

Caux Initiatives for Business



An Invitation

Some advice from Business and Industry Leaders

Sarosh Ghandy – Director, CIB, Bangalore

You can be ethical, espouse values and still remain competitive.

B. Muthuraman – Chairman, Tata International Ltd. and Vice Chairman, Tata Steel Ltd., Mumbai

The only thing that will work is if you are truthful and sincere. If you are not ethical and honest, there is just no way you can communicate in a convincing manner. Be ethical and walk the talk.



Prof. Hiroshi Ishida – MD, Caux Round Table (Japan); Professor, Kwansei Gakuin University, Tokyo, Japan

Humane business must have clearly defined principles. A business should be a change maker in itself. Inspire ethical practices and give momentum to development.

Vivek Asrani – MD, Kaymo Fastners, Mumbai

Humane business is one that is run in a manner that enriches the lives of the various stakeholders it comes in touch with. Such a business is not a consumer but a larger provider of services. It is necessary to be good and competitive; fruits depend on roots. A business is humane when its purpose is beyond profit.

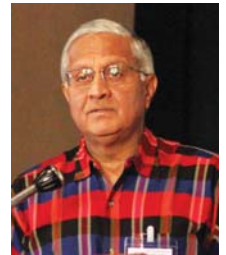


Dr. Hasan Youness – Faculty of Business Administration and Economics, Notre Dame University, Lebanon

In a humane business, every single member of the society is concerned. Such a business is socially responsible and produces environmentally friendly products.

R. Gopalakrishnan – Director, Tata Sons Ltd., Mumbai

Treat your business like your child, install values into it and protect it from disease. In spite of all the efforts you make, some diseases will come to your child and you must cure them.



Christoph Spreng – Board Member, Caux – Initiatives of Change, Luzern, Switzerland

A Humane business has three components: Trust, Integrity and Leadership. A trustworthy affair has the right direction in its wealth creating goal.

K. Chaukar – Former MD Tata Industries Ltd., Pune

The company balances the interests of all the stakeholders. It is a multi-stakeholder economic activity where, in order to function ethically and effectively, it must have a balanced list of priorities and values.



Folker Mittag – Former International Controller of VARTA Group, Hannover, Germany

In modern businesses, service and commitment to the customer's needs, beyond price and profit, addresses the whole chain of key players to enhance mutual understanding.

Anil Chopra – VP (SCM – IM), Siemens Ltd., Mumbai

A Humane responsible business does not compromise its integrity whatsoever.





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An Invitation



“Business Ethics” is not a slogan or a management intervention – it is a “Mindset”. One can only do business ethically once he or she is fully convinced that this is the route to be taken. A half-hearted attempt at being ethical will never succeed! This is where we can be of help to you.

Remaining ethical in business is not easy and needs continuous encouragement, support and reinforcement. Being able to meet people who have succeeded in conducting their businesses ethically; hearing success stories and being able to interact with those who have faced and overcome similar problems are not only desirable but essential to give one the courage and the patience to face one's own obstacles.

The road may be tough but the satisfaction and rewards at the end of it are immeasurable. Let us help you to traverse it successfully. Please get in touch with your nearest CIB contact person, the names of which you will find on the inside page of the back cover.

We look forward to welcoming you into our family!

With love, because.....

Only Love is Real!!

Frank J. Glendon

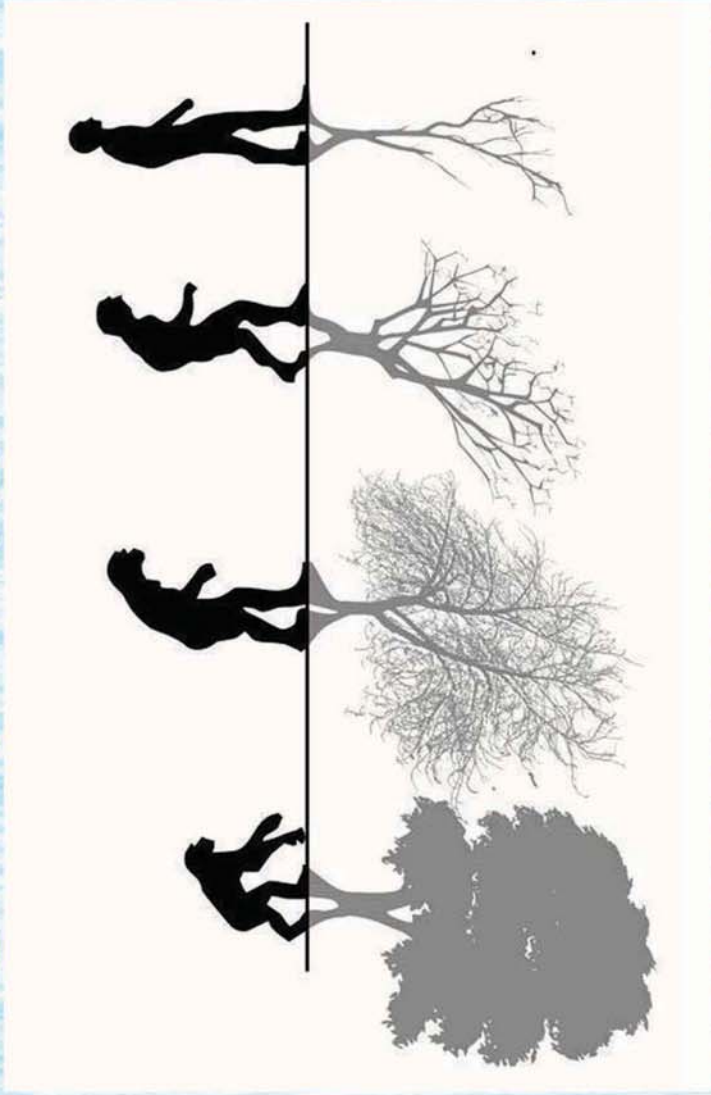
Sarosh J. Ghandy
Director

*With Best Compliment
From*

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Save Trees, Save Earth



Why should I join CIB?

- You are not satisfied with the situation in industry and business or at your work place today?
- You would like to change something – starting with yourself?
- You don't want to always blame others but would like to act according to the vision you have of industry/business or your work place?
- You want to listen to and meet people in business and industry who have made a decision to run their business with ethical values yet are still competitive?
- You want to meet and discuss honestly with others on this subject and the next steps ahead?

If you answer any of these questions with “YES” please join the network of similar minded people. In CIB, there are not only interesting speeches and discussions on these issues but attempts to find answers, implement solutions and act accordingly.

In our world today, there are too many possibilities available for everyone. Therefore, you have to decide what will be the purpose of your life in business/industry or your work place and what you will stand up for! If you want to run your firms with ethical values, you need the support of equal minded people. You need a group of people who are facing

similar situations or problems to reinforce your own convictions. You can also use these meetings and opportunities to take the next step forward to ensure that your work place or business/industry stays ethical and competitive.

From all what we do at CIB, we try and walk this long journey of practicing ethical values with all our stakeholders. Even if we talk of global issues like sustainability, we are mindful of our own practices and are aware that the relationships within ourselves and between all stakeholders need to be built on a strong foundation of trust and integrity.

We would like to invite you to CIB so as to feel at home with people who are on this never ending journey for a better world in business and industry or at any work place. At these meetings/forums, you may get ideas or inspirations. You may even like to bring your friends and associates to these events. If you join the network you will find human beings who are not perfect in their lives but who try hard to make a difference! Be in touch with the nearest CIB Contact Person today to find out more. (See inside back cover for details)

Welcome to the network of CIB!

Your help is needed to make a difference to business and industry.



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40 Years of CIB – A Brief History

CIB was established as an IofC Programme focusing on people from business and industry by the Caux Foundation. From 1973, yearly conferences have been conducted at the IofC Centre in Caux, Switzerland and other places. These programmes were called “Caux Conference for Business and Industry” (CCBI) and it changed to CIB after the main programme was branded, “Initiatives of Change” (from Moral Re-Armament or “MRA”) in 2001. In recent years, in Caux and the UK, these programmes have been conducted under the title, Trust and Integrity in the Global Economy (TIGE) while in Asia, Africa and some parts of Europe (see inside back cover) the work continues as CIB.

The first CIB - Asia, Pacific, Africa Regional Group (CIB-APARG) Annual Conference was organized at Asia Plateau, Panchgani, India from Jan. 9 to 12, 2003 on the theme “Globalization”. 172 delegates from 18 countries attended. Thereafter, two Round Tables (RTs) were organized that year; the first at Panchgani, India in May on the title, “Globalization – Emerging Opportunity, Creating Synergy” where 32 delegates

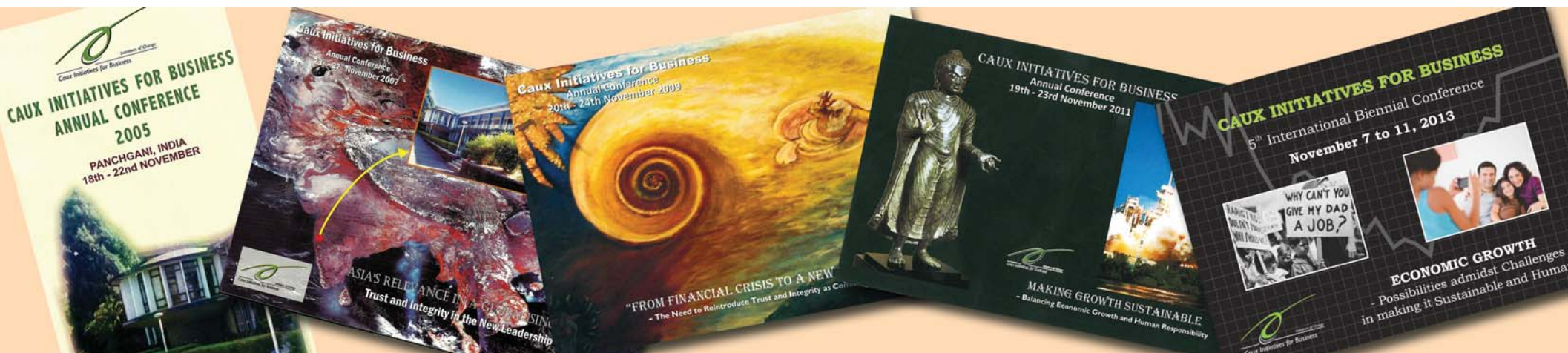
participated and the second at New Delhi in September on the subject “Governance”, where retired and serving bureaucrats, diplomats, media people, consultants and social activists attended. The second CIB-APARG Annual Conference was organized thereafter at Asia Plateau, Panchgani, India from March 10 to 14, 2004 on the theme “Better Governance – From Fear to Opportunity”.

In 2005, the first Biennial International Conference of CIB was held in Panchgani from Nov. 18 to 22, on the theme “Value Centered Leadership in an Era of Globalization”. More than 130 delegates from all five continents gathered. From 2007 onwards, these Biennial International Conferences were jointly hosted at Asia Plateau by India and Japan. The second Biennial Conference, “Asia's Relevance in a Globalizing World – Trust and Integrity in the New Leadership Model”, was held from Nov. 23 to 27, 2007, where 144 delegates from 17 countries attended. The third Biennial Conference titled “From Financial Crisis to a New Economic Order – The need to Re-Introduce Trust and Integrity as Common Business Practices” was held from Nov. 20 to

24, 2009 where 138 delegates from 14 countries attended. 139 delegates from 12 countries attended the fourth International Conference, “Making Growth Sustainable – Balancing Economic Growth and Human Responsibility” which was held from Nov. 18 to 23, 2011. The most recent Conference, “Economic Growth – Possibilities amidst Challenges in making it Sustainable and Humane” was held from Nov. 7 to 11, 2013 where 218 delegates from 20 countries attended. A brief report of this conference is provided in this booklet.

Also during the years 2012 and 2013, five CIB Round Tables (RTs) were conducted. One will find excerpts from these RTs in this booklet too.

Members of the CIB Working Group also made regional visits to South Korea and Malaysia in February 2013; Germany in June and July 2013; Kenya, Uganda and South Africa in September and October 2013 to assist with CIB 2013 enlistment as well as to help establish or strengthen CIB teams in these countries.



CIB Round Tables in India – October 2012 to June 2013

The Caux Initiatives for Business (CIB) co-ordinated five Round Tables (RTs) which were held in different regions in India. The primary objective of the RTs were directed towards the 5th Biennial International Conference that was held at Asia Plateau from November 07 to 11, 2013. The conference was on the theme, “ECONOMIC GROWTH – Possibilities amidst Challenges in making it Sustainable and Humane”.

The RT's focused on harnessing the power of promising stories from real life, road-less-travelled type experiences, viewed against the backdrop of key issues / challenges that confront the running & changing of businesses in India & other parts of the world. It created an opportunity for business houses, both small and large, that are continually attempting to chart an ethical course to meet and discuss.

Excerpts from each of the five Round Tables have been collated to give one a flavor of the deliberations that served as a precursor to the 2013 Conference.

Mumbai (October 12, 2012 – 39 attended):

An MD of a Mumbai based company, quite correctly stated that it is difficult for small businesses to stay ethical when the big corporate houses do not follow specific standards in ethical business. The challenge comes from stronger companies not complying with ethical business practices, corruption in civic bodies and political systems as well as suppression of people who wish to conduct their business in fair manner.

A senior officer of a multi-national company stated that by putting things right, his company was today in a better position than before and said, “We would not like to reap profits in the present by jeopardizing the future.”



Some of the key solutions that the Mumbai RT brought out were:

- The purpose of a business is as important as the business itself.
- People with conviction must be supported in ethical behavior.
- Accountability towards our society is important.

Pune (December 1, 2012 – 47 attended):

Some of the key issues that were deliberated on were:

- Governing and operating business from 'love' for all stakeholders rather than from 'fear'.
- Comprehensive compliance mechanisms are still failing; this is due to more focus upon the letter rather than the spirit.
- Are we witnessing erosion in family values that work their way into our view of the world of business?
- Can we move from an “India or World AGAINST Corruption” to an “India or world FOR Integrity”?
- Rules-based systems are for short term; values-based systems are for the long term.

Of the several inspiring stories of good business practice, one of them was:

A major 160 year old multinational changed a threat to an opportunity. When the company reached rock bottom after being banned by W.H.O. from bidding, they changed their entire bid and converted the previous mistakes into conviction for change by upholding



their values. They lost orders, lost revenue but stuck to its policy of 'Values-based Business is Clean Business'. They subsequently received the Best Company award for Sustainable Business.



Jamshedpur (January 25, 2013 – 33 attended):

Some actions that were suggested:

- Values education must continue at higher levels (colleges) and not left at primary level (schools).
- Extend the values orientation and practices down the supply chain.

An experience shared of leading from the heart: One evening after work, a senior employee out of courtesy visited the wife of a Vice President, at the hospital. Upon returning home that night, his wife asked him why he found the time to visit the VP's wife, when he found no

similar need to visit workmen or their families in the hospital, when they were ill. After reflection, he instituted a system whereby his secretary would regularly keep him informed when any of his workmen or their families were admitted in the hospital. He further, made it a commitment to visit them too.

New Delhi (March 23, 2013 – 30 attended):

The concept of running a business in today's context must extend to business responsibility for all stake holders. This can happen only when companies run their enterprise in such a way that the adverse impacts on such



issues be minimized," stated one senior Director.

"Corporate citizenship and social responsibility must be the cornerstone of any business activity," said another.

Suggestions that were made included, educating and training locals in the vicinity of a company. Increasing job opportunities for locals must be an important task of Corporates.

Bangalore: (June 7, 2013 – 26 attended):

Three main reasons for malpractices in private sectors were brought up for discussions:

1. Pressure on targets;
2. Incentives associated with targets;
3. Personal greed.

Two questions came up:

- What does a small business do in situations where survival is at stake?
- Should there be different standards for big and small corruption?

A Chairman shared a situation he encountered when he had started his business. He recalled the instance of helping in kind a youth group that had sought money. Instead of paying cash, he offered in kind what he felt the group needed. In words that moved the audience, he also shared the saga of an excise raid and how a senior officer when dealt with correctly was won over. The same officer became a life-long friend.

"If we have to measure success only in terms of profit, then it is a problem," said one lady officer who attended the RT.

The full report on each Round Table is available as a soft copy from the CIB Secretariat.



CIB 2013 - A brief summary

Being ethical, you succeed and sustainably succeed,” affirmed B. Muthuraman, Chairman, Tata International Ltd., while inaugurating the fifth International Biennial Conference of Caux Initiatives for Business (CIB) at Asia Plateau (AP), Panchgani, India which was held from November 7 to 11, 2013.



The conference which was co-hosted by IofC India and Japan saw more than 200 delegates, speakers and volunteers from 20 countries, including Australia, Denmark, Germany, Kenya, Lebanon, Malaysia, Norway, Romania, South Korea, Switzerland, Taiwan, United Kingdom and United States attended.

Two Plenary Sessions that dealt with the main theme of the Conference were held in the morning for three days. Speakers at these sessions included MD's, CEO's, some IAS Officers and a business consultant. Below are some nuggets of Speakers from the six plenary sessions that were held.

- “Good persons work in isolation; we must build a virtuous network,” said the former Chief Secretary of a state in eastern India, Anup Mukerji (IAS Retd.), while portraying the transformation of Bihar since 2005.
- “We cannot separate our role as shareholder with that as a citizen,” observed Mark Goyder, the founder of a London-based think-tank, Tomorrow's Company.
- “Employee engagement has significantly reduced absenteeism, accidents and defects, while increasing productivity and profitability,” stated Dr Armin Bruck, MD & CEO of Siemens India Ltd. “Happy employees are the best requisite for profitability.”
- According to Shishir Joshipura, MD of SKF India Ltd., profit is not just

a set of figures; it is a set of values. To make the company more humane and inclusive, special employees' oriented programmes were started. Thanks to such steps, attrition dropped, profits increased.



Dr Armin Bruck

- “We first need to understand human nature to isolate the root cause of corruption,” said R. Gopalakrishnan, Director of Tata Sons Ltd., Mumbai. “We have to confront it, only then we can contain it.”
- “A company should be good before it is strong. That sequence is essential,” proclaimed Mr Hironori Yano, the former Chairman of Central Nippon Expressway Company (Nexco) who shared the dais with R Gopalakrishnan.
- In 1991, when Transasia Bio-Medicals Ltd. started manufacturing machines, the R&D department discovered that these machines had defects that led to wrong diagnosis. The CEO knew that the right thing to do was to replace all the machines proactively - an action, his finance people pointed out, would set them back by Rs.20 million. For a company with an annual turnover of Rs.10 million, it was a huge challenge. In two months, all the pieces were replaced. This decision led to unflinching loyalty of the customers.
- The former MD of Tata Metaliks Ltd., Jamshedpur, Harsh Jha, provoked the audience with a question: If so many attendees at the conference believe in high-integrity transactions, then why are we not able to make a huge difference to the society? He further said, “Each one of us has to define a path for ourselves; can we take the next step?”
- The Director of Thermax Ltd., Pune, Ms. Anu Aga called upon the corporate world to play an important role in social transformation, instead of blaming the government. “It's unfortunate that in the context of the immense social challenges we face, there isn't much of a debate for businesses to be humane and not just profit-driven.”



Vivek Asrani

- Vivek Asrani, MD, Kaymo Fastner, Mumbai, stated that a business that does not have a purpose beyond profit would not maximise its potential. “This is the true reason why a business must have a purpose beyond profit,” he added.

- Monopoly + Discretion –

Transparency = Corruption, proclaimed Pradeep Kharola (IAS), Chairman of Karnataka Urban Infrastructure Development and Finance Corporation, Bangalore.

On two days, post-tea, the Conference witnessed three parallel panel discussions on the following sub-themes: (a) Obstacles to Growth and Sustainability in the Absence of Good Governance; (b) Leading the Knowledge Worker and (c) Business beyond the Bottom-line—The Key Purpose for Business. Here are some nuggets of Speakers who spoke at these sessions:



Arun Wakhlu & Mritunjay Singh listen to Sue Snyder

- Anil Chopra, VP (SCM-IM), Siemens Ltd., Mumbai, moderated a discussion on what constitutes growth—can it be measured in GDP (gross domestic product) terms, or do we need to factor in HDI (human development index) as well?

- “CSR is not a waste of money, it gives tremendous returns,” said Sarosh Ghandy, while citing an instance involving Tata Motors Ltd., Jamshedpur. “We learnt that we cannot manipulate people or manage them, we need to lead them,” said the company's former Resident Director.
- “Leadership in the organisation today is established by knowing and doing rather than mere designation and entitlement,” said Vijay Paranjape, the Director, Member Managing Board of Siemens Ltd. Head of Industry Sector - South Asia. Mr Paranjape argued that the policy of incentives had corrupted the Knowledge Worker. “Organisations need to communicate to their KWs that it's the salary, challenging work environment and most significantly, their contribution that drives them rather than bonuses. Incentives can only perpetuate chaos on the office-floor,” he said.

Delegates at the Valedictory Session of the 2013 Conference also heard Dr. Heita Kawakatsu, Governor of Shizuoka Prefecture, Japan and Kishor Chaukar, Chairman of Tata Teleservices Ltd. In a fitting conclusion, to the days that dealt with how Economic Growth could be made sustainable and humane, Mr. Chaukar told the audience, “Business is an economic activity that balances the interest of all stakeholders. Making money is an activity, not business.”

The full Conference Report is available as a soft copy from the CIB Secretariat.



Some CIB programs and activities from 2013 to 2015

At the concluding session of the CIB 2013 conference, representatives of CIB teams from various countries presented their tentative plans of action for the way ahead for CIB in their respective countries. Some of these plans are given below.

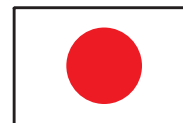
India:

1. Established five chapters in Bangalore, Delhi, Jamshedpur, Mumbai and Pune.
2. Organise CIB fora wherever possible.
3. Initiate R M Lala Memorial Lecture Series. (*Russi M Lala was an Editor, publisher, author and philanthropist. He was also the Director of Tata's premier Foundation, the Sir Dorabji Tata Trust*)
4. Partner with big audit firms to conduct Round Tables within the country.
5. Visit educational institutions to address values and ethics in business.
6. Support Heart of Effective Leadership (HEL) programmes for senior managers of industry and Effective Living and Leadership (ELL) programmes conducted for industrial staff from shop-floor workers to junior managers - in enlisting possible keynote speakers to share their practical experiences.
7. Nurture CIB teams wherever required.



Japan:

1. Help to plan the next CIB Conference.
2. Facilitate visit of Japanese executives to Indian companies; followed by CIB programmes at Asia Plateau, Panchgani.
3. Organise Caux Round Tables in Japan.
4. Focus on 'key-wording': holistic and practical.
5. Have context and content.
6. Compile a position paper.



Kenya:

1. Joseph Karanja, the contact person for Kenya together with a team will devote most of the time in 2014 to consolidate CIB in Kenya.
2. Give a report of CIB 2013 to CEOs in Kenya and use inspiring video clips to engage them. James Mageria, Chairman, Karen Hospital, Kenya, has offered to help the team for this work.
3. The team will organise Round Tables (RT) Discussions in the first quarter of the year and have requested for help. The RTs will continue to take place in Nairobi and another city.



4. The team will work towards organising a CIB conference before the end of 2014.
5. The Governor of the Baringo County has very generously offered land for building an IofC Centre. This will provide space and a platform for people from in and around Kenya to come for training. The team needs all support within the country to follow up on the plan.

Lebanon:

1. Focus on how students and faculty can interface with the business world.
2. Work with the many Lebanese business people who reside in West Africa to introduce CIB and IofC in general to the diaspora business community there.
3. Link with Norway regarding extraction industries in order to learn from their model of dealing ethically with off-shore oil and gas income.
4. Along with Japanese friends, proceed with revitalizing the Caux Round Table in Lebanon and the Middle East and North Africa (MENA) in general.
5. Participate in the Trust and Integrity in the Global Economy (TIGE) conference at Caux as a long-term co-organizer of the Food and Sustainability work stream.



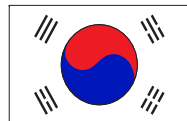
6. Work with IofC in Central Europe and Scandinavia to re-focus on the historical MRA 'Social Partnership' (labour, business, government) agenda at TIGE.
7. Expand the 'interactive learning kitchen', which was introduced at Caux in 2011, to Asia Plateau, Panchgani.

Malaysia:



1. Business Ethics Institute of Malaysia (BEIM) cements collaboration with CIB for obtaining Speakers for luncheon/dinner talks. They also plan to invite Dr Armin Bruck of Siemens in 2014 to be a Speaker.
2. Start Round Table in Malaysia.
3. Host a CIB conference for ASEAN Region with the help of Japan and India in the next 3 to 5 years.

South Korea:



1. Host an HEL (Heart of Effective Leadership) programme for Tata Daewoo in local language.
2. Organise Round Tables

Switzerland:



1. Caux Foundation will create 'global interface'

United Kingdom:



1. Hold a series of evening lectures on the four pillars of global sustainability—economic, environmental, human and ethical—in London and other European cities during 2014.
2. Explore bringing HEL (Heart of Effective Leadership) programme to UK and support HEL programmes in Switzerland.
3. Hold one-day Trust and Integrity 'Road Show' events in UK—maybe two in 2014.
4. Continue to support Caux Business Conference on Trust and Integrity in the Global Economy (TIGE) - July 5-10, 2014



K. Haridas & Supramaniam Sinnasamy, Malaysia



E. Dabbous, Lebanon



Anthony Duigan, South Africa



Hironori Yano, Japan



Sarosh Ghandy, India



Yeon Yuk Jeong, S. Korea



Christoph Spreng, Switzerland



Joseph Karanja, Kenya



Folker Mittag, Germany



Michael Smith, UK



Keisuke Nakayama, Japan

Visiting Educational Institutions – Building future leaders

Folker Mittag, former International Controller, Varta Group of Companies, Germany, and Member of the Working Group of CIB,



addressed 97 students (who earlier attended the Effective Living and Leadership [ELL] Programme at Panchgani) of Symbiosis Institute of International Business (SIIB) at their Hinjewadi Campus at Pune on Nov. 18, 2013 on the subject, “International Controlling in Business is based on Ethics and a Permanent Need of Individual Change”. Dr. Pranav Mukherji,

Director of SIIB, while introducing Mr. Mittag to the students mentioned that he had personally learnt from Mr. Mittag in the course of his two interactions with him.

After Mr. Mittag's inputs, he answered a number of questions from the students including:

- There is no difference in handling ethics in developing countries and developed ones.
- One needs to be flexible on locations and ready to work hard (60 to 80 hours a week) to climb up the ladder.
- The personal vision of business at your place of work has to include your wife as well as your friends around you.
- Theoretical knowledge is only one important part of education. The real learning starts when you have to apply it in practice.

After the one and a half hour session, Dr. Mukherji requested to have more such sessions on ethics in business for the students, to further reinforce the foundation built during the ELL programme.

If you wish to add your shoulder to the wheel of the CIB movement, we would gladly welcome your contribution by way of time, money or skills and creativity:

Time:

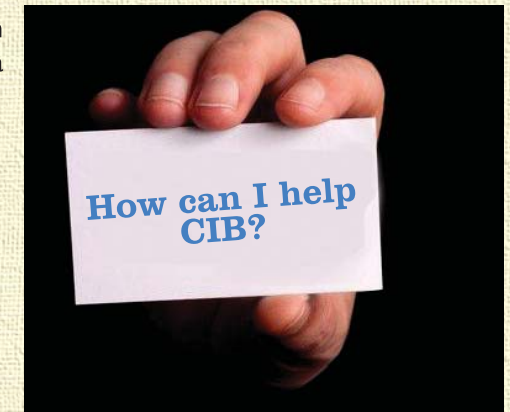
Help organise future CIB events like (a) Round Tables (RTs); (b) International CIB conference/s; (c) work closer with the CIB Secretariat or (d) spare some time assisting other CIB events such as City Chapter meetings, Fora or CIB Media tools. It's likely you will meet a team of highly passionate people, endeavouring to change business and industry.

Money:

We welcome any contribution in terms of cash or kind, in order to help fuel CIB actions across the world. Please be in touch with your National Contact Person if you prefer your donation to be used only in your country. If in doubt at any point, please feel free to ask the CIB Secretariat, about the best ways and means that your donation can benefit the cause for CIB (local or international).

Skills, Creativity and Advice:

If you are keen to become a part of the solutions to today's problems in business, assist us with your dedication, drive, creativity and your unique talents and skills. CIB presents many opportunities for an individual who wishes to contribute to the larger good. Please contact your National Contact Person or the CIB Secretariat to find out about upcoming events where your personal gifts could be best put to use.



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