



Caux Initiatives for Business

6th Biennial International Conference

22 – 26 January, 2016

Asia Plateau, Panchgani, India



**Making Business
an Engine for
Sustainable Growth**

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Some delegates from the conference

The 6th biennial conference of Caux Initiatives for Business (CIB) 2016 was held at Asia Plateau, the Initiatives of Change (IofC) conference centre in Panchgani, India.

The conference focussed on sustainable growth through business. Sustainability in this context means a series of actions that results in the creation of an environment for economic growth on a long-term basis. It is built on Trust. Trust over a period of time leads to Faith which would then lead to Loyalty, Allegiance, Team Building, Community Development and ultimately Nation Building. Sustainability therefore cannot be a short-term goal.

Unfortunately, too many business organizations find that it is much easier to use unsustainable short-cuts

such as deceptive and corrupt practices to gain short term goals.

Business has to look at its larger purpose and reflect on its calling for its greatest role. Such a conscious purpose is oriented in contributing to the good of the “whole” and sustenance of the “whole” which would build sustainability on the long run. We need therefore to make a concerted effort to learn from the businesses, cultures and countries that have led the way in the past by showcasing sustainable models over the years and replicate them. These models sustain a characteristic of consciously integrating their business operations with Values and Ethics.



The participants being welcomed the traditional Indian way. Right Column: the cultural, spiritual and musical side of the conference

Over 130 delegates came from Canada, Fiji Islands, Germany, India, Japan, Kenya, Malaysia, Nepal, South Korea, Sri Lanka, Sweden, Switzerland, Tibet, the UK and the USA.

What made the CIB Conference unique from most business conferences were sessions like Inner Governance that prompted one to introspect; multi-faith prayer that brought delegates from different faiths together in prayer; yoga sessions and a couple of light evenings that showcased short skits, songs and dance from across the world with several delegates dressed in their traditional national costumes.

An exposure to the work done among villages; a display and sale of handicrafts made by village folk and

tribals were other things that delegates were seen peeking into during this period of five days.

The daily schedule included formal plenary sessions, open and informal discussions, dedicated time for solitary introspection and personal sharing, and free time for people to interact and network. The sessions were characterized by the live performance of IofC songs, which provided a musical break while conveying profound messages.

The following pages contain excerpts of what was shared by the speakers in plenaries and open discussions. A detailed report of the conference is also available separately.





[L to R] Dr Ravindra Rao, Ms Laxmi Karhadkar, Mr Sarosh Ghandy, Mr Arun Maira, Mr Hironori Yano and Ms Barbara Hintermann



A delegate from Japan lighting the wick at the inauguration

Dr Ravindra Rao, Resident Director of Asia Plateau and a Trustee of lofC India welcomed the delegates to the conference. Also present on the opening evening was Ms Laxmi Karhadkar, President of Panchgani Municipal Council, who welcomed the delegates as guests to the hill town. She invited the guests from India and overseas to visit Panchgani, which she proudly stated has been made a garbage-free town, with inspiration drawn from lofC.

The conference was inaugurated with the traditional Indian ceremony of lighting the lamp. One delegate from each country represented at the conference came up and lit a wick.

Mr Sarosh Ghandy, Chairman of CIB and former MD of TELCON India, announced the topic of the conference, 'Making Business as an Engine for Sustainable

Growth'. He drew attention to the debated notion of 'sustainability in business' which in CIB's view is not a single action. 'It is a series of actions that results in the creation of an environment. In our case, the creation of an environment for economic growth. Sustainability is built on Trust.'

Ms Barbara Hintermann, Secretary General of the Caux Foundation (the foundation that runs lofC operations in Switzerland), delivered a message from lofC's International Council: 'the issues that CIB are dealing with are vital for our world. Capitalism has helped reduce poverty, but it has come at enormous cost ... too many people are left behind. We use 125 times the resources than the world's capacity - is that sustainable?'

Mr Hironori Yano, Chairman, National Foundation of Industrial Employment Stabilization; Chairman of the

Caux Round Table (CRT) Japan and lofC Japan, began by telling the story behind the beautiful Japanese garden at Asia Plateau. He then surprised the gathering by announcing a US\$5,000 gift for the renewal of the garden.

Yano shared his personal experience in business. 'Companies have to operate with ethics, serving all stakeholders so it becomes a trusted company in society. Profits will follow,' he said. He also stressed that both competition and co-operation are needed in business and the quality of leadership which, in Mr Yano's opinion, is weakening in business and government. 'What is required from leaders? Virtues and moral standards.'

The vote of thanks was delivered by Ms Hintermann.

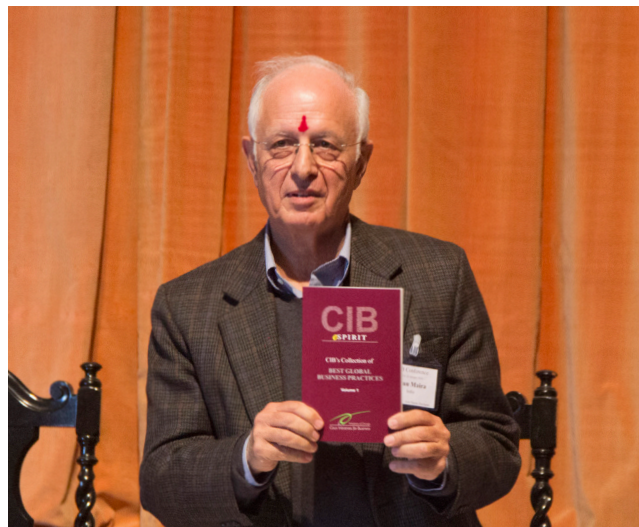
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Mr Yano presenting a gift to Mr Ghandy for the renewal of the Japanese Garden at Asia Plateau

The key note address was delivered by Mr Arun Maira, Chancellor of Central University of Himachal Pradesh and former Member, Planning Commission of India. He spoke about the need for business to address the needs of the world, highlighting: the increasing inequalities between the rich and poor; the UN's Sustainable Development Goals, the illogic behind the focus on economic growth; the importance of business accountability to all stakeholders, not just shareholders, our responsibility as citizens to better the world and trust in business.

'Many business people are gathering in Davos right now, as we gather here. The World Economic Forum is communicating the message on the gap of distrust that is increasing across the world, particularly in big business and government'. Maira linked trust and sustainability - 'sustainability is built on trust, so responsible businesses must be conscious of the kind of growth they are



Mr Maira, after delivering his keynote, launched 'CIB eSpirit', a book containing case studies of ethical business practices

generating. What is business doing about building trust in itself and its leaders? Rather than talking about GDP, should leaders not talk about why people are not trusting the institutions that govern us?

Maira outlined a ladder of business responsibility that has, at its foundation, 'smart business management' that encompasses the different levels of accountability in a business such as accountability for direct participants, e.g customers, and accountability for the effect of products processes on the lives of people. 'Businesses have acquired the role of citizens in society - should they not then be responsible for safeguarding the rights of the citizens in a sustainable manner?'



Mr Smith, introducing his book 'Great Company' to the audience

Later that evening Mike Smith, journalist, author and Head of Business Programmes for IofC UK, launched the Indian edition of his book 'Great Company', sub-titled 'Trust, Integrity and Leadership in the Global Economy'.

'In writing it, I felt prompted and compelled to capture the spirit and essence of these CIB conferences, and also the annual conferences on Trust and Integrity in the Global Economy (TIGE) in Caux,' he commented. 'The book is written with great gratitude for all the stories of hope, of best practice in business and the economy that have been told at these conferences, especially since the financial crash of 2008.'

Rajeev Dubey

Group President (HR & Corporate Services)
Mahindra & Mahindra (M&M) Ltd (India)

'We are trying to create tomorrow's company that is based on a higher purpose.'



Mr Rajeev Dubey is involved in business sustainability, corporate governance, and CSR for the INR 16.9 billion business house. He presented the company's experience of achieving growth based on sustainability. The innovative and socially minded company uses a business model based on three pillars: accepting no limits, alternative thinking and driving positive change.

Within this, he highlighted important aspects of the philosophy – conscious capitalism, shared values, and being closely connected with all stakeholders, including the community.

Dubey elaborated on M&M's social responsibility around their products, including green living cities, solar energy, water and energy management (such as re-using waste), and green mobility (for example bringing in alternative fuel technology).

Among the various CSR activities Dubey mentioned were the company's aim to be carbon neutral in the next few years, the planting of more than 8 million trees, and their engagement in various community development initiatives. The organization makes use of 'Employee Social Options' to ensure mass involvement of employees in its CSR activities, whereby employees get a menu of activities that they can choose to engage in.

Dubey's talk presented a strong case for how a large corporate company can deliver benefits to society based upon strong principles, a socially minded culture, and embedded with and enriched by values.



The plenary was chaired by
Philip Koenig (Switzerland)

K. Haridas

Chairman, Business Ethics Institute of Malaysia

'Ethics have to be demonstrated from the top and that means that the leader must walk the talk.'



Mr K. Haridas stressed the challenges and risks that non-profit organizations face in fighting corruption. Haridas' talk focused on the context of business in Malaysia, and its challenges and opportunities. He opened by commenting: 'Malaysia is facing challenging times. Our current prime minister has been accused of huge corruption.' He stated the key issues facing Malaysia are corruption and abuse of power, in light of a pliant judiciary and legislative that follows the dictates of the executives. 'You can talk about ethics but you face skepticism and risks. In such a climate, are there opportunities?' The Business Ethics Institute began a focus on advocacy for ethics in the country. 'We have had to take this upon ourselves, with a degree of risk, such as being charged with sedition and withdrawal of their publishing licenses.'

Haridas believes that the fundamental factor in the sustainability of companies is leadership. 'The quality of leadership is critical and a succession plan vital. Ethics have to be demonstrated from the top and that means that the leader must walk the talk - in the inner dimension of self'.

To conclude, in response to a question posed by a delegate on whether sustainability is a science, Haridas answered, 'sustainability is pivoted on asking the right questions...all issues must be addressed otherwise the focus of sustainability will be lost... But those who say they want to work for the long term will answer that question.'



The plenary was chaired by Philip Koenig (Switzerland)

Gordon Robinson

Former MD, Timken India Ltd. (UK)



'You can change the vision but never your values.'

Mr Gordon Robinson outlined three of his life changing events: working for the Timken Company, moving to India as a CEO, and giving back to society after his retirement.

Robinson believes that only a company built on values and ethics can be sustainable. According to him, Timken represented such a company demonstrating four core values: ethically operated business; quality; innovative processes and independence. At the time he took over Timken India, it was a loss making unit. The task that he cut out for his leadership team was to either to 'cut our way to glory, or, grow our way to glory'. He chose the latter approach.

In order for Robinson to succeed in this endeavour, the most important aspect was to build a good team and to listen and collaborate with them. The key expectations from his employees were at a family, rather than a business, level. They requested support from the company to provide access to education and health-care for their children and to be able to purchase their own home. Robinson assured them that he would immediately work towards addressing the first two expectations. But the third would be a milestone that the company could support only once it turned into a profit making venture. The motivation was thus set.

The employees trusted in the assurance by the new CEO, and it greatly helped in raising the morale of the employees and productivity. As a result, in just 7 months, Timken, India turned around.

'You can change the vision but never your values,' Robinson stated. He influenced his team by his own example to work hard and play hard.

Robinson's work in Africa and the Middle East in the early 1980s—before the advent of the Internet and cell phones—taught him to make spot decisions in the field, which he thinks businesses of today are losing the ability to do.

Mr Robinson retired from Timken India in 2010. He is now active in his 'third age' as he calls it, being involved in numerous charities both in India and the UK. Some of the charitable ventures in India that he and his wife Kathy support are Odanadi, Mysore, which rescues and rehabilitates children who have been sold for commercial sexual exploitation; Adventure Ashram that supports tribal children's education and the Secret Pillow project that empowers women through providing vocational training and access to employment. Robinson believes that 'women can rebuild India'.



The plenary was chaired by
Ms Vinita Saxena, India

Ramesh Ramanathan

Chairman, Jana Group (India)



'The State simply cannot address all our country's problems—solutions have to start with individuals.'

Mr Ramanathan is the co-founder and Chairman of a global enterprise called the Jana Group, an advisor to the Chief Minister's Office in Rajasthan, India, and was chosen as one of the Young Global Leaders by the World Economic Forum in 2007. He says he is driven by the quest: What can business do to accomplish middle class transformation?

Ramanathan believes money holds its importance but he will never allow it to become his God. He reminisced about the realization he and his wife had while they were living in the USA that they had to return to India to the roots that had provided them with the success they enjoyed. They decided to return 'to develop a spring board in India that enabled others to succeed'.

The couple was interested in improving aspects of society that were significant in scale. With his strength

in finance and hers in town planning, they started the Jana group with the objective to transform the quality of lives in India's cities. Amongst the couple's inspiring work is the formation of two social businesses, a finance enterprise and the other takes a market approach that focuses on affordable housing.

'The State simply cannot address all our country's problems—solutions have to start with individuals.' He believes the answer is based on three aspects of society: the individual, institutional design and the ecosystem. 'We need to understand that the task of building the country is not easy. We need to be part of the wider ecosystem to do this, part of nature and to connect with others.'



The plenary was chaired by
Ms Vinita Saxena, India

Sunil Mathur

CEO and MD, Siemens Ltd (India)



Left: Sunil Mathur

Right: Folker Mittag (Germany), the moderator of the session

'Sustainability is about values.'

Can you share something about how ethics and values have been brought to Siemens?

We realized that processes and procedures are not enough to protect a company from a crisis. One of our biggest learnings was the need to move to a true values system which was challenging as values in Europe can be seen as a 'soft topic'. We had to figure out how to move forward and bring values into the organization. Part of this was going around all offices asking staff what they lived for, what they hope their legacy will be and what are their values at home and at work. Many people were not used to being confronted with such questions. We also sent numerous staff to trainings here at Asia Plateau. Has this improved our profit? I don't know. But what I do know is that it has improved our culture.

How do you manage work-life balance?

People believe that it's great to have this balance but in reality, as the responsibility grows you begin to get drawn in to work, particularly if you are passionate about what you do and if you want to make a

difference. Work becomes life and not just work. I see my role of leading 20,000 people in the country, a privileged position. I believe this is a great opportunity to impact these people's lives, the company and maybe beyond. I don't see it as an issue but maybe my family does. (Smiles)

You spent your early years in Asia Plateau and your parents were deeply involved in IofC's work. How has this influenced you?

It is something that has got into my psyche that I was unaware of. As I moved around in my career I began to realize the value of what I have learnt here, even though it is in my subconscious, it has enormously helped me get to where I am today.

What are the different cultural environments that you have worked in?

I think I have worked, in some capacity, in 40 countries. Yes, there are cultural nuances across each but there are also things that are common wherever you are—people want to feel respected; they want honesty and transparency from management. It's about care,



compassion and doing your best for all. This need is common across all cultures.

Speaking of corruption, what do you think companies should do differently?

We were convinced, for many years, that it is nearly impossible to completely abide by compliance. Our approach was to ask: do you want to see what you are doing in private in the headlines of tomorrow's newspapers? If not then don't do it. Taking a customer out for dinner is part of building a relationship with them my staff used to say. Yes that is fine but

not the night before you are signing a large contract. A lot of it started as the tone from the top. Over time this has got easier.

We have heard about the UN Sustainable Development Goals at this conference. What do you recommend that we as citizens should do to help implementation?

For me, the issue is why do we need these? Is this the be-all-and-end-all? Sustainability should be an enabler for

a better world. I look at it in a holistic context. We can use sustainability to make a difference to individuals, leaders and the world. At the end of the day, sustainability boils down to values. This is how I would like the sustainability discussion to move forward.

You lead 20,000 people across the country. How many of these are women? And what have you done to encourage women in your business?

About 10 - 12% are women. Part of our challenge with this is that we are a mechanical engineering company and women are few in this industry. Having said that, there are many more women in corporate functions. For example, the Head of my Business Strategy is female. Actually three of my top positions are women.

You once had to shut down down a few factories in the UK and you said you personally spoke to the staff that was being laid off. What was going through your mind in doing this?

It is difficult to make these decisions and it is emotionally draining to go through this experience. But what I wanted to ensure by speaking to them directly is

that the message does not get distorted when passed to them through layers of management. I wanted to explain the rationale behind the redundancies and that it had nothing to do with the person's performance. Whilst this was difficult, I think they appreciated the openness and transparency.

The Indian government is to build a Bullet train from Mumbai to Ahmedabad, estimated to cost \$168 billion. There is a campaign against this, arguing that this money could be used for education, health, etc. I know that Siemens is bidding for this contract. What are your thoughts on this?

Most of these transport facilities do not make money as such but they have an intrinsic role to play in the country. There is a business case for this rail project. I agree the cost might not be worth it. Yet we must not underestimate the power that it could bring India. How do we get this country recognized in the international arena? This is also part of it - moving the perception of India being an emerging to a developed nation.

R. Gopalakrishnan

Former Director, Tata Sons Ltd. (India)



'Listening to the inner voice and being constantly aware of such an imbalance is vital for a leader.'

Management principles and success are governed by one's ability to act upon the inner voice and that is what makes a good leader. This was the underlying theme of the session, which drew on rich, practical examples from the lives of both the speakers.

Mr Gopalakrishnan said, 'In our journey through life we largely work with common sense. Somewhere along my career, I started becoming reflective; such a time has to come at some point.'

Reflections that started halfway through his career of over 45 years contributed to not only his success as a leader, but also as an author. 'I found no book on how not to become a leader,' he quipped, adding that it was Russi Lala, business author and one of the pioneers of the IofC movement in India, who encouraged him to put his thoughts down in writing a book.

'Leaders are trained to be analytical but there is a quality called intuition which many of them fail to listen to and apply in their business lives.' The shortcoming of not taking lessons from nature and applying them to business is what prevents leaders from attaining their full potential.

The second potential pitfall for a leader is lack of self-awareness. 'Leaders fail because they fail to be

aware of themselves even though they are seemingly aware of everything else around them. Listening to the inner voice and being constantly aware of such an imbalance is vital for a leader.'

The third challenge is about perceptions. Empathy is a winning leadership quality to muster. It's all about one's perception of reality. There is no reality - our experiences comprise signals, also predetermined ideas and our brain reconstructs these so as to give it meaning.

The fourth challenge that hinders the growth of a leader is the awareness about the expectations of the workforce. People, especially the younger generation, are more aware today of their privileges than their obligations to the organization. In the balance sheet of life in the company, the common perception that prevails is that there is more for the company to gain and less for the individual. He contended that authenticity is not about saying what is on our mind; 'instead it is actually learning to manage what one says while not trying to control what one thinks about.'

He concluded that intuition, self-awareness, obligation, and empathy are all synonymous with inner voice. 'There are four selves: physical self, intellectual self, spiritual self, psychological and inner self; they have to be in alignment for a peaceful life.'



The plenary was chaired by
Veronique Sikora (Switzerland)

James Mageria

Chairman, The Karen Hospital, Nairobi (Kenya)



'Do the right thing, do it for the right reasons, do it the right way, at the right time. And none of it is right unless you do it with love.'

Mr James Mageria started on a personal note by saying, 'I strongly desire to make a difference in this world and to leave it better than I found it. I want to complete the assignment that God has given me. I may not finish all the things but shall not fail to do some things just because I cannot do everything.'

We in Africa realized we needed different engines to move in national development through three stages:

He observed that the countries of Africa are at a mature stage where many of them are reasonably politically developed. They now know they need to work together for economy. The engine now is business where wealth is produced. However, it is essential that this engine is rooted in an individual who has a strong moral code of conduct because it is the engine that drives a person.' Mr Mageria asserted.

'If we govern this well, then everyone can have enough. Virtues always take over, as we have learnt with the end of slavery, for example. The light always overcomes darkness but someone has to put on the light; that's why we are here.'

How have I been ethical and still remained competitive? I faced one challenge early in my career when I made a proposal for a bid. It turned out that I did not get the contract and I feared losing my job. Soon after, I got a phone call from the director of the company who got the tender; I was wondering why he phoned me. Turns out he wanted to sub-contract as his business did not have the right equipment or manpower to deliver the job. I couldn't believe it - I kept my job and indirectly won the contract on the basis of being honest with our capacity in what we could deliver.

Often it turns out better than I thought it would. By not giving bribes, there are often savings down the line which we can pass onto our customers. An intent to remain ethical has many benefits, including unexpected business opportunities, savings in terms of cost and time, and improved relationship with customers, employees, and the community.



The plenary was chaired by
Veronique Sikora (Switzerland)

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I also found that there was unfair distribution of resources: the 45 British employees in my company earned as much salary as the over 1500 Kenyan employees. I couldn't live with this inequality. I reviewed salaries but when my report went to government, I was taken to court because their increase was higher than the development rate and that was an offense. I pleaded not guilty and requested to order an independent investigation into the reason of the hike. They agreed. Good news followed when the report demonstrated that management had increased that salary in the interest of employees. I was acquitted.

Mageria's refusal to pay bribes to custom officials to clear their goods resulted in lower demurrage charges and even faster clearance of his company's products. 'We were able to use the money to improve salaries and give better prices to our clients because we dropped this item 'expedition fee'. Many people do not wait long enough to weigh down the people who expect bribes.'

His rule of not taking any favours from government officials has led to getting appointments with them more easily now because they 'go to add value not to take advantage.' Mageria has formed a group that certifies businesses to be uncorrupt based on a 15-point plan.

On being asked if telling right from wrong was truly as simple as breaking it down into black and white, he had a powerful message to cite as a guideline: 'Do the right thing, do it for the right reasons, do it the right way, at the right time. And none of it is right unless you do it with love.' He added, 'Unless it is based on love, whatever we are doing will never succeed because business without love is exploitation.'

M. Unnikrishnan

MD & CEO, Thermax Ltd (India)

'If you want to conduct business with morals, be prepared for the consequences, otherwise it's just lip service.'



Mr Unnikrishnan began his career as a graduate trainee and went on to set up marketing operations for the energy division of Thermax in the western region of India. 'My father said to me what is right or wrong depends on you. This is based on your values system and I took this thought into business with me,' he said.

'The way business is developing is unsustainable for the world. GDP and the sensitivity of this varies between countries, based on energy consumption.' He explained that a country needs the equivalent growth in energy as GDP to be sustainable. 'You cannot develop the world the way it has been in the past.' He spoke about

the huge energy wastage across the world. 'Only 8.4% of the energy extracted is used - is this sustainable?

He went on to talk about the accentuated climate change but also the power of renewable energy (solar) and the potential of science that we are tapping into, for the good, such as the possibility of extracting hydrogen from water within the next decades.

Unnikrishnan ended his talk by highlighting the need for morals in business. 'If you want to conduct business with morals, be prepared for the consequences, otherwise it's just lip service.'



The plenary was chaired by
Dr R. Gupte, India

Takeo Nakamura

Senior Director, International Business Department,
Central Nippon Expressway Co. Ltd. (Japan)



'It is important to gain and keep the trust of the public.'

Mr Nakamura's company is engaged in the construction and operation of expressways in Japan. The core belief behind the business's services is to improve people's lives. Nakamura presented the company's distinct CSR activities which are ingrained as part of the culture of the organization.

NEXCO's express highways are an example of business as an engine for sustainable growth. Nakamura presented some of the industrial as well as societal benefits conveyed by the company's services. For example, tourism development, improving the quality of lives by improving accessibility around the country. 'The Expressway also filled its function as the 'road of life' when the Japanese earthquake occurred,' stated Nakamura.

Nakamura spoke of the reduction of accidents through traffic safety campaigns, solar panel highways, concern

for animal diversity initiatives, reduction of hazardous substances released by vehicles, and supporting local community businesses which are just some examples in the company's CSR philosophy.

Looking inside the company, NEXCO outlines one of three of its core business focus areas which is human resource development. It has a focus on women through various activities that promote the active participation of female staff in the company and even has programmes to 'support self-enlightenment of staff', Nakamura explained. Externally, there are volunteer activities run in local communities where the company works and it partners with external experts to discuss its role in the wider social and cultural development of society. 'It is important to gain and keep the trust of the public,' Nakamura stated.



The plenary was chaired by
Dr R. Gupte, India

Shishir Joshipura

MD, SKF India Ltd., (India)



Left: Kiran Gandhi (India), the moderator of the session
Right: Shishir Joshipura

'A diverse team is the long-term sustainable model.'

Shishir Joshipura is recognized for his expertise in the field of energy efficiency, renewable energy and carbon intensity reduction. He leads SKF's drive towards consolidating its position as the leading manufacturer of bearings, seals, lubrication systems and services. In 2014, SKF was ranked among India's top 50 Most Admired Companies by Fortune magazine.

'I have anxious moments and fears, like everyone but the more important question is if I have the conviction and courage of overcoming those fears. If I am bold, it shows that I understand fear.' Joshipura's journey has shown him that each time he makes a decision based on conviction, courage follows. 'The job of leadership is to do the right thing and this is where conviction also comes in. If you have courage, God will conspire to help you. Conviction has helped every single time.'

Joshipura discussed the pressure that CEOs are under to perform 'better than the last quarter' and how this pressure, he believes, is part of the reason why

when he talks to graduates he finds that fewer and fewer want to become CEOs. 'I have a job to deliver to all stakeholders and the law of the land states to report quarterly, so I have to comply but we should not be defined by it.'

Discussing teamwork, Joshipura commented, 'Each of my immediate team could not be more different than I am, but that is where the fun is!' He explained that the challenge was deciding to build a team that thinks like him or to go with a diverse team. 'I chose the diverse team because it's the long-term sustainable model. A diverse team can bring about all facets of a situation, which almost always leads to better decisions.'

While talking on ethical challenges, he narrated the experience when they got a good and strategically important contract, whose project head was from Brazil. The problem was that the equipment undergoes several levels of inspection by the government as per a law that was written in 1800.

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It was open to misinterpretation by the state level authority, who clearly said, 'How it is interpreted will depend on how you behave', hinting at bribery. I told them we won't pay any money to get it passed and conveyed this to the Brazilian project head. He threatened to take the contract away and give it to a competitor. After sleeping over it, I went and told him that we are walking away. By the time we reached the gate, he called us back—to grant us the contract! He said he would take us global, now that we had proved the kind of company we are.'

Joshiyura explained that it took time to settle in. 'I was ambitious to make big changes. One day something interesting happened—I outlined a plan to all staff and in the meeting everyone agreed to it. I later learnt that this plan was not taken on by my team. I realized this was because it was not owned by the people, hence it did not work. Even if it was perfect, there was no ownership'. This was a significant lesson for Joshiyura to learn—ownership is critical to success.

'In 2016 I coined no plan. I simply put five questions and sought answers. It was a completely transformative experience and people came up with solutions and brilliant ideas.'

Would there be the motivation to gather other CEOs, such as Paul Polman from Unilever and say to the market, 'We want to change this and will report only every six months'?

First of all there is the rule of the land that we have to abide by and this law is quarterly. Also, there is a responsibility that I have to meet the needs of all stakeholders. The key for me is not to feel the pressure of the quarterly reporting and to convince shareholders that I am doing the right thing and will so perform. Of course, this is not always possible for various reasons. When you go public, you may hold the largest share, but you are now accountable to the smallest shareholder.

How do you suggest to go about introducing revolutionizing ideas?

First, put them in context for staff. Second, what headlines do you want to see

in the paper; use this notion to check your decisions. Next, ask open-ended questions, such as, 'What do you think about this?' Then there is no right or wrong view. If in a position of power, then it can become right or wrong. There is just another opinion, the idea is to create a better view and to focus on the issue at hand and not on the person. I don't often negate something that has been said. I only become tough when it is about values, then there is no compromise.

What is the role of business when it comes to pushing barriers of society forward?

The purpose of business, I believe, is to make profit but what is the purpose of the profit? That is the deeper question. Business has to serve all stakeholders, including society and the environment.

Chikako Miyata

Director of CSR Promotion & General Administration,
All Nippon Airways Co Ltd (Japan)



'We are constantly seeking feedback from both society and shareholders, in the hope of evolving our activities.'

Ms Chikako Miyata, from Tokyo, was made the Director of the CSR and Promotion Department of ANA Airlines, after serving the airline as a cabin attendant for many years.

ANA Holdings Inc is in the aviation and transport industry; it has 33,500 employees and carries over 50,000 passengers a year. It was recently awarded a five-star award by the highest ranking award in the industry. The motto of ANA is to be 'Trustworthy, Heartwarming and Energetic'.

The mission statement of the company states that the business is built on 'security and trust' and it 'carries the hopes and dreams of an interconnected world'. It works to create both economic and social value. 'CSR is part of the thematic structure of the company,' Miyata

stated. A key CSR policy is to address the environmental impact of ANA's operations. The airline recently introduced the new Boeing 787 aircraft that provides a lower CO2 footprint due to its highly efficient engines.

Other CSR activities include conducting a study towards the use of alternative bio-fuel, a large scale coastal forest restoration project, staff volunteer initiatives and they have joined hands with UNESCO, as the principal sponsor to address education and world heritage conservation.

'We know we have a long way to go with our CSR activities, so we are constantly seeking feedback from both society and shareholders, in the hope of evolving our activities,' said Miyata.



The plenary was chaired by
Dr Jaqui Daukes, UK

Johnson Mwakazi

Editorial Director, WTV (Kenya)



'Take your country to the next level.'

As a youth, Johnson Mwakazi pushed handcarts to carry water for sale. He is now fueled by his desire to make a difference in people's lives through mentorship which gave birth to his current position as an Editorial Director for a TV channel in Nairobi, Kenya.

Mwakazi's focus is on leadership, inspiration and business. 'Business must and should enhance human well-being. The problem comes in when the rules of engagement is thrown out the window.'

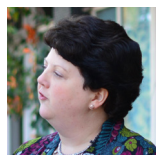
Mwakazi's career started in Kibera, the largest urban slum in Africa. His mother earned \$30 per month. 'Amazingly she was able to send me to school. It cost \$300 to go to university so that was me the end of education. I went into the world of work,' said Mwakazi. 'I became a water pusher and used to earn half a dollar (Kenyan shilling) per day, just to survive. It was cheap labour.'

Then came what he calls the 'investment' phase. He had a chance to read out a poem written by him to a group from Winchester University, England. The leader of the group invited Mwakazi to read the same poem at the UN in Geneva. 'I was advised to go with a list of my problems,' Mwakazi explained as friends thought this was a good opportunity for him to get money. 'As

I got there, I found out my contact person had sadly passed away. In his honour, I was still asked to read the poem. The 'list' was no longer relevant. Maybe his last assignment before he left earth was to invest in me.' This stayed with Mwakazi for a long time. He asked the audience to reflect, 'What is your assignment on earth?'

His next luck came when he met a lady who paid for his university degree. 'She invested in me.' At university, he got into radio, then TV and 'the fame soon came, as did the dollars,' he said. 'Someone said to me, in the midst of my fame and being number one in media in Kenya, 'It's not about the fame in being a journalist - it's about being a journalist that stands for something.'

The third dimension of his career 'Celebrating Good' came through WTV, a channel about sharing information freely, running businesses ethically and social issues. 'We started a platform where we encourage people to share their experiences with corruption. The company is supporting the Government of Kenya's initiative to implement 'social audits' where CEOs and senior government officials who allow themselves to be audited on their personal assets are encouraged and recognized. He left the audience with a challenge to 'take their countries to the next level'.



The plenary was chaired by
Dr Jaqui Daukes, UK

Harshvardhan Gadgil

Director & CEO, Behr-Hella Thermocontrol India Pvt Ltd. (India)



'What is social sustainability? It is caring for people and safeguarding the environment from harm.'

Mr Harshvardhan Gadgil talked about the different aspects in being ethical and remaining competitive in business, through sharing stories throughout his career.

'What is social sustainability? It is caring for people and safeguarding the environment from harm. Gadgil shared several experiences of providing support to people that were part of, or closely connected to, the company in distressing situations. For example, he helped restore the eyesight of a laborer's father; saved the life of a seriously injured auto-rickshaw driver and supported the widow of a laborer who had died after prolonged dialysis treatment. 'Deeds are important, not words,' Gadgil stated.

He told the story of fighting corruption by building the confidence and trust in the minds of casual labor; by initiating incentives based on productivity that counteracted the bribes that were being paid by the union leader.

Gadgil demonstrated the holistic nature of sustainability. 'The moral of sustainability has a base of values, it sets the culture.' Gadgil believes there are three pillars in sustainability—environment, social and economic. 'The early remit in business was profit, growth and sustainability; if we all do our part in business, we can turn around this pyramid and make people, planet and profit'. He continued, 'On a 3 by 3 matrix, of ethical conduct on the Y axis and business performance on the X axis, can we aspire to a 9-point score in business sustainability?'

Gadgil talked about competitiveness and how professionalism and ethics mix. 'The ethics of a doctor, if he is not doing a job well, is between life and death.' He also highlighted collaborating with like-minded people, the urgency of caring for the environment and that 'love is the ultimate in creating a better world'. His priorities in life are 'love, togetherness and a harmonious life'.



The plenary was chaired by
Mrs Monica Mittag (Switzerland)

Philip Koenig

Strategic Connector, Praneo Foundation (Switzerland)

'People that are in touch with their self can impact others within an organization and unleash its potential.'



Mr Philip Koenig works with Praneo, a collaborative enterprise serving individuals and organizations. It has been founded to 'promote a society beneficial for people, for profit and for the planet'. Praneo's particular way of action is to raise the consciousness level of people, organizations and corporations. It is unique due to its think-tank community of seekers and its network of business consultants. Koenig describes himself as a 'strategic connector or integrator, in bringing people and their ideas/practices together across the world. The idea is to create institutions at different levels - national, local and regional in order to help achieve new goals for society.'

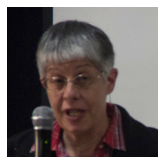
Koenig shared how in his early life he felt out of place and knew that he was different to his school peers and even to his brother. It was during these years that he learnt to communicate with himself via his 'inner voice'.

When Koenig was 17 he went to study Physics in North America and then ten years later he was invited to the World Economic Forum where its founder, Klaus

Schwab, helped open the doors for him to join Nestle, in South America. 'What helped me understand business was to put people around the table. How can we be coherent? How can we drive something more than the sum of people around the table?'

Again, ten years later he quit Nestle after meeting a priest who inspired him to follow his dreams. He joined Caterpillar. The next phase of his career took him out of the corporate world into working to 'release human potential'. Koenig believes in releasing human potential towards transforming organizations. He says that 'if there were three or more people that gathered together for a good purpose, then God will work with them on an infinite scale'. 'People that are in touch with their self can impact others within an organization and unleash its potential,' Koenig commented.

His message is that 'together we can be more, do more by collaborating and discussing a way forward that is good for us all. Synergies exist—in nature, life and people,' stated Koenig.



The plenary was chaired by
Mrs Monica Mittag (Switzerland)



The Conference concluded with several country Chapters in the CIB fraternity outlining their plans for the next two years. This was immediately followed by the Valedictory session delivered by Mr Prasad Chandran, Founder Chairman, SEEGOS and Former Chairman & M.D. BASF India Ltd. He spoke of the secret behind companies that last for decades and even several generations.

Mr Chandran said that developing economies are characterized with a high level of poverty, shortage of capital and resources and a bungling political system. This leads to excessive controls, bureaucratic red tape and concentration of discretionary powers, leading to corruption. Corruption is one of the biggest impediments to economic and social development.

'I define a Shubh Labh company (Good Company) as one that, irrespective of size and scope of operations, works to the principle of sustainable development, based on the total commitment of its leadership.'

While compliance is driven by regulations, ethics is driven by conscience. The concept of a Shubh Labh company totally depends on the consciousness of the leader. His commitment to follow the principles of sustainability and enforce the discipline needed to overcome the compulsions of corruption.

Mr Ghandy in his Vote of Thanks said that CSR (Corporate Social Responsibility) is much more than donating two per cent of profits to social causes (mandated under Indian corporate law). CSR should be seen as repaying back to society what business has taken from society. 'CSR is not philanthropy but what business has as its due to society. It is not a PR gimmick.'

Other speakers at this session were Mr Hironori Yano and Ms Barbara Hintermann.

Mr Ghandy announced that the next CIB conference in Panchgani is being planned for February 2018.



The Valedictory session was chaired by Mr R. D. Mathur (India)



A detailed report of the conference can be downloaded by clicking [here](#).



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Caux Initiatives for Business (CIB) is a network of committed professionals and volunteers aiming to address economic problems of immediate or long-term concern, including environmental imbalance, international trade fairness, social exclusion, job creation and poverty reduction by:

- engaging business people and decision makers in honest conversations and action on the issues associated with globalization and the human face of economics;
- highlighting the role that each individual can play in bringing positive changes in business and economic life, and sharing related experience;
- equipping people with practical tools, grounded in a moral and ethical framework, for use in their places of work.

Vision

The vision of CIB is a world where business people are both competitive and ethical and where organisations care for and nurture all their 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.

Approach

- Inter-country collaboration on programmes to learn from and adopt best practices
- Inter-regional projects
- In-country programmes where these ideas are shared and promoted
- A network of concerned and active individuals who promote these ideas in the workplace
- Active relationship-building with business people, government functionaries and decision influencers
- Annual & Biennial Conferences; Round Tables; City Chapter Meetings; Forums; Lectures, etc.

CIB is one of the many programmes of **Initiatives of Change** (lofC), a world-wide movement of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour, starting with their own.

Vision

A just, peaceful and sustainable world to which everyone, responding to the call of conscience, makes their unique contribution.

Mission

To inspire, equip and connect people to address world needs, starting with themselves.

Focus Areas

Trustbuilding: Peace and social cohesion by building trust and reconciliation across divides.

Ethical Leadership: Good governance at every level by developing a leadership culture based on moral integrity, compassion and selfless service.

Sustainable living: Economic justice and environmental sustainability by inspiring transformation of motives and behaviour.

Approach

lofC focuses on the link between personal change and global change. Its approach involves **starting with oneself, listening to others and taking focused action.**

Recognizing that it will take more than human reason and ability to solve the problems of the world, lofC places the search for inner wisdom at the heart of its approach. When people listen to what is deepest in their hearts, insights often come which lead in unexpected directions. While some understand this experience as divine guidance and others see it as the leading of conscience, many find that the regular practice of silence can give access to a source of truth, renewal, inspiration and empowerment.