



TIGE STUDY GUIDE



Trust and Integrity in the Global Economy

INTEGRITY TRAINING

TIGE STUDY GUIDE

3. Global Context

4. Introduction

5. Module 1

16. Module 2

19. Module 3

20. Module 4

22. Initiatives of Change

23. Appendix

37. Further Resources

Developed by Initiatives of Change

THE GLOBAL ECONOMY CONTEXT

The global economy is all pervasive, affecting the daily lives of everyone on the planet in one way or another. While it has lifted millions out of poverty, its injustices too easily fuel the humiliations and anger that lead to violence and extremism.

It includes the purchasing choices we make about our food and clothing and their origins; the road, rail and air transport we use; our carbon footprint and our energy use affecting climate change. The global economy affects the quality of the air we breathe, the water we drink—and the plastic we throw away.

The global economy includes all the information technology and social media we use, provided by some of the world's biggest corporations. It includes the taxes we pay—or fail to pay due to tax evasion and offshore tax havens. It includes unjust gender discrimination and the excessive wealth gap between boardroom pay and average pay

inside large organizations—a form of extremism for which there has been a backlash from institutional investors.

The global economy fuels the appalling gap between the world's rich and poor, including the extremism of the world's 62 richest people who have the same wealth as the poorest half of the global population—3.5 billion people. In the three decades since the early 1980s, the global free market economy saw the number of people living in absolute poverty reduced from over 50 per cent of the global population to around 20 per cent—an unprecedented level of wealth creation. At the same time there has been an unprecedented flight from wars, poverty and dictatorial regimes in search of jobs and economic security, and the flight from villages to the big cities in search of work.

The global economy provides the goods and services for our daily lives, our jobs, incomes, education, skills, housing, health care, economic wellbeing and a

decree of human and social security for the billions of people around the world. We need a global economy of human wellbeing and the common good.

Entrepreneurship and the business community, including big corporations, social and ethical enterprises and other alternative economic models, from Benefit Corporations to Community Interest Companies, and banks play a crucial role in addressing global disparities and meeting human need. The ethical values that underpin our organizations can generate the basis of trust needed for them meet their full obligation and contribution.

INTRODUCTION: TOWARDS PEAK PERFORMANCE

How to use this Study Guide

This Study Guide aims to help your organization to build the basis of trust needed to operate at peak performance. It stimulates discussion on human relationships of trust in the workplace and between all stakeholders. It is designed to help companies and organizations to be resilient and regenerative by assessing their commitment to trust and integrity in policies and processes. It helps to prepare their future fitness for business. It can help you to identify where there may be gaps and how to improve a commitment to the values of integrity which build trust. The Study Guide helps organizations to make ethical decisions, including action points. It can thus help in managing reputational risk, smooth supply chains, satisfy all stakeholders and allow organizations, and the people in them, to operate at their peak performance.

The Study Guide includes a number

of references to and case studies of trust and integrity applied in practice. Most of these are told in the book *Great Company: trust, integrity and leadership in the global economy* by Michael Smith, published by Initiatives of Change, (ISBN 978-1-85239-047-1). The book also acts as a resource and the page references for each case study are given in this text, indicated in bracket: (GC). The case studies are also included in the Appendix.

The Study Guide is based on the values expressed at the annual summer conferences on Trust and Integrity in the Global Economy (TIGE), held in the Swiss Alpine village of Caux for over a decade, and in the national programmes of TIGE. It also draws on the track record of Asian business values conferences held at the Initiatives of Change centre in Panchgani, India.

The Study Guide is in four modules:

- 1. Five Pillars of Trust:** Sustainability; Cooperation; Integrity; Purpose; Stewardship.
- 2. Seven Cs of Trust:** Contractual; Covenant; Competence; Character; Conscience; Calling; Courage.
- 3. The heart of TIGE:** Core ethical values explored in the TIGE Study Guide.
- 4. Taking time in quiet:** the source of inspired leadership.

We recommend that, for maximum benefit, all the modules in the guide are used in sequence.



MODULE I: FIVE PILLARS OF TRUST



The trust deficit in society undermines the public's confidence in organizations and employees' self-respect. A lack of trust fuels cynicism. The trust deficit was particularly exacerbated by the financial crash of 2007-2008. Nearly a decade later, the population's trust in business is below 50 per cent in half of the world's markets, according to the 2015 Edelman Trust Barometer. Despite this, by 2016 the Trust Barometer revealed that trust in the four institutions of business, media, NGOs and government has reached its highest level since the Great Recession, with business receiving the largest increase in trust among the informed public and the larger general population. Trust, states Edelman, is built through specific attributes, which can be organized into five performance clusters: integrity, engagement, products and services, purpose and operations.

www.edelman.com

The global economy is all-embracing affecting everyone on the planet for good or ill. Migrants fleeing from wars and

conflicts pour across borders in search of a better economic life for themselves and their families. What role does the business community, including social entrepreneurship and other economic models, have in addressing the world's economic injustices which fuel humiliation, anger, polarization and extremism?

This Study Guide focuses on five performance indicators, taken from the book 'Great Company', which can help to build trust and inclusion: Sustainability, Cooperation, Integrity, Purpose and Stewardship. It also focusses on seven Cs of trust: Contractual, Covenant, Competence, Character, Conscience, Calling and Courage.



‘Creating a desirable, sustainable future is the leadership challenge of our time’
—Goran Carstedt, Board member
IKEA, 1990-97, Chair of Natural Step
International, Sweden

Sustainability of organizations;
Sustainability of the planet

Four aspects of sustainability: Economic, Environmental, Human, Ethical
—Peter Brew, International Business
Leaders Forum, Asia Pacific Region, 2008-
2011

CSR: ‘Corporate Sustainability and Responsibility’—Tania Ellis, author ‘The New Pioneers’, Copenhagen, Denmark
Søren Hermansen transformed the Danish island of Samso into a carbon neutral community, exporting 20 per cent of its green energy.

The Japanese experience:

20,000 companies have existed for more than 100 years;

600 companies for more than 300 years;
30 companies for more than 500 years;
5 companies for more than 1,000 years!
—‘Timeless Ventures’ by Haruo Funabashi
(2009)

What did they have in common?

‘Leadership driven by clear values, vision, mission, strong sense of legacy, vision of the long-term, emphasis on the value of people, commitment to society, customer orientation, innovation and continuous improvement.’

—Mark Goyder, CEO, Tomorrow’s
Company think-tank, London, author, ‘Living
Tomorrow’s Company’ (2013)

Case Story I: Lawrence Bloom (GC pp 7-9):

Executive Committee member,
InterContinental Hotels, 1988-1993;
i/c \$3 billion global real estate portfolio.
Bloom wrote their three-volume
environmental manual. Three paragraphs
had a special effect. Recycling towels
is now standard practice in five million

hotel bedrooms worldwide. This transformed the environmental impact of the global hotel industry.



Lawrence Bloom

Questions:

- What examples of sustainability can you give?
- How is sustainability practised in your organization?
- How does your company define sustainability?

2. COOPERATION

Is cooperation more effective than competition? Cooperation across all stakeholders; counter-intuitive in a competitive free market.

Case Story 2: Ocean Spray cranberry juice drink and sauce
(GC p48; see also *A Bigger Prize* by Margaret Heffernan, p 230-235).

New England farmers decided to cooperate instead of competing; shared information about crops, weather patterns; became a cooperative. Now a global brand.

—*A Bigger Prize* by Texan business author Margaret Heffernan

Case Story 3: Dr John Carlisle
(GC p49):

Founder Cooperation Works; Advisor to the UK Cabinet Office on large-scale infrastructure projects. 'Get all contractors around the table at the beginning of the planning phase of any construction project' Helped to deliver

Hong Kong rapid transit system under budget, and ahead of schedule, saving \$1.5 billion.



John Carlisle

Questions:

- Can you cooperate externally if it is not the norm internally?
- What do you understand by cooperation inside your organization?
- Do people appreciate and encourage each other and their contribution?
- Do they share information?
- Are there jealousies and rivalries?
- Cooperation is about human relationships but also about systems. For

instance, what is the effect of a culture of bonuses, rankings, targets? Do these undermine trust?

- How can a common purpose work towards make the whole system successful – including suppliers, customers, wider community?
- How is cooperation essential for the system to work effectively, especially when the parts are interdependent?
- How can cooperation help towards peak performance?

3. INTEGRITY

Integrity is the adherence to a set of moral codes, reflected in transparent honesty and synchronized in one's actions—verbal and non-verbal. The success of your organization lies in your interactions with, and between, all stakeholders. To build trust with these groups, practising ethics and integrity is essential. Getting it wrong can seriously damage trust and undermine reputation, market share and stock value.

Fostering integrity

1. Keep promises: a promise is the first step in a decision, a responsibility. Be smart in fulfilling your commitments in a timely manner.

2. Apply integrity in communications: doing what you say you will do and being honest.

3. Stay focused: make lists, have reminders and be accountable in your responsibilities.

5. Be influenced: to increase your integrity, surround yourself with people/

resources you admire. Your integrity is affected by your inputs.

'Integrity is doing the right thing when no one is watching'

—MBA student, Pune, India.

Questions:

- What do you understand by Integrity?
- How can you enhance the integrity of your organisation?
- Consider aspects of Integrity: Honesty (Don't steal the paperclips! See Genevieve Boast story below); No corruption; True to our values; Integrated personalities; Wholeness; Strength of character; Conscience-based decision-making (See Seven Cs of Trust, Module 2, below); Being trustworthy.
- What would you add to this list?

Case Study 4: Emmanuel Mutisya

Mutisya gained his Master's degree in Sweden. He founded a 'micro-small enterprise' (MSE) selling tea and

chapattis in Nairobi. He and his father moved into the restaurant and tourism sector, selling art and crafts and providing sightseeing tours. A key challenge was how to change systematic corruption and bribery, deeply embedded into the business culture. At first his father did not believe Emmanuel's visions of running a corrupt-free business, despite his commitment to challenging the system.



Emmanuel Mutisya

Financial struggles and personal doubts occurred in the first year. The police would stop their tour buses and find invalid faults with their licenses or tyres, in order to demand bribes.

3. INTEGRITY

This delayed journeys and cut into the company's profits. Mutisya felt like giving up. But after a year, his father changed his tune and supported his stance against corruption. The police, realized there was nothing to be gained from a business that refused to pay bribes and stopped harassing them. The police marked their vehicles and said, 'Let those fools pass. They are wasting our time.' In the next six to eight months the business picked up. With the support of his family, Mutisya built the sustainable business model he had dreamed of: anchored in the principles of 'trust and honesty' in dealing with shareholders, 'collectivity' including investment for collective gains, 'discipline', in that this sets ethical norms and business rules, and 'etiquette' by treating all stakeholders fairly. Mutisya says this encourages others to take responsibility in refusing corruption. <http://uk.iofc.org/how-kenyan-businessman-made-stance-against-corruption>



Sunil Mathur

Case Study 5: Siemens Corporation

Sunil Mathur, CEO and Managing Director of the German engineering giant Siemens Ltd in India and South Asia, said the parent company had gone through a major corruption crisis that threatened to cripple the whole organisation. The company turned the crisis into an opportunity for fundamental, values-led change. Siemens is now ranked by Dow Jones as the world's No 1 company for best compliance. Mathur was speaking at the Caux TIGE 2015 conference.

Revelations of large-scale corruption

hit Siemens in 2006. Corrupt practices involving bribes to win new business contracts were alleged to be systemic throughout the organisation. 'The news hit us straight between the eyes,' Mathur said. 'I was then working in the UK and we were stunned. Almost overnight, we had the [US] Securities and Exchange Commission and the German authorities against us. It was the last thing we imagined given the size and stature of the company.'

Ethics had always been central to Siemens' corporate philosophy. Over a century ago, Siemens' founder was quoted as saying, 'I won't sell the future for quick profits.' Many of the company's biggest projects are about improving quality of life for citizens around the world, whether designing more liveable 'smart cities' or hi-tech solutions to improve healthcare and energy efficiency.

The response from Siemens leaders was upfront and honest: 'We have made mistakes and now we will clean our

3. INTEGRITY

house up.' The entire board resigned and the company was without any functioning board for an unprecedented 60 days. The company appointed a new CEO, an outsider, who vowed that, 'Only clean business is Siemens business.'

The company established global agreements on client relations and expenditure. Wining and dining clients was immediately forbidden and all sponsorship was stopped. Sales forces were initially concerned, saying, 'How can you win client trust without taking them to dinner or to cricket?'

The company cut back on its multitude of procedures and policies, instead putting the emphasis on individuals to make good decisions based on personal integrity. The company now has four simple questions employees can ask themselves before making a decision, including: 'Is this the right thing for Siemens? Is it consistent with Siemens' values and mine?' and 'Is it something I am willing to be held accountable for?'

The in-depth scrutiny and subsequent implementation of changes were painful and time-consuming but incredibly effective. Agreements were met with authorities in a record-breaking 18 months and the company was not excluded from public contracts. The company paid two billion Euros in penalties and legal fees but Siemens was widely praised for its remediation efforts by the regulatory institutions. Recognition also came externally with its ranking in the Dow Jones Sustainability Index in 2009; Siemens was ranked No 1 under the category of compliance and risk management and has proudly maintained that position every year since then—an astonishing turnaround for a company mired in corruption just three years before.

Siemens has now started sharing its experiences in the areas of compliance and driving values-led change with other large corporations. 'It's no longer just about getting results but *how* you get

your results that is more important,' says Mathur. 'Policies and guidelines can only take you so far. What really counts is your value-system. Individuals living their personal values at work can make significant changes within any organisation, no matter how big. Large doors open on small hinges.'

<http://www.iofc.org/sunil-mathur-siemens-ltd-india-opens-9th-tige-conference#sthash.AeIT2xzk.dpuf>

<http://uk.iofc.org/interview-sunil-mathursiemens-ltd-india-youtube>

3. INTEGRITY



Genevieve Boast

Case Story 6: Genevieve Boast

(GC pp 64-67) whistleblower at satellite broadcasting supply company;

- Found that stock of TV set-top boxes was being stolen;
- Reported this to the recipient broadcasting company;
- The customer organization appreciated her honesty;
- Invited her to join them as ‘Stock Integrity Manager’;
- Risked her career. Story of courage in decision-making.

Questions:

- Is it permissible to take office supplies (even paper clips!) home for personal use?
- How is theft recognised and dealt with in your organization?
- What is the cost to the organization, and to the economy, of a culture of dishonesty?



Suresh Vazirani

Case Story 7: Suresh and Mala Vazirani

(GC pp 71-74) founders, Transasia Bio-Medicals, Mumbai.

Manufacturing blood diagnostic machines for hospitals. Testing for over

200 diseases. Saving lives. National award-winning technology.

Exporting to over 100 countries from Mumbai and Gujarat. World class technology. Global players.

Owns companies in Germany, the UK, the USA. Company run on the basis of a commitment to no bribery and corruption. Reputation seen as paramount. He refused a kick-back from a politician who offered him money from a World Bank grant. He also refused to pay a bribe to a customs official in order to release vital imported components from a warehouse.

Case Story 8: Guya Merkle

(GC pp 127-130)

Haute jewellery entrepreneur Guya Merkle, from Zurich, is determined to change the often appalling working conditions of the world’s 25 million gold miners. Ethically sourced gold, she says, ensures that the miners are paid a fair wage for their labour and that their

3. INTEGRITY



Guya Merkle

often hazardous working conditions are transformed. She founded the Earthbeat Foundation in 2012 in order to raise awareness amongst customers and in the jewellery and watch-making industries about the lives of the people who source their products.

Case Story 8: Sophia Swire (GC pp 131-135)

Former merchant banker Sophia Swire could have made a fortune as an



Sophia Swire

investment banker in the City of London. Instead she resigned following the stock market crash of 1987, appalled by the cut-throat atmosphere on the trading floor. She co-founded a girl-education charity for children in India, Pakistan, Afghanistan. She became known in the UK as the Queen of Pashmina, importing top-quality shawls for the western market. Funded by the World Bank, she worked with the Afghan Ministry of Mines in developing its gemstone

industry. She founded the charity Future Brilliance and its social enterprise Aayenda Jewellery range, Afghanistan. Given training in artisan skills to Afghan jewellery designers; jewellery sold in the USA, the UK, India and elsewhere, giving fair return to Afghan artisans, thus improving the lives and economies of Afghan citizens and communities.

Questions:

- What are the implications of integrity for you? Personally? For your organization?
- Do you know other case studies where integrity has been applied in action?
- Where has integrity broken down? What were its consequences?
- Is it okay to use office stationery and other supplies for your personal use?

4. PURPOSE

Defining the purpose of your organization helps to clarify priorities and prevents drift or 'mission creep'. The purpose could be to be the biggest in the world—or the best in the world. The public's understanding of your organization's underlying purpose helps to build trust in your organization. Without purpose organizations can drift.

'Someone without a purpose is like a ship without a rudder'
—*Thomas Carlyle*

'In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.'
—*Jamsetji Tata, founder of the Tata group*

'Contribution not acquisition'
—*Conscious Capitalism movement, USA*

Questions:

- How do you define the purpose of your organization? Is it clearly defined? Is it honourable?
 - Are you fulfilling your purpose?
 - In what practical ways can you add more value in the world—and do less harm?
 - Profit maximization? Or Purpose maximization?
 - What makes a good company?
- Economic, Social and Environmental dimensions.

According to CASS Business School, City of London: It is one that provides goods and services that are socially and economically responsible, while generating sustainable profits. Business must return a profit to survive, but there must be a balance between making a return and a company's responsibility to environmental and social concerns.

Great businesses exist to provide goods, services and employment.



James Miller

Case Story 9: James Miller
(GC pp 39-40, 155-157) Chairman and CEO, Abermed occupational health company, 2001 – 2011; Managing Director, Stella Maris Yachting Ltd, Southampton; Director, Aspire for Africa; MD Moving Minds:

- Defined Abermed's purpose as: 'to protect, maintain and improve the physical, psychological and social well-being in the workplace' (for employees working on the North Sea oilrigs).

- More extraordinarily, redefined the job role of one of the managers when his wife became gravely ill. His job description was amended. His role would now be 'to look after his wife'. This lasted for five years. Institutional investors saw this as good for the reputation of the organization.

Case Story 10: Roddy Edwards (GC pp 135 - 141)

Edwards and his brother, from a colonial family background, cofounded Walkerswood Caribbean Foods, a social enterprise in Jamaica. Their purpose was to promote economic justice after years of exploitation from which they personally had benefitted through private education. They created jobs in the rural sector and invested in the local economy. At that time unemployment in Jamaica was around 26 per cent. The company grew to employ, at its peak, 140 people with a turn-over of US\$ 6 million. Edwards' aim was to make sure

that anyone in the local community who wanted a job should have the chance of getting one. They created a market for produce from some 3,000 Jamaican farmers. Ratio of top executive pay to average employees's pay was only 4:1. Edwards said that the company was run on the principle of 'conscience-based' decision-making. The company exported Jamaican products to US and European supermarket chains and was commended by the World Bank. After they sold the company in 2009 it continued to thrive, employing 80 people.



Roddy Edwards

Questions:

- Should companies and organizations have a purpose beyond the profit motive and shareholder value?
- How does the purpose of your organization satisfy the interest of all stakeholders?
- Does the purpose of your organization affect its structure?

Defined as: 'The active and responsible management of entrusted resources now and in the long term, so as to hand them on in better condition'

—*definition of Tomorrow's Company think-tank, London*

'Wise stewardship, good governance and concern for the common good need to be core values of any market economy... a rich set of ethical principles for doing business should underpin all business activity'

—*Caux Round Table group of senior business executives.*

'The rights and duties of shareholders give them the stewardship role alongside that of directors in protecting the long-term health of the company and promoting the long-term value of the investment'

—*Tomorrow's Company*

'Institutional investors have done little to prevent a pattern of behaviour that damages the long-term value of their investments... Too many fund managers are more preoccupied with minimizing their own business risk and protecting their careers than with looking after the beneficiaries. Only a handful of big institutional investors acknowledge the stewardship role they are theoretically supposed to perform within the capitalist system by engaging with management on strategy and holding managers to account. The business models of many, probably most, fund management groups are not compatible with the stewardship agenda, which requires time and money.'

—*John Plender, Capitalism, money, morals and markets, (2015), page 298.*

Questions:

- What do you understand by 'stewardship' in the business context?
- Where/when did stewardship go drastically wrong?
- What do you understand by 'entrusted resources'?
- Who is responsible for stewardship?
- What are the implications of 'stewardship' for supply chain management, pay differentials within organizations, gender balance, gender pay equality, equal opportunities for all employees, relations with customers and wider society, impact on the environment?
- How can shareholders have a stewardship role?

MODULE 2: SEVEN Cs OF TRUST

The culture of an organization determines the basis of trust that exists within the organization as well as with all stakeholders. But what do we understand by trust? This module spells out seven Cs of trust, which can help to determine organizational culture: Contractual, Covenant, Competence, Character, Conscience, Calling and Courage.

1. Contractual basis of trust:

- The written, signed agreements between parties in the sale and purchase of goods, services and property, which everyone honours; includes property rights—the basis of the market economy system. Underwritten by the rule of law.
- Severely undermined by the sub-prime mortgage crisis: home owners defaulted on their mortgage repayments. Contracts were broken. A fundamental dishonesty was built into the system of selling mortgages to people who were not able to pay.

- Mortgage lenders also deliberately encouraged customers to inflate their incomes in order to qualify for a mortgage. This became known as 'liar loans'. The bubble was bound to burst.

2. Competence basis of trust. Do I trust the competence of the person whose skill I pay for—the doctor, the car service mechanic, the airline pilot, the computer engineer, the electrician, the plumber—that they will deliver their skills to the best of their ability, on time and within budget? We trust them to provide a great service.

- This is also an emphasis on the pursuit of excellence across all disciplines—musicians, sports stars, all of us with our various skills and talents. The market dictates that we walk away from those who prove to be incompetent or slovenly.

3. Covenant basis of trust: an old-fashioned Biblical word which refers to

the promises we make to one other over the long term, often agreed by a handshake. This traditional concept included the notion of 'My word is my bond', particularly in the City of London.

- Undermined by the crash of 2008, and destroyed further by rogue traders who manipulated key interest rates for their own greed and gain. It put self-interest before mutual interest and was unconscionable.

4. Character basis of trust. Do I really trust a person's character? Is he or she really trustworthy? Am I trustworthy? Character is built into our lives by our daily decision-making, right versus wrong, over a life-time. It has been defined as how we behave when no one else is looking, or how we behave in the dark. The *New York Times* columnist David Brooks tells story after story of people in public life who have grown into their roles through their growth of character in his book *The Road to Character*.

MODULE 2: SEVEN Cs OF TRUST

5. Conscience basis of trust: the choice between what's right and what's wrong. Social and ethical entrepreneurs and other economic players have a strong sense of social conscience about what needs to happen in the world. What about personal conscience?

- Rogue traders, corrupt officials or politicians who steal company or national resources and salt them away into offshore accounts, and those who evade tax through offshore tax havens, have little sense of personal conscience. The notion that if it's legal and it's profitable it must be okay is simply inadequate. The world of business and the economy needs conscience-based decision making at its heart.
- If we lose our sense of conscience we lose our humanity. Then we go after the false god of mammon; 'Mammon's Kingdom' as the political philosopher David Marquand calls it. We lose our soul. That is what happened in the financial crash of 2008. It could easily

happen again, because we have not drilled down deep enough into the depths of our souls about what went so drastically wrong.

- Adam Smith, the founding father of modern economic thought, or the mercantile economy of his day, made a single passing reference to 'the invisible hand of the market' in his book *The Wealth of Nations*.
- Yet in his earlier book, *The Theory of Moral Sentiments*, he referred over 60 times to the 'Impartial Spectator', which acts like a 'demigod within the breast' encouraging 'sympathy'. He also wrote about 'the man within', which acts like 'the vice-regent of the deity', in today's language one's conscience. Subsequent generations overlooked this aspect, which was at the very core of his moral philosophy. Far from the ends justifying the means, the means determine the ends, as the banking crisis so painfully demonstrated. The way we do things is as important as what we do. The need

is to rediscover Adam Smith's moral philosophy; to be true to our sense of conscience, and our consciousness, about what needs to happen in the world; to follow our dreams for what we want to achieve in the world.

Question: From where do we gain our sense of conscience?

6. The Commitment or Calling basis of trust: what are we really called to achieve in the world? What is our commitment, our contribution? The contribution of our organizations which defines their purpose? This is far greater than the pursuit of wealth and profit for its own sake. It has been well said that profit is like the fuel that propels a vehicle forward. It is necessary. But it is not the purpose of the journey or the destination. The commitment, the purpose, should be towards an economy that serves the common good of humankind.

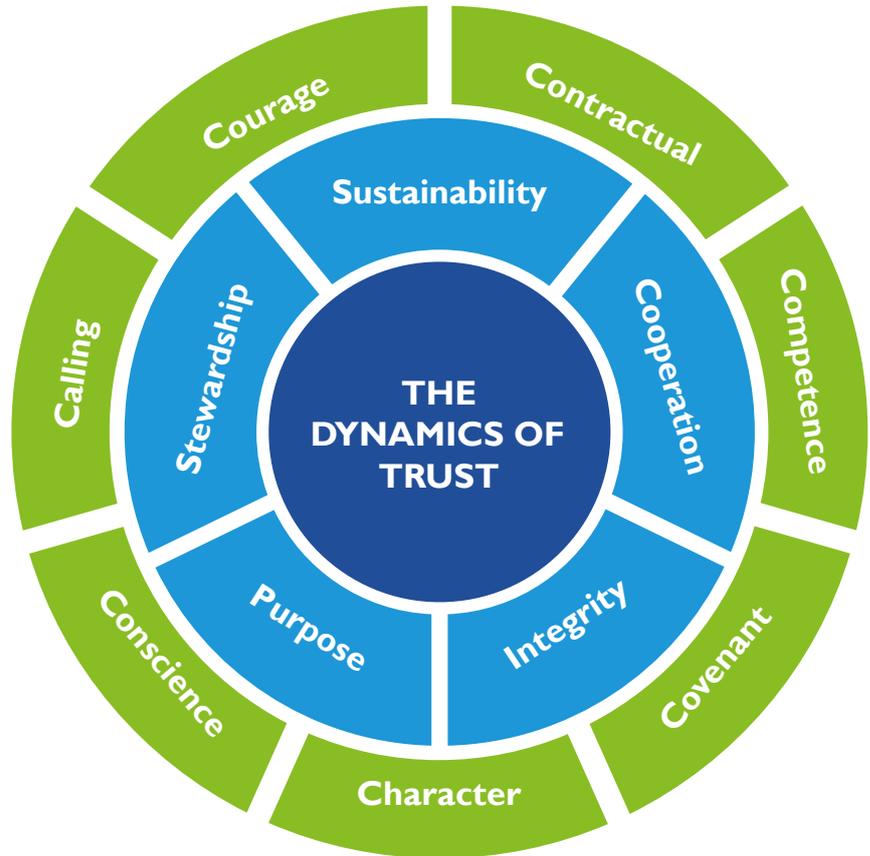
MODULE 2: SEVEN Cs OF TRUST

7. The Courage basis of trust. It may take courage to act with integrity. But courage, says the Mumbai businessman Vivek Asrani, grows out of doing what is right rather than necessarily being the prerequisite to doing what is right. The etymology of the word courage comes from the same word as heart. It is at the heart of ethical decision-making which builds trust. It is different from being foolhardy. But it may take courage to swim against the prevailing tide, for the sake of what is right.

Questions:

- In what circumstances may I need courage in decision-making?
- What other Cs of Trust would you add?

'Building trust across the world's divides'
—mission statement of Initiatives of Change



MODULE 3: HEART OF TRUST AND INTEGRITY IN THE GLOBAL ECONOMY

Fundamental challenges in contributing towards social stability and an equitable society

- At the heart Trust and Integrity in the Global Economy (TIGE) is the provision of a safe haven for individuals from the business community and all economic players to explore **a journey of personal transformation**, leading to **organisational and global transformation**. TIGE holds that trust inside organizations, and the public's trust of organizations, depends on the values of integrity practised by the organization and everyone in it. The aim is towards a global economy of human wellbeing and the common good.
- The journey begins with encouragement towards **inner reflection**, or 'quiet time', to see where change starts personally.
- It is informed by the values of **honesty** and integrity, including the stance against corruption. It seeks to clarify **purity** of motive in defining the true purpose of our organisations, beyond just the

profit motive and towards contribution to society. It urges **equity** and mutual interest across all stakeholders—a sense of stewardship and service; and **love** for people, planet, peace, prosperity and future generations.

- TIGE recognizes that the *way we do things* is as important as *what we do*. The TIGE model provides the opportunity to combine the sharing of ideas and experience with times of *silent reflection* in order to centre on our true selves, our consciousness and awareness, our contribution to society and the true purpose of our organizations.
- TIGE believe that change in the world starts with change in individuals' motivations and behaviours. This encourages not just Corporate Social Responsibility but also Personal Social Responsibility (PSR).
- TIGE, as a global community, aims to practise trust and integrity in public and private life. Its methodology is through shared experience, story-telling, personal

reflection and putting these values into practice.

Questions:

- What do you understand by *a journey of personal transformation*? What are its implications for organizational and societal change? What case studies can you give which illustrate this?
- What do you understand by *inner reflection*? How do you create space for it?
- What do you understand by honesty; purity of motive; equity; love for people, planet, peace, prosperity and future generations? What are the implications?
- Why is the *way we do things* important?
- What is the purpose and value of silent reflection?
- What are the implications for you of *Personal Social Responsibility*?

MODULE 4: TAKING TIME IN QUIET— SOURCE OF INSPIRED LEADERSHIP

Recognising that it will take more than human reason and ability to solve the problems within the business world, Initiatives of Change places the search for inner wisdom at the heart of its approach—this practice is known as ‘quiet time’. When people listen to what is deepest in their hearts, insights often come which lead in unexpected and creative directions. Some may understand this experience as guidance from God, others as the leading of conscience or the ‘inner voice’.

In Steve Jobs’ commencement speech at Stanford University in 2005, he stated: ‘Don’t let the noise of others’ opinions drown out your own inner voice.’ The regular practice of silence can give access to your inner voice—a source of truth, renewal, inspiration and empowerment.

There is a growing international movement around bringing one’s spiritual values into the workplace. A poll published in *USA Today* found that six out of 10 people say workplaces would

benefit from having a greater sense of spirit in their work environment.

What is spirituality in business? Part of this emerging concept is participating in spiritual study groups, such as Mindfulness, or using prayer, meditation, or intuitive guidance (quiet time) at work. For many, this links to making one’s business socially responsible in how it impacts the environment, serves the community and helps create a better, more equitable world.

Increasingly, employees are using silence/prayer/meditation at work for several reasons: for guidance in decision-making, to prepare for difficult situations, deep breathing to reduce stress, visioning exercises, building shared values, active, deep listening and making action and intention congruent. Meditation-type classes are now held at many major corporations, such as Apple, Google, Yahoo, McKinsey, IBM and Cisco.

There are numerous different ways to practise this at home and in the work

place. Initiatives of Change uses the following method:

Method of quiet time

- If we give daily quiet time (QT) an honest try, initially for four weeks, we will be surprised at how things develop.
- Each day QT starts ideally at the same time and location.
- Recommended time: start with 30 minutes and increase to 45 to 60 minutes.
- Done individually with ‘food for thought’ (e.g. stories to get inspiration through, or meditating on, the flame of a candle/nature/music/spiritual or scriptural text).
- Ending with one to two QT questions, followed by 15 minutes of silence.
- You will discover that there are two kinds of QT times; the questing times into which we take our concerns; and the still times into which we take nothing but our open spirit. Both are valuable and should be equally practised.

MODULE 4: TAKING TIME IN QUIET—SOURCE OF INSPIRED LEADERSHIP

- You can write your thoughts down which can be shared with a trusted colleague, if you wish. This also acts as an aide memoire during the rest of the day. By writing down thoughts, uncomfortable or challenging ideas that demand a change of behaviour or mind-set cannot be easily ignored.
- The best way to understand it is to practise it.
- Start/end meetings with a short QT for the opportunity for individuals and team members to gather and express their thoughts. This also helps in the democratic process as everyone's ideas count and anyone may have a breakthrough thought.

In researching companies for his book, *A Spiritual Audit of Corporate America*, business professor Ian I. Mitroff found that 'Spirituality could be the ultimate competitive advantage.'

'In the age of information, real inspiration comes in times of silent reflection'
—Michael Smith, *'The Sound of Silence'* booklet, 2005 www.soundofsilence.org

Questions:

- What most resonates with you?
- What most challenges you?
- What are you taking away with you?

We shall be glad to receive your feedback. Please email us at:

tige@iofc.org

www.uk.iofc.org/tige
www.trustandintegrity.org



ABOUT INITIATIVES OF CHANGE

Initiatives of Change (IoC) is a global movement which aims to build relationships of trust across the world's divides. It embraces 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. It aims to inspire, equip and connect people to address world needs, starting with themselves. It operates in some 60 countries and has its global headquarters in Caux, Switzerland, where it is registered as a non-profit organization for the public good. It grew out of The Oxford Group, the 1930s movement founded by Dr Frank N D Buchman.

Its international centre in Caux, Switzerland, opened in 1946 as a centre for post-war reconciliation. The centre has hosted annual conferences on values in business and the economy since the 1970s. Asia Plateau, the Asian conference centre of IoC, is in

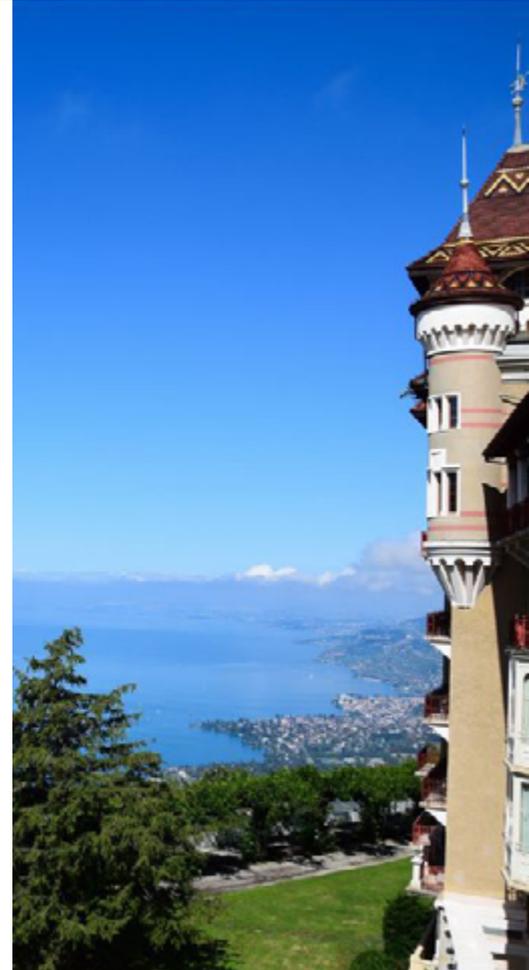
the hill resort of Panchgani, south of Pune, in India. It has hosted biennial conferences, organized by Caux Initiatives of Business, on values in business and the economy since 2005.

IoC's business and economy programmes encourage conscience-based decision-making. In Europe and elsewhere IoC's business programme is called TIGE (Trust and Integrity in the Global Economy).

TIGE encourages the motivations of care and moral commitment in business and economic life, in order to address economic and environmental imbalances and tackle the root causes of poverty.

www.uk.iofc.org/tige

www.trustandintegrity.org



APPENDIX

Stories taken from *Great Company* by Michael Smith (2015), Published by Initiatives of Change, ISBN 978-1-85239-047-1, £8.50.

Lawrence Bloom's story (*Great Company*, pp 7-10)

As Kofi Annan, Chair of the Kofi Annan Foundation and Secretary-General of the United Nations from 1997 to 2006, enters the main hall of Mountain House, the former *Belle Époque* Caux Palace Hotel, in the Swiss Alpine village of Caux, the conference audience breaks into spontaneous applause. The platform speaker, Lawrence Bloom, who is well into his speech, wonders what he has said that has prompted such a warm response, before realizing that they are not clapping him. Annan settles into his reserved seat and Bloom continues with his talk. It is the closing plenary session and climax of a five-day conference on Trust and Integrity in the Global Economy (TIGE), in July 2013. It is the eighth annual such conference which each year attracts participants from some 30 countries to the Initiatives of Change centre in Switzerland. Bloom, in fact, has the audience in the palm of his hand as he tells his story of a change of direction in his business life—personal

transformation as he prefers to call it. Such personal transformations amongst business leaders and other economic players, leading to organizational, economic and global changes, is a hallmark of the TIGE conferences.

Bloom's story deeply impresses Kofi Annan who, when he gets up to speak, says that he will be more informal and spontaneous in his remarks as a result of listening to Bloom. What is it that has so impressed Annan, on his second visit to the Caux conference centre, 1,000 metres above Montreux with its breathtaking views over the Lake of Geneva and east towards the Dents du Midi mountain range?

Bloom's story is remarkable by any standards. The grandson of East European émigré Jews to London, who had escaped the anti-Semitic pogroms, he had made his fortune by his early thirties as a chartered surveyor in the commercial property market in the City of London. In 1974 he bought his seven-bedroom mansion in Hampstead Garden suburb, north London. One evening, as he sat outside in his 500 SEL Mercedes, he asked himself, 'Is this it? Is this all there is to life?'

'I have arrived at the place where everybody aspires to be, and they're a little bit anxious because they haven't got there yet,' he tells the conference. 'Now I'm here and I'm still as

anxious as I ever was. I realized that anxiety was like a coat hanger and the clothing I had hung on it, up to the moment I had bought the mansion, was, "Will I ever make it?" and the clothing I hung on it after I made it was, "Will I ever keep it?" That was a trauma for me because I realized something very deep about human nature, that there's a part of us—the ego—that is continuously feeling unsafe.'

At first, to compensate for this hollowness, he went on a binge drinking spree which lasted for three years. 'It wasn't very efficient or effective—nearly ruined my liver—but it brought me to a few home truths,' he says. 'And the home truths were that there's a part of me that wasn't being nourished. I call it my soul, other people can call it what they like. But it's something deep inside us that needs to be nourished. I realised that this reality is a dance between the material and the spiritual. So what was my soul asking me to do? It was much less concerned with me being unsafe as it was with me being in right action. And, ever since the alcohol haze of the three years cleared, that's how I've intended to live my life.' Switching his career from property agent to the Executive Committee of a multinational, and still totally committed to 'right action', he joined the InterContinental Hotels group, at

APPENDIX

the time Japanese-owned, from 1988 till 1993. There he was in charge of their \$3 billion global real estate portfolio. Whilst there, with the support of the tech services department, he created their three-volume environmental manual.

Just three paragraphs in the manual were to have a profound effect on the global hotel industry. It offered hotel guests the choice of having a clean towel every day, or keeping the same towel. Such a simple idea revolutionized the hotel industry, cutting its laundry bill, detergent and water use, and the environmental impact. It is now standard practice in over five million hotel bedrooms worldwide. As Bloom tells this story there is more spontaneous applause. But he adds that the board's decision was not an easy one. He had to fight it through in the teeth of fierce opposition from fellow board members.

'It was a huge opportunity but the idea wasn't very popular,' he explains. 'We're talking about 1992. The Chief Financial Officer would say, "Lawrence, shareholder value. Don't talk to us about this fluffy sustainability nonsense: shareholder value." And the Chief Operating Officer would say, "Quarterly bottom line, Lawrence, talk to me about quarterly bottom line; you're here to increase the value of our

properties, not to come up with fluffy ideas." But I knew an environmental manual was needed and I was sick every morning into the sink when I woke up, knowing how they were trying to marginalize me on the main board to stop me pushing this through. I could lose my position on the board and my job. For three months every morning I got up feeling terribly unsafe but knowing that it was the right action. Gradually the CEO was supportive and, after three months of me being sick in the basin, we created the manual which we then offered to all the other hotel companies, much again to the anger of the remainder of the board.'

Bloom later explains in more detail what actually happened. At first other hotel chains were not interested. No thanks, we'll write our own, they said. Fearing that this would undermine the environmental impact, the CEO of InterContinental approached Prince Charles, who promptly invited the CEOs of half a dozen five-star hotel chains to meet with him at Highgrove, his country home in Gloucestershire. He presented to them what became known as the Prince's Manual and they could hardly refuse.

This initiative then spawned the International Hotels Environmental Initiative which continues to this day.

Another unique outcome of the initiative is the standard plastic door key, inserted in the bedroom wall to connect the electricity, thus preventing guests accidentally leaving their lights on when they leave their rooms.

In 2013, Bloom, now founding Chairman of Be Energy, was staying in the Novotel Beijing, owned by the French Accor hotel group, when he read about Accor's new environmental initiative. For every three towels not washed they would plant a tree. Their aim is to plant a minimum of three quarters of a billion trees every year. Bloom is delighted to discover this knock-on effect of his original concept.

Ocean Spray (Great Company, p 48)

We do better not by competing but by cooperating, Heffernan argues. This leads to the bigger prize which should be the world's new paradigm. Heffernan tells engaging stories to support her thesis. Ocean Spray cranberry sauce and juice—good for health—has become a global brand because the New England farmers decided they would cooperate together, sharing information about their crops, rather than competing against each other. This and other cooperatives and employee-owned companies have consistently outperformed

APPENDIX

the economy as a whole. They reward 'mutual assistance and support, openness and honesty'.

John Carlisle's story (Great Company, p 49)

Another strong advocate of cooperation is Dr John Carlisle of Sheffield Business School, who was an advisor to the UK government on large-scale infrastructure projects. He spells out the need to bring all contractors together around the table in a spirit of cooperation at the very beginning of such large investment projects, especially in the construction industry which is, notoriously, one of the world's most corrupt business sectors. His company, the John Carlisle Partnership, renamed Cooperation Works, was able to help deliver the Hong Kong rapid transport system, 30 per cent under a reduced budget, saving \$1.5 billion, and completing it four months early. It also helped to relocate the Johannesburg stock exchange on time and within budget. Carlisle told a one-day TIGERoadshow, on trust and integrity in the global economy, held at Sheffield Business School on 12 September 2013: 'The best business model is not to cut the cost but to improve the quality. The new order can be established straight up through working with your suppliers.'

Genevieve Boast's story (Great Company, pp 64-67)

Genevieve Boast, also risked her career by exposing theft in the electronics supply company where she worked. I first met Boast, a vivacious woman in her 30s, when we shared a speaking platform in the City of London in 2012. Her story was so compelling I urged her to tell it to a Caux TIGE conference. Born originally in Colorado, she grew up in England when her parents moved there when she was six. She had a rollercoaster ride as a teenager. Getting caught up in the drugs culture at the age of 17, she was arrested for shoplifting and put into jail. A tall police officer came to her cell and sat next to her. He made a single remark to her: 'Gen, you are worth so much more than this.' Then he left. Boast has never met him since then and to this day does not know his name. But his remark completely turned around her life. From then on, she says, she determined to live a life of personal integrity. With a criminal record, blowing the whistle in her company was all the more risky as she wondered who on earth would ever employ her. She came to the 2013 Caux TIGE conference and riveted her audience:

I fell into a job, working nights, at a logistics company in Sheffield, where I was at university.

It was a horrific shift: four in the afternoon to four in the morning. It was one of those places where it was an incredibly traditional, male-dominated environment. It was a warehouse, so it was pretty much all guys. It was run on fear and the dictatorial management style of the people at the top. But it was also a place where anybody who had a spark, passion and enthusiasm got promoted very quickly. So, I quickly found myself working on days. Within a year, at the age of 21, I was running a team of 17 people, all older than me, not having a clue about leadership, but finding my way having jumped into the deep end. My team was responsible for all of the stock in the warehouse that belonged to our customer, the biggest satellite television network in the UK.

One thing I discovered that I loved about leadership was forming real human connections with people. Not only did I do that with my team but I also formed an incredibly close friendship with my counterpart at our customer. About a year into this I was doing some investigation in the warehouse, looking at stock, and I started to discover that, where it was saying on the system we should have lots of boxes of satellite dishes belonging to our customer, there were just

APPENDIX

big gaping empty holes. So I started asking questions: 'Where is this stuff?' I was told by the warehouse, 'Oh it's just a system problem, don't look at it.' But it was my job to look at it. So, I started asking questions higher up: 'Where is this stuff?' I'm going to get asked by the customer, 'Where is it?' They said, 'Oh, no, just don't look at it, it's an audit fault.' But the more I looked into it, the more I found these boxes were showing up in places where they shouldn't be. Through my investigation over a couple of months, I found that the company had lost, stolen, misappropriated about £1 million worth of our customer's stock. So I was faced with the decision, at a very young age, what do I do? And I was scared. I had pretty much been told to shut up by the company I was working for. I knew what the right thing to do was. But I agonized over it for about three days. The stories I created in my head, from the basis of fear, overruled that quiet voice of my intuition, knowing what the right thing to do would be. I made up every story in the book: you'll lose your job, no one will give you a reference, you'll have no credibility, you'll have to go back to digging in the field and make no money (I used to be an archaeologist).... It sounds very biblical now when I tell it, but for three nights I agonized over this decision

and on the morning of the fourth day I walked back into the office, took my phone and locked myself in the computer server cabinet. I called my friend, our customer, and said, 'I've got something to tell you.' And I did! There was silence at the end of the phone. Then he said, 'Wow, Gen, thank you so much for that. You know I'm going to have to have this conversation but I'll try and protect you.' And I was thinking, 'Thanks... but you're not going to be able to protect me.'

I'd been asking questions for months. Everybody knew it had to be me but couldn't prove it. My life at work became a living hell. I felt alienated, I felt victimized. Every meeting was painful. It got to the point where it was almost unbearable. I thought, 'Okay, so now I'm faced with another decision. I know I've done the right thing, I can sleep at night. My conscience is clear, so now what do I do?' I was gonna leave. This is the only thing I can do if, at best, I can get a reference. I started looking around and got some interviews. I called up my friend at our customer and I said, 'Look, mate, I'm going. I can't stand this anymore.' He said, 'Don't move, someone will call you back in half an hour.' I starting thinking okay, fine, intrigued. In half an hour somebody did call me back. It was the newly appointed Head of Supply

Chain at the customer, a guy called Euan Smith. He said, 'Gen, I'm so impressed with what you did, I want to create a job for you with us. I'm going to pay you more money and I want you to come up and head our entire stock division, and I want to call you Stock Integrity Manager!' That opened the door to my career in the media. For the next seven years I had several different jobs there. The positive ripples of that into my career spread wider and wider. The story gets better still. Five years after joining the broadcasting company, Genevieve found she wanted to work more in leadership with people and on environmental concerns. So she moved into the corporate social responsibility team.

There she found herself on a flight from Scotland 'with Euan in the seat behind me, laughing and joking and pulling my hair like two kids'. They were both going through divorces, following impetuous and broken youthful marriages. Genevieve had by now trained in psychology and said to Euan, 'Why don't I coach you and you coach me and we'll see where we get to?' In June 2013, they made their sacred vows to each other on the side of a volcano in Hawaii. Genevieve comments: 'I honestly cannot believe the magic that has happened in my life as a result of that one

APPENDIX

decision to stay in integrity.’

In 2014, Boast returned to Caux with Euan, who was by now running Product and Operations at the German sister company. In a platform interview he confirmed that the contract with the Sheffield logistics company had been quickly terminated. He told the TIGE conference why he had decided to hire Boast from the supply company:

There was this little beam of sunshine in the corner (in Sheffield). That was the first time I met Gen. It was a two-second interaction before I got back in my car and wondered how I was going to change this whole logistics operation. It was a big amount of stuff to lose—over a period about 10 articulated lorries full of kit. You don't lose that amount easily. It was a natural no-brainer (to hire Genevieve). Most people would run away from a whistleblower. I chose to run towards her, because if there is one thing you need it is somebody who, one, was the only positive, smiling face in an otherwise very disappointing day for me, but, second, you are trying to make sure that you've got on your team someone who cares where every single piece of stock is and lives with it passionately. The person who is prepared to put their entire career on the line because they have that principle—that is

the person I needed on my team. You can train the skill. You are looking for the spark—the spark that says, 'I care about doing the right thing.'

Suresh and Mala Vazirani's story (Great Company, pp 71-74)

Suresh Vazirani, who I have known since he was an engineering student in the early 1970s, is the founder of the award-winning Mumbai-based medical technology company Transasia Biomedicals. He grew up in a refugee camp, as his parents were victims of the conflict between Pakistan and India at the time of Independence in 1947. He is part of the Sindh community which his wife, Mala, describes as 'addicted to working and finding solutions without expecting too much outside help'. Vazirani, a pioneering entrepreneur, fits this description well. The couple told their story to Caux TIGE in 2012.

Three considerations led him to set up Transasia, one of India's leading niche enterprises in manufacturing medical healthcare technology. Firstly, during his nine years of voluntary work based at the IofC centre in Panchgani, he was on the faculty for training business people in values of honesty, purity of motive and care for people. There

he would urge businessmen not to be corrupt. That's all very well, they would reply, but you've never run a business. You don't know what it's like. As a result, he felt challenged to see if he could live what he preached to others. Secondly, he realized that, for demographic and economic reasons, it was impossible to supply the healthcare needs of India through Western produced machines and that India itself needed to make them. Thirdly, he decided that 'by the time I retire, I wanted to look in the mirror, and say, "Well done, I achieved something for my country".'

He began the enterprise with 250 rupees (\$4), which was only enough to register the company's name. It now employs 1,500 people and exports to over 100 countries. Initially a friend offered him a loan which financed a six-month trip around the world during which he visited over 40 enterprises and learned as much as possible about biomedical techniques. Returning to India, he became a successful distributor of Japanese machines.

'I don't sell you my product,' he used to tell his clients, 'I sell you myself'—meaning his skills and service. 'If there are any troubles, this is my phone number.' His approach has never changed.

Transasia sets the standard for Indian

APPENDIX

companies in other areas too. There are no strict recall rules in India, but when one Transasia product seemed not to be working properly, he recalled the product despite the cost. Customers have stayed with Transasia for 20 years, an indication of the positive effect of this kind of principle-based decision-making. The defining attitude of Vazirani's business values is revealed in his tax payments. In India, he says, it is easy to pay low taxes.

Even the field agent of the tax department tried to advise him to pay less—on the condition that five per cent of the savings would go to the agent. But Vazirani insisted: 'No, I want to pay my taxes. I should be happy to pay taxes to the state.' It means that he has a much better idea of the true value of the company than other companies do.

His philosophy is also reflected in the way Transasia treats its employees. His company provides healthcare insurance to all family members of the employees including their parents. It provides interest-free student loans for employees' children, to encourage them to overcome the limitations of the Indian caste system.

All employees participate in an orientation programme, where they are introduced to the company's ethical values. Compared to

other companies, Transasia's employees are considered the most reliable, willing to go 'above and beyond' to serve customers. In one case, they went into a conflict zone where bullets were flying to explain to doctors how to use the machines. Vazirani is often asked why his income isn't ten times more:

'Are you not tempted to increase your salary?' 'No, earning money was never my goal,' he answers. According to Mahatma Gandhi, businessmen should not consider themselves as owners of their properties, but as trustees of the wealth of society, he says. This is why 95 per cent of Transasia's profits go back into the business. He is often accused of working too hard: 'You have a nice living standard, sit back and relax.' His reply? 'My mission is far from accomplished.' The Vaziranis' home, an apartment overlooking Juhu Beach in the salubrious area of north Mumbai, is open to all comers and a visitor there will find others from Europe or Japan staying with them.

Vazirani has a mission to provide affordable healthcare for all Indians. Seventy per cent of the population are without health insurance, higher than in Bangladesh or Sri Lanka. More than 20 per cent of the population earn less than one dollar a day. For them, affording European-produced technology is a fantasy.

To meet this need, Transasia first set up a research department, but progress was slow. The next tactic was to buy technologies, which was not easy. So they decided to buy European and American companies close to bankruptcy in order to inherit their technology. Their companies in Germany, Italy and the USA have all survived and improved. Transasia can produce technology more cheaply due to lower labour costs, but the main difference comes through product simplification. Vazirani still sees a long way to go in improving the healthcare system in India. 'This won't happen in my lifetime,' he says. This doesn't deter him from putting all his efforts into the project.

Change is still needed, Vazirani notes—people and the system becoming honest. An American senator had told Vazirani that there is also corruption in America. 'Last month a consul went to jail for corruption,' the senator said. 'Well,' Vazirani replied, 'this is exactly the difference: in India those people go court-free. But I have full faith that one day we will succeed in overcoming corruption. Honest business in India is possible.' It is a conviction he is putting into practice himself. What especially marks out the Vaziranis is their courageous and dogged stance against corruption. At one point he employed two

APPENDIX

lawyers full-time to fight the cases that arose. When, for instance, he wanted to install a fountain in the lunch area, two government officials demanded a \$100 bribe for a license. Yet no such licenses had been issued for 20 years. It took his lawyers four years in the courts, costing \$4,000, to deal with the case. But Vazirani feels it is worth making a stand on such issues, as his company's reputation for integrity is paramount.

Early in the development of the company, he risked losing a DM20 million sales contract to Germany because a customs officer wanted a bribe to release vital imported components. Rather than paying up, Vazirani left the components in the warehouse for three months. He went to the top customs officials, arguing that if Transasia didn't get this order the country would lose. 'We appealed to their sense of national pride.' The components were released just in time for Transasia to win the contract.

Then there was the time when a politician suggested to Vazirani that it would be 'an opportunity' if they each pocketed part of the World Bank aid the politician had received to improve health care. 'Yes, and is it an opportunity if we land up in hospital needing urgent care ourselves?' replied Vazirani. At

this, the politician realized that Vazirani was not to be bought and hastily changed his tune. He even promised to increase state aid to hospitals.

'Corruption is a big road block to progress,' Vazirani says. 'Because of it everything goes wrong. The intimidation leads to wrong decision-making. Transasia can be an example. But many more companies need to be.'

Guya Merkle's story (Great Company, pp 127-130, extract)

The Swiss haute jewellery maker Guya Merkle aims to ensure that gold miners in Uganda and Peru also receive a fair wage for their labours. Merkle is the CEO and owner of Vieri Haute Jewellery founded by her grandfather in Zurich. She belongs to a generation of businesswomen who want to achieve economic success based on ethical principles. She is one of what *Forbes* magazine calls the 'impact generation', which is 'one of the most significant developments in business today'. 'According to a study by Deloitte of 5,000 millennials in 18 countries, respondents ranked "to improve society" as the primary purpose of business. Every new jewellery collection produced under Merkle's leadership has used ethically sourced gold. 'A jewel's true beauty is indicated not by aesthetic

standards alone, but also by its ethical quality,' states Vieri's website.

As demand for gold rises dramatically, in line with higher prices, more and more people are also attracted into the labour intensive, small-scale mining industry. Yet the miners work under frequently hazardous or potentially lethal conditions, often in countries that are politically and economically unstable. The miners are exposed to dangerous levels of the highly toxic mercury and cyanide used in gold extraction, but despite major efforts to reduce pollution, very little has been done to protect people and the environment. The damage to health caused by exposure is severe. Merkle aims to address this.

Her father had died in 2007 when she was 21. She was studying communication and management and was working in a social business supporting grassroots projects all over the world. As her parents' only child, she found herself having to lead the family business. 'Although I had been surrounded by jewellery my whole life, I felt unhappy running the business,' she said. At first she tried to continue the business as usual, as her father had run it, but 'as no part of me really loved what I was doing, there was no success anymore.'

She thought about the possibilities she

APPENDIX

faced: selling the company or finding out what she really wanted to do with the business and how she could bring her true self into it. She chose the second option. Wanting to learn more about jewellery, and to create her own pieces, she went to the GIA (Gemmological Institute of America) in London to gain deeper insights into the history of jewellery and how it is made, including where the materials came from. 'I saw pictures of gold mines in South America and Africa and there was something about them that really touched me.'

She found out that gold mining is 'a very hard and unfair business'. Not only is the environment badly affected by it, but also the people working in it. Currently, some 25 million people worldwide work in gold mining, especially in small scale mining. 'People working in the field did very unrespected work, under the worst conditions you can imagine. I was shocked. It was clear to me that I was never going to work in an industry like that. But somehow I couldn't close my eyes to it. I decided to see for myself what the situation really looked like.'

She travelled to Peru where she found the working conditions were even harder than she thought. But talking to the miners, the communities, the women and children,

made clear to her that there was a chance to transform things. 'People there had so many ideas and, in the middle of Peru, I found the part of myself which I wanted to give to the company. I wanted to create a true luxury business because, for me, luxury can't be really so if it doesn't bring the best value to everybody who is in touch with it. So I transformed the company into one which produces every single piece out of ethically sourced gold.'

This was easier said than done. The market was not ready for it. There was no big demand from the consumer side because customers didn't really know, or care, about the conditions of the gold miners.

Merkle thought more about the possibilities for changing the industry. 'It became even clearer to me that just transforming my company into an ethical one is not enough to change the way mining is done today.'

She decided to create a foundation with the aim of bringing awareness to customers and the jewellery and watch industry, to give miners a voice, and the appreciation they deserved, and to picture a positive vision of the gold mining industry, to empower people at its source, and to bring change.

The Earthbeat Foundation was founded

in 2012 'and since then we are working hard, every day, to achieve these goals, especially the goals which are not just linked to the gold industry, but which should be achieved for every single activity in the economy. It is about humanity. It is about fairness. It is about empowering people and giving them the chance to express themselves. It is about human beings and that all of us should have the same rights and chances to rise and develop.' The work of the Earthbeat Foundation goes hand in hand with the work of Vieri by working with mining communities at a partnership level. Merkle says it is all about finding solutions together—'how we can achieve the right direction and what needs to be done to uplift their standards of living. But it is also about why companies in the industry do not work exclusively with ethically sourced gold.'

Designing jewellery out of ethically sourced gold is still expensive. 'We all know that profit, and maximizing profit, is the biggest driver and decision-maker in businesses, although I do not share this idea,' Merkle says. 'But it's the reality. So we try to take this into consideration and, working on business models, aim to avoid extra costs but at the same time making sure that the mining communities are able to sell their gold at fair prices. If one is to bring real

APPENDIX

change we need a solution that will work for both sides. So, companies need to make small compromises, not big ones, towards humanity and fairness.'

Merkle and her colleagues at Earthbeat developed an initiative called Heartbeat Uganda. The aim is to empower communities towards responsible gold mining, to capacity building and appropriate technology transfer. They ran a pilot project called Happy Mine. The aim is to set up a social business including safe mining, agriculture and craftsmanship, by setting up a workshop where women and children in the communities learn how to add value to their gold by designing and creating jewellery. 'This model should work as an example of how gold mining could work,' Merkle believes. 'It should show how mining can become safer, more environmentally friendly and efficient. In the end, when the mine becomes a social business and through that a partnership to the jewellery industry directly, the miners will earn much more when they sell their gold, instead of selling it to middlemen. This should show how they can sustain themselves, how education can be included, and how to achieve an alternative income to that through debt.'

Merkle hopes it could become a real social

business, where the mining communities will be in partnership at the same level as the 'gold demanding' industry. 'This is the only way that my company can work in an industry like this. I make no compromises about how I see my company and foundation work, even though it is not an easy way and we have miles to go. Times are changing. We can see that every day in the news and social media, and in stories we hear. I believe in what I am doing and in how I am doing it. This is my drive every day. It's about creating beauty. It's about creating true luxury that brings wellbeing to everybody.'

Sophia Swire's story (Great Company, pp 131-135, extracts)

Sophia Swire believes that jewellery can help to transform the economy of Afghanistan. Her conviction is based on a realistic assessment of Afghanistan's artisan skills supported by vast deposits of gemstones including world-class emeralds, lapis lazuli, rubies, spinels, tourmalines and aquamarines among other stones. Swire, a former investment banker in the City of London, became the senior gemstones adviser to the Afghan Ministry of Mines, funded by the World Bank.

The country is home to the world's oldest lapis lazuli mines, dating back 7,000 years.

According to a US report in 2010, Afghanistan's untapped mineral deposits, including gold, copper and lithium, could be worth a trillion dollars or more.

'Afghanistan is sitting on treasure,' Swire told *The Sunday Times* of London. 'I want the world to know that it's not just a land of mortar shells, suicide bombers and Taliban.' She believes that the gemstone industry 'could become a viable alternative to poppy farming, transforming the economy.' Given sufficient development assistance—she suggests \$10 million over five years—the industry could be worth \$300 million a year.

The need for such investment couldn't be more pressing. The United States has spent \$7.6 billion on counter-narcotics programmes in Afghanistan since 2001. Britain has invested in similar eradication programmes. Yet by October 2014, opium poppy cultivation had hit an all-time high of 209,000 hectares, worth an estimated \$3 billion.

Swire is the founder and CEO of the not-for-profit Future Brilliance and its social enterprise, Aayenda Jewellery, *aayenda* meaning 'future' in Dari. Its designs are co-created by Afghan women and leading Western jewellery designers and use Afghan sourced gemstones. A royalty from sales and a profit share through

APPENDIX

dividends held in trust for the Afghans through Future Brilliance continues to provide skills training and equipment to the artisans.

Swire believes that it is essential to train Afghan artisans in technical and entrepreneurial skills that give them a sustainable way to earn incomes, as Western governments pull their troops out of the country and aid budgets plummet. Women jewellery-makers are able to work from home, a great advantage should the Taliban ever return to power following the pull-out of UN forces.

Yet 'mining techniques in Afghanistan haven't changed in thousands of years and the men work in appalling conditions,' Swire told *The Sunday Times*. 'They burrow into the rock and support shafts with branches and twigs.' They mine with rudimentary crowbars, as she has seen for herself. Substantial investment in the gemstone mining industry is vital as well as in the development of artisan design skills.

In 2013, on winning a grant from the US Department of Defense, Swire took three dozen men and women from Afghanistan for skills enhancement and business training at the Indian Institute of Gems and Jewellery in Jaipur, India. There they learned about design from award-winning Western jewellers such as the US designers Annie Fensterstock and Anna

Ruth Henriques and the British designer Paul Spurgeon. Together they designed products that appeal to young Western customers in London, New York and California. The first collection was snapped up by top boutiques and style leaders such as Fred Segal LA, among 25 fashion retail outlets. All 36 students were trained to be teachers and, back in Afghanistan, are passing on their learning with the ongoing support of an international trainer supplied by Future Brilliance. Some of the workshops in India will be offered for ongoing apprenticeships.

Swire is all too well aware of the dangers of life in Afghanistan. She was 'profoundly shocked and saddened' by the murder of her friend Dr Karen Woo, a British doctor whom she had encouraged to serve in Afghanistan, and her American colleagues who were killed by Taliban gunmen while on a medical mission to a remote region in 2010.

People often tell Swire that they are struck by her courage, working as she does in remote parts of Afghanistan, often in the heart of the gemstone-mining areas, many days' drive from safety. 'I am so inspired by the [Afghani] women in the project because they've taken a much bigger risk than I will ever take in coming to Jaipur,' Swire told *The Mail on Sunday*, UK.

For them it is a huge step and I am so proud of them.' Swire 'wants to close the gap between those who have benefitted from [Afghanistan's] wealth (mainly foreign dealers) and those who haven't (the Afghan people).'

She hopes that such investment in people will have an impact on the Afghan economy, though the challenge is to scale it up sufficiently to have a national impact. Some of the Jaipur graduates go on to earn up to \$300 (£199) a month as gemstone cutters and goldsmiths—more than six times the average Afghan wage.

Khala Zada, a 50-year-old widow from rural Afghanistan, learnt to teach others in the design of stunning bracelets and necklaces, using super-fine, hand-carved lapis and turquoise beads, on the Future Brilliance training programme in Jaipur. Commissions for Aayenda Jewellery doubled her sales turnover in the first six months following her return to her village. She can now expand her business and employ more women. 'So in terms of maximum return on capital employed, taking just this one woman and investing in her is potentially huge as far as the economy of her local village is concerned,' Swire told *You* magazine.

I first met Sophia Swire at an event at the Royal Geographical Society in London in 1998.

APPENDIX

It was an appropriate place to meet a natural-born traveller and adventurer. The event was the launch of her documentary film about the life of Muhammad Ali Jinnah, the founding father of Pakistan, commissioned by Channel 4 TV. It was in aid of the UK educational charity Learning for Life which Swire and her friend Charlotte Bannister-Parker had founded to support village schools for girls in rural Pakistan, a traditionally patriarchal society that actively disapproved of girls' education.

Swire had been a high-flying merchant banker with Kleinwort Benson in the City of London. But the cut-throat atmosphere on the trading floor after Black Monday, the financial crash of 1987, so appalled her that she resigned. She took herself on a three-week holiday to Pakistan's North-West Frontier Province (now renamed Khyber Pakhtunkhwa or KPK). Arriving in Chitral, a magical snow-bound valley in the foothills of the Hindu Kush Mountains bordering on Afghanistan, she felt she had found her spiritual home.

A local Pakistani district commissioner approached her, apparently out of the blue, on her 25th birthday and asked her to return with British friends to help found an English medium school. This, she told me, was her *kismet*, her destiny.

Swire responded by recruiting friends and family, and returned a few months later with 250 kilos of school books and equipment, funded by her last City bonus. The experience of seeing first-hand how a single school could uplift the outlook for an entire community led her to understand the transforming power of education.

And so Learning for Life was born. The charity helped to establish over 250 schools in Pakistan, India and Afghanistan and, in 2010, Swire was honoured with the Pakistan Achievement Award for empowering the women and girls of Pakistan through education. Returning to London, she became known internationally in the fashion world as the 'Pashmina Queen', as she initiated a global craze for pashmina shawls, made from the finest goats' fur. Her 'Sophia Swire London' fashion cashmere line sold successfully in stores such as Harrods and 250 outlets worldwide for 15 years.

The British Council wrote of her: 'With corporate social responsibility and sustainability at the heart of all her work, (Sophia) launched and managed an innovative and profitable, ethical luxury fashion brand, working with artisans in Nepal and India and spearheading the launch of the global fashion for pashmina

shawls in the 1990s.' This led to a significant increase in Nepal's GDP.

In 2008, at the London film premiere of *The Kite Runner*, whose producers she had introduced to Kabul orphanages, she met Rory Stewart, the former diplomat and now Tory MP. He insisted she put her fashion business on hold to go to Kabul and establish Afghanistan's first jewellery school at his charity, Turquoise Mountain, which was developing artisan skills and renovating the ancient heart of Kabul. There she established the school in six months, and used her experience in fashion to launch Afghanistan's first jewellery brand during London Fashion Week.

Swire lived in Kabul full time from January 2008 to June 2011—her first year in the Fort of the Scorpions, a building where alarmingly scorpions would fall onto her bed in the night; the second year in a USAID compound; and the third year in her own place with an Afghan family. She signed a contract with the World Bank to continue advising the Afghan Ministry of Mines for six months through 2015 - 2016.

Her journey in life has not been without personal cost. She feels she has missed out on motherhood, but she puts her maternal instinct into serving her younger protégés. One of them is Roya Hayat, a half-Afghan, half-

APPENDIX

Chitral woman born in Kabul and educated in the first school sponsored by Sophia and her mother through Learning for Life. Roya went on to earn her Masters in Gender and Development at the London School of Economics and is now Gender Manager for Future Brilliance.

Sophia has often told me that she has a profound sense of calling to tackle extreme poverty and instability in South Asia. She has the satisfaction of knowing that her original decision, all those years ago, to turn her back on the pursuit of wealth in the City of London, and to follow her heart, her *kismet*, has transformed the lives of countless numbers of people in the region through education and skills training. She continues to do so through her charity, Future Brilliance, and its ground-breaking jewellery brand, Aayenda.

James Miller's story (Great Company, p 39, extracts)

The notion of good company purpose is well illustrated by James Miller, Chairman and Chief Executive of Abermed occupational health company from 2001 to 2011. Addressing the Caux TIGE conference in 2013, he said:

I joined the company in 1999 and took over the leadership of it in 2001. It was a small

business employing 12 people; turnover of about £800,000 or \$1.2 million then, providing medical services to the oil and gas industry. There's a lot of oil in the North Sea; there are platforms and rigs with people living on them. The role of the business was looking after the health of those people. We had medics on the rigs running a sick bay and doctors on call for emergencies. Over 10 years, the business grew so that by 2011 the turnover was about £22 million or \$33 million. In the world's terms that would have been seen as its success. But what about the application of the purpose and working to its core values?

In the early days, we got together to talk about our purpose and core values. We wanted to make a positive contribution to society, always to behave with honesty and integrity and complete openness, to promote creativity, learning and personal development. We worked out what the business was about: to protect, maintain and improve the physical, psychological and social well-being in the workplace—the World Health Organization's definition of health. So, that was embedded in the business and we believe that was a very important factor in the growth of the business. It's what we believed and did, and we explained that to everybody who subsequently

joined us. It was also what we talked about to our clients. That was very important because we were working with an industry that can be hard-nosed and money orientated, but was becoming concerned with health and safety of its people. So, developing trust was vital. We had to live what we said. We had to demonstrate integrity.

As a team we worked out our core values:

We should be the best at what we do best; we focused on what we were good at and then we focused on excelling at it.

We should serve our customers and patients with unconditional integrity.

We would demonstrate empathy and respect for all people—staff, patients and our customers.

We wanted to make a positive contribution to society.

We would care for one another.

James Miller (Great Company, pp 155-157)

While too many companies pay too little to their staff, others have excellent welfare policies for their employees. One of the more extraordinary stories of empathy and commitment to employee welfare—nurturing the 'human capital'—comes from James Miller, former Chairman and Managing Director of

APPENDIX

the occupational healthcare business Abermed, who is now Managing Director of Stella Maris Yachting in Southampton. Abermed, based in Aberdeen, serves the welfare of employees on the North Sea oil rigs. He told his story to Caux TIGE in July 2013:

The company employed doctors and nurses, administration people, IT staff. All of us were passionate about our areas and we wanted to develop our skills and knowledge and embed the core value of caring for and protecting one another. It doesn't always come naturally in some business cultures for people to be caring for and protecting one another. A lot of business environments are competitive and people really see other people they work with as competitors for promotion or reward. So applying that care was really important.

One of our managers, Phil, came one day and said his wife had been diagnosed with a neurological condition that was very rare, couldn't be treated and was terminal. He had been told that she would probably live between 18 months and five years. The family decided that they wanted to look after her at home and that she would die at home. He felt that he wasn't going to be able to do his job, and so the right thing to do was to resign.

We could think he was showing real concern

and care for the rest of us in that he wouldn't be able to carry out his role. But the challenge for us as a business was our agreed core value—are we caring for him? Our response was to amend his job description. His priority would now be to look after his wife.

In the early stages he could work part-time. But as time went on, he was able to do less and less at work as her condition became worse. But he was able, and wanted, to work from home. A few times he came to me and said he really thought he ought to resign because he didn't think he was pulling his weight. So, we had to remind him what his job description top priority was. And then he realized he was pulling his weight.

Now, the response to that was interesting. We had a venture capital investor who had a seat on the board, and was aware of the purpose and core values. They were very interested in our business and saw great potential for profit. They believed that, yes, we said all those nice things but, at the end of the day, money would talk and we'll be focused on making as much money as possible. In the end they did get a very good return, but their response to what we were saying at that time was interesting. As human beings they couldn't disagree with our application of the 'care

value'. So they rationalized it and concluded that it was a good tactic because we would get commitment from Phil after his wife died. That wasn't how we saw it. It was because we said one of our core values was we will care for one another, not to get 'a return on investment'.

Phil's wife lived on for over five years; it was a long and hard time. Then she died and in time he did come back to fulltime work. He wanted to get stuck in but after a few months he found that he'd been out of work for so long that he wasn't enjoying it. He didn't really want to carry on working and so he took early retirement. That's what he wanted and it suited where he was in his life.

That was one of the challenges we felt with living our core values. It cost us money to keep him looking after his wife, but it was the right thing to do because we had set it as a core value. The value to the business was in the maintenance of a caring, loving and human culture that is beyond measurement!

Roddy Edwards
(Great Company, pp 135-141, extract)

I was in my mid-twenties when a group of us started Walkerswood Caribbean Foods, making and selling jerk pork to the bars near our village

APPENDIX

home in Walkerswood. Jamaica's unemployment rate in the 1970s touched on 26 per cent.

My family had made money through the exploitation of less privileged Jamaicans, enabling my brother and me to attend an expensive private school in England. I would like to balance this by noting my grandmother's abiding care for the practical needs of other villagers and my mother's part in helping set up the first Caribbean farming co-operative.

As well as 1) the political decision by the Walkerswood Community Council to work for job creation, 2) the government policy to support rural enterprise, and 3) the obvious social needs, there were 4) decisions based on conscience behind the village's move into agro-processing.

Helped by a government food technologist, two of us from the village started spicing meat in the traditional Jamaican way, to be sold to local bars. We worked co-operatively and incorporated the business in 1978. However, we became uncomfortable that selling the highly seasoned and salty Jerk pork to the bars was encouraging more expenditure on alcohol and less on household basics. We eventually shifted to producing the seasoning in jars to make it available for home cooking and became the first company to export it.

We grew to employ 140 directly with a turnover of US\$6m and a holding company of 12 partners (50:50 men and women), all working with the company. They were joined by a major investor when an original partner left. Many more found employment producing raw materials. Two men in the village employed 50 people, many on a part time basis. The factory used two million lbs of pepper and 1.5 million lbs of escallion in a year.

In 2005 we moved into our new factory, built to meet international quality control standards as well as demand. The next years became as difficult as any of the previous 30. There were problems with hurricanes, fluctuations of exchange-rates and management of debt. But three other problems were very much in our hands.

1. The rapid growth needed new managers. Divisions emerged which we could not adequately bridge. All the factors of race, gender, class, personal ambition and jealousy played their parts. This cost us dearly, but the lessons learnt became part of all our experience to remain in a previous 'comfort zone'.

2. Moral compromise. An export pass was mistakenly granted for a bigger tin of ackee fruit than the size we had sent in for testing. We

were told that the mistake could not be officially corrected, but the order urgently needed to be sent off. We wrote out export documentation stating it was the bigger cans leaving the country. This was not absolutely honest even though the cans leaving had passed the test. I was part of this decision and it wasn't honest. This practice continued to be used if we had urgent orders, and I felt that my compromise in condoning this played a part in contributing to lower standards in the company. The practice was later stopped but damage had been done.

3. Drugs and corruption. We discovered drugs were to be shipped on one of our containers. We were never able to conclusively track down all who were involved, but it undermined morale and there were further thefts even though they were not drug-related.

The divisions and corruption combined with high debt on the factory, exchange-rate fluctuations and hurricanes affecting crops drastically hit our bottom line and we had to sell the company in 2009. Thanks to the strong brand name, two well-resourced groups bid to buy it. The new owners created strong profits and 80 were employed when I last heard. Walkerswood remains a village with lots of jobs!

FURTHER RESOURCES

The following resources are available online, taken from or inspired by the Caux TIGE conferences in Switzerland as well as Caux Initiatives for Business conferences at the Initiatives of Change centre in India.

Videos:

Kofi Annan On Youth Leadership:

<https://www.youtube.com/watch?v=978sCLGWZr4>

Kofi Annan speaks about global issues, including unemployment, the Syrian crisis, the Middle-East, Africa and northern African Springs and uprisings. He insisted on the importance of youth leadership in the World, which is needed now more than ever.

A Vision Renewed: Guya Merkle of

Vieri Jewellery: <https://www.youtube.com/watch?v=XDucyGDCUw>

Discover Guya's incredible story on how she trusted her intuition to change her family's business into what she believed in.

The Business of Building a Better

India: <https://www.youtube.com/watch?v=YYvjPDiGwfo>

Vivek Asrani, MD of Kayo Industries, Mumbai,

talks about how honesty and ethics make for a good business strategy. He narrates his persona experience of putting this philosophy in practice successfully.

Interview with Sunil Mathur, CEO of Siemens Ltd India: <https://www.youtube.com/watch?v=iVOVGjlq2NU>

Whistleblowing: Genevieve Boast and Euan Smith's story: <https://www.youtube.com/watch?list=UUroHNWP2g-0b9c0ecso3x8w&v=5y5FTubtH-g>

Genevieve Boast and Euan Smith share their incredible journey of whistleblowing, leadership, showing trust and integrity in the workplace and finding love. They share their story at the TIGE conference at Caux 2014.

Banking On Change: <https://www.youtube.com/watch?v=jTF094ZBbXc>

Two-thirds of India's population live in villages. Despite India's economic growth, the disparities are enormous. Many villagers migrate to the cities in search of work and end up begging on the streets. South Indian bank manager J S Parthiban set out to do something to help their economic circumstances. He encouraged beggars to open bank accounts

in New Delhi, and pioneered micro-loans to villagers in his home state of Tamil Nadu. This is his story—and theirs.

Joe Garner, former Deputy Chief Executive, HSBC Bank plc, speaks on 'Leading in a high risk environment: engaging hearts as well as minds': <https://www.youtube.com/watch?v=yrNlq2N63s>

Q&A with Joe Garner: Can 'courageous integrity' change banking for the better? https://www.youtube.com/watch?list=UU2D-u2yeMIUdOjLnGO0tI9A&v=LPyT74GrV_s

Margaret Heffernan—Willful Blindness: <https://www.youtube.com/watch?list=UU2D-u2yeMIUdOjLnGO0tI9A&v=pQaIaeTjfl0>

Author of the business book Willful Blindness speaks on the subject of her book and why do we, in all walks of life, we so often ignore what, with hindsight, appears so obvious?

Capitalism For The Common Good series: Paul Moore—Psychosis in the Boardroom: <https://www.youtube.com/watch?list=UU2D-u2yeMIUdOjLnGO0tI9A&v=gk6727w8g-w>

FURTHER RESOURCES

Paul Moore, the HBOS whistleblower gives insight into the attributes of the psychopath that finds its way into the boardroom and the madness that can be found at the high levels of capitalist infrastructure.

Roger Steare—“For Those With Nothing...”: <https://www.youtube.com/watch?list=UU2D-u2yeMIUdOjLnGO0t19A&v=NyqvTceoloQ>

Roger Steare, visiting professor in organizational ethics at Cass Business School, London, divulges where the true poverty in society lies and gives a mantra for those wishing to change it.

Nick Robins—The Failings Of Financial Speculation: <https://www.youtube.com/watch?list=UU2D-u2yeMIUdOjLnGO0t19A&v=FzuYWsfgLqI>

Nick Robins author of “The corporation that changed the world” - a history of the East India company highlights one of the major shortcomings in the history of the East India Company and compares it to the unethical capitalism of today.

Stories of Change in Business
J S Partiban—Giving Others the

Opportunity and Inspiration to Change: <https://www.youtube.com/watch?v=VISZa6nQxGA>
Bedan Mbugua—Practising Integrity: <https://www.youtube.com/watch?v=3dnR6H3MHOW>

Written stories of best practice in business:

How a Kenyan businessman made a stance against corruption: <http://uk.iofc.org/how-kenyan-businessman-made-stance-against-corruption#sthash.FbP0ba2S.dpuf>

A personal story of leadership and transformation from Emmanuel Mutisya

What gives the courage to whistleblow? One woman’s story: <http://uk.iofc.org/what-gives-courage-to-whistleblow#sthash.UsiFto02.dpuf>

Genevieve Boast is the Founder of Beyond Human Stories, a life coach and organizational storyteller.

Choices between ‘right action’ and wrong values: <http://uk.iofc.org/choices-between-right-action-and-wrong-values>

The story of international businessman and environmentalist Lawrence Bloom

Business seen as a force for good—rediscovering its human purposes: <http://uk.iofc.org/business-seen-force-good-rediscovering-its-human-purposes#sthash.2WvXY8Qp.dpuf>

The human purposes of business, shareholder responsibility and a stewardship code for business owners were the key themes stated by Mark Goyder, the Founding Director and CEO of the London-based think-tank Tomorrow’s Company.

Four steps needed to change the culture of the City: <http://uk.iofc.org/four-steps-needed-change-culture-city#sthash.QA45eXtP.dpuf>

James Featherby, author of the book *Of Markets and Men*, argues that ‘The greed narrative allows us all off the hook too quickly. It’s all about the practices we have built: greed played a part in the financial collapse, but greed wasn’t the only reason for it.’

How it’s possible to be ethical while remaining competitive: <http://www.cibglobal.org/wp-content/uploads/2016/02/CIB-eSPIRIT-Vol.-2-Issue-2.pdf> (page 3 – 14)

Story of a young Malaysian entrepreneur who has shown by example that it is possible to be

FURTHER RESOURCES

ethical while remaining competitive. He took bold steps to correct what is wrong, before moving from compliance to commitment and finally to consciousness. The story tells of how the company went from a small printing block to a multi-million dollar enterprise.

A story from Kenya: doing what is right, even at the cost of personal loss: <http://www.cibglobal.org/wp-content/uploads/2016/02/Vol2-Issue-3.pdf> (page 3 - 8)
James Mageria has shown that when you know what is right and are convinced that doing what is right is the only answer to wrong; then it is only logical to relentlessly pursue it. From a Police Officer to an MD of a construction company; from heading various social organizations to working closely with the government to review the country's Constitution; from his present responsibility as Chairman of a world-class hospital to his dream of making a difference in villages.

Whistleblowing puts the humane back into business: <http://uk.iofc.org/tige-conference-personal-stories-leadership-and-transformation#sthash.5iSfmKdc.dpuf>
Two African whistleblowers stories.





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www.uk.iofc.org/tige
www.trustandintegrity.org