit (2007), I found a stronger sense of involvement and commitment of ordinary people to engage in efforts for making a better society through communication and exchange. I was much impressed with the way the facilities have been well maintained."

(Kensaku Konishi, Japan, currently based in India)

"I found something very valuable and enjoyable through the conference. I first thought the conference was meant for men. I learned that there is something very essential about how the world business should be. I greatly appreciate opportunity meeting women in the local vilage and the fact that we, a group of Japanese women, were invited into their Indian homes. It was a great pleasure having a glance at Indian family life. My heart pained when I saw samll children selling goods on the street. I want to see a greater partnership between India and Japan. Both can play a more important role in the world."

(Machiko Horiguchi, Japan)

"Every person I see and met around has a very beautiful mind and great concern for humanity. I believe change comes from Inner Listening."

(Avito Talie, India)

"I first thought that from the conference title, the conference would have little to do with me but learned quite otherwise. Like people, business must also learn to return to people or to the community what they have benefitted from the people. Business cannot stay at a level for making a profit."

(Sachiko Nakata, Japan)

"Networking and meeting such interesting people from around the world was meaningful. Fascinating talks-glad to hear what corporations are doing. Loved hearing the personal stories and journies. This experience has truly touched my life deeply."

(Barbara Galyen, U.S.A)

"What was intended and expected through the conference remained unclear. Was it meant to be the conference, or the platform for meeting and connecting peope, or for exchange? I wondered if an effort for supporting matching of businesses was included. I was lucky enough to encounter with a person interested in doing business on traditional Indian crafts. (I do similar work with things Japanese.)From the second day on, similar presentations continued, and I did not find deepening of the topic."

(Junichi Saito, Japan)

"I shall myself be happy to attend the CIB in 2013 and shall try to attract colleagues."

(Jean Pierre Mean, Switzerland)

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