

**1ST ANNIVERSARY
INTERNATIONAL CONFERENCE**

NOVEMBER 17/18, 2016

BUSINESS LEADERS AS AGENTS OF ECONOMIC AND SOCIAL INCLUSION

Summary of the Conference

**Experiences and Projects
from Uniapac Global Network**



Uniapac

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BUSINESS LEADERS AS AGENTS OF ECONOMIC AND SOCIAL INCLUSION

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SUMMARY

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THE ADDRESS OF HIS HOLINESS

At 11:45 o'clock this morning of November 17th, 2016, Pope Francis received in audience in the Regia Hall of the Vatican's Apostolic Palace, the participants in the International Conference of Christian Businessmen's Associations (UNIAPAC).

PART I

1ST ANNIVERSARY INTERNATIONAL CONFERENCE



“ Lord Cardinal,
Mister President of UNIAPAC,
Dear Friends,

You have come to Rome – to the Vatican – in response to an invitation of Cardinal Peter Turkson and of the Authorities of the International Union of Catholic Businessmen, with the noble purpose to reflect on the role of businessmen as agents of economic and social inclusion. I wish to assure you from this moment of my encouragement and my prayer for this endeavor. God's Providence willed that this meeting of UNIAPAC should coincide with the conclusion of the Extraordinary Jubilee of Mercy. All human activities, including the entrepreneurial, can be an exercise of mercy, which is participation in the love of God for men.

Entrepreneurial activity constantly assumes a multitude of risks. In the parables of the hidden treasure in a field (cf. Matthew 13:44) and of the precious pearl (cf. Matthew 13:45), Jesus compares the obtaining of the Kingdom of Heaven with entrepreneurial risk. I wish to reflect on these three risks with you today: the risk of using money well, the risk of honesty and the risk of fraternity.

In the first place, the risk of the use of money — to speak of businesses puts us immediately in relation with one of the most difficult subjects of moral perception: money. I have said several times that “*money is the devil's manure*,” repeating what the Holy Fathers said. Moreover, Leo XIII, who initiated the Social Doctrine of the Church, noted that the history of the 19th century had divided “nations into two classes of citizens, opening an immense abyss between one and the other (Encyclical Letter *Rerum Novarum*, 35). Forty years later, Pius XI foresaw the growth of an “international imperialism of money” (Encyclical Letter *Quadragesimo Anno*, 109). Forty years after that, Paul VI, referring to *Rerum Novarum*, lamented that the excessive concentration of means and powers “*can lead to a new abusive form of economic dictatorship in the social, cultural and also the political field*” (Apostolic Letter *Octogesima Adveniens*, 44).

In the parable of the unjust administrator, Jesus exhorts to make friends by means of unrighteous mammon, so that when it fails they may receive you into the eternal habitations (cf. Luke 16:9-15). All the Fathers of the Church interpreted these words in the sense that riches are good when they are placed at the service of one's neighbor, otherwise they are iniquitous (cf. Catena Aurea: Gospel according to Saint Luke, 16:8-13). Therefore, money must serve, instead of governing. Money is only a technical instrument of inter-mediation, of comparison of values and rights, of fulfilment of obligations

and of savings. As all technology, money does not have a neutral value, but it acquires value according to the end and the circumstances in which it is used. When the neutrality of money is affirmed, one is falling into its power. Businesses should not exist to earn money, although money is useful to measure their functioning. Businesses exist to serve.

Therefore, it is urgent to recover the social meaning of the financial and banking activity, with the best and inventive intelligence of businessmen. This implies taking the risk of complicating one's life, having to give up certain economic earnings. Credit should be accessible for families' housing, for small and medium businesses, for farmers, for educational activities, especially at the primary level, for general health, for the improvement and integration of the poorest urban nuclei. A chrematistic logic of the market, makes credit more accessible and cheaper for those who have more means; and more expensive and difficult for those who have less, to the point of leaving the poorest fringes of the population in the hands of unscrupulous usurers. Likewise, at the international level, the financing of the poorest countries easily becomes a usurious activity. This is one of the great challenges for the business sector and for economists in general, who are called to obtain a stable and sufficient flow of credit that excludes no one and that can be redeemable in just and accessible conditions.

Even when the possibility is admitted of creating business mechanisms that are accessible to all and function in benefit of all, it must be recognized that there will always be a need for genuine and abundant gratuitousness. There will also be a need for the State's intervention to protect certain collective goods and ensure the satisfaction of fundamental human needs. My Predecessor, Saint John Paul II, affirmed that to ignore this leads to “*‘idolatry’ of the market*” (Encyclical Letter *Centesimus Annus*, 40).

There is a second risk that must be assumed by businessmen — the risk of honesty. Corruption is the worst social plague. It is the lie of seeking personal advantage or of one's group under the appearances of a service to society. It is the destruction of the social fabric under the appearances of fulfilment of the law. It is the law of the jungle disguised as apparent social rationality. It is the deception and exploitation of the weakest and the least informed. It is the most crass egoism, hidden behind apparent generosity. Corruption is generated by the adoration of money and it returns to the corrupt one, prisoner of that same adoration. Corruption is a fraud of democracy, and it opens the doors to other terrible evils, such as drugs, prostitution and the trafficking of persons, slavery, the sale of organs, the traffic of arms, etc. Corruption is to make oneself a follower of the devil, father of lies.

However, corruption *“is not an exclusive vice of politics. There is corruption in politics, there is corruption in businesses, there is corruption in the media, there is corruption in the Churches and there is also corruption in social organizations and in Popular Movements”* (Address to the Participants in the International Meeting of Popular Movements, November 5, 2016).

One of the necessary conditions for social progress is the absence of corruption. It can happen that businessmen are tempted to yield to attempts of blackmail or extortion, justifying themselves with the thought of saving the business and its community of workers, or thinking that in this way they will make the business grow and that one day they will be able to be free of that plague. Moreover, it can happen that they fall into the temptation of thinking that it is something that everyone does, and that little acts of corruption geared to obtaining small advantages are not of great importance. Any attempt at corruption, active or passive, is already to begin to adore the god money.

The third risk is that of fraternity. We recalled how Saint John Paul II taught us that *“Beyond the logic of exchanges [...] there is “something that is due to man because he is man,” in virtue of his “eminent dignity”* (Encyclical Letter *Centesimus Annus*, 34). Benedict XVI also insisted on the importance of gratuitousness, as an inalienable element of social and economic life. He said: *“the charity of truth puts man before the amazing experience of gift, [...] which manifests and develops his transcendent dimension. [...] Economic, social and political development needs [...] to make room for the principle of gratuitousness as expression of fraternity”* (Encyclical Letter *Caritas in Veritate*, 34).

Entrepreneurial activity must always include the element of gratuitousness. Relations of justice between directors and workers must be respected and exacted by all parts; however, at the same time, a business is a community of work in which all deserve respect and fraternal appreciation by their superiors, colleagues and subordinates. Respect of the other as brother must be extended also to the local community in which the business is physically located and, in a certain way, all juridical and economic relations of the business must be moderated, enveloped in an environment of respect and fraternity. There is no lack of examples of solidaristic actions in favor of the neediest, carried out by the staff of businesses, clinics, Universities or other communities of work or study. This should be a usual way of acting, fruit of profound convictions on everyone’s part, avoiding its becoming an occasional activity to pacify the conscience or, worse yet, a means to obtain an publicity return.

In regard to fraternity, I cannot fail to share with you the subject of migrations and refugees, which oppresses our hearts. Today, migrations and displacements of a multitude of people in search of protection have become a dramatic human problem. The Holy See and the local Churches are making extraordinary efforts to address the causes of this situation effectively, seeking the pacification of the regions and countries at war and promoting the spirit of hospitality. However, one does not always obtain all that one desires. I ask you, also, for help. On one hand, try to convince governments to give up any sort of warlike activity. As is said in business environments: a “bad” agreement is always better than a “good” fight. Collaborate in creating sources of fitting, stable and abundant work, both in the places of origin as well as in those of arrival and, in these, both for the local population as well as for the immigrants. Immigration must be made to be an important factor of development.

The majority of those of us here belong to immigrant families. Our grandparents and parents arrived from Italy, Spain, Portugal, Lebanon or other countries in South and North America, almost always in conditions of extreme poverty. They were able to raise a family, progress and even become businessmen because they met with welcoming societies, sometimes as poor as they were, but prepared to share the little they had. Maintain and transmit this spirit, which has a Christian root, manifesting here also the entrepreneurial genius.

UNIAPAC and ACDE evoke in me the memory of the Argentine businessman Enrique Shaw, one of its Founders, whose cause of Beatification I was able to promote when I was Archbishop of Buenos Aires. I recommend that you follow his example and, for Catholics, appeal for his intercession to be good businessmen.

The Gospel of two Sundays ago proposed to us the vocation of Zacchaeus (cf. Luke 19:1-10), that rich man, head of the tax collectors of Jericho, who climbed up a tree to be able to see Jesus, and for whom the Lord’s gaze led to his profound conversion. I hope this Conference is like Jericho’s sycamore, a tree that all can climb so that, through a scientific discussion of the aspects of entrepreneurial activity, you find Jesus’ gaze, and from this may effective guidelines result to make the activity of all your businesses promote the common good always and effectively.

I thank you for this visit to the Successor of Peter, and I ask you to take my Blessing to all your employees, workers and collaborators, and to your families. And, please, do not forget to pray for me. Thank you very much.

Pope Francis 

INTRODUCTION BY **PETER K. A. CARDINAL TURKSON**, PREFECT OF THE DICASTERY FOR PROMOTING INTEGRAL HUMAN DEVELOPMENT

As a follow-up to a high-level seminar on the theme “*The Global Common Good: towards a more inclusive economy*”, which took place in the month of July 2014, with the aim of deepening the economic content of the Apostolic Exhortation *Evangelii Gaudium*, the former Pontifical Council for Justice and Peace was very happy to organize, in collaboration with the International Christian Union of the Business Executives (UNIAPAC), an International Conference titled “*Business Leaders, as agents of economic and social inclusion*”.

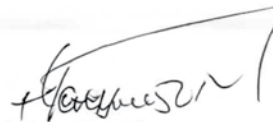
This gathering took place in the New Synod Hall, in the Vatican City, the 17th and 18th of November 2016, and saw, in a spirit of participation and subsidiarity, the presence of members of business organizations, of political institutions, of international institutions (ILO, IMF, UN, World Bank), of entrepreneurs, of academicians and of people desirous of overcoming exclusion.

This volume contains the proceedings of the two-day International Conference which variously dealt with the dialogue of business leaders with international institutions, with broadening the perspective of business leaders and economists on the issue of inclusive economy, with looking at the challenges that business leaders face in their service to the common good of mankind and as creators of job opportunities, and with examples of best practices in the field of economic inclusion.

1. Cfr. Pope Francis, *Laudato si'*, n.129.

The high point of the International Conference on “*Business Leaders, as agents of economic and social inclusion*” was the Address of His Holiness to the participants in the Conference, in which Pope Francis shared with the Christian business leaders some important thoughts and offered them, at the same time, some trajectories to follow in their entrepreneurial activity. His words “*money must serve, not rule*” underlined the importance of putting wealth at the service of the well-being of our neighbours and, hence, the urgent need of restoring the social meaning of financial and banking activities. Moreover, *honesty* should always mark business leaders’ engagement in serving society, and the relationships within enterprise and community should be shaped by a fraternal respect with a preferential attention for those most in need, such as migrants and refugees.

I deeply wish, especially in this Christmas season, that business leaders may find in this volume an inspiration for the exercise of *their noble vocation, directed at producing wealth and improving our world, that can prove to be a fruitful source of prosperity for the areas in which it operates, especially if it sees the creation of jobs as an essential part of its service to the common good*¹.



PETER K. A. CARDINAL TURKSON
Prefect of the Dicastery for promoting
Integral Human Development



Aula Nuova del Sinodo Plenary conference

TRANSFORMING BUSINESS INTO A “NOBLE VOCATION”

UNIAPAC aspires to be recognized worldwide by its distinct promotion of “*Business as a Noble Vocation*” by undertaking its mission of uniting, guiding and leading business leaders for them to see themselves challenged by a greater meaning in life; this will enable them truly to serve the common good by striving to increase the goods of this world and to make them more accessible to all.

This is a call for business leaders to engage with the contemporary economic and financial world in light of the principles of human dignity and the common good which requires a set of practical principles among which some of them are really key: the principle of meeting the needs of the world with goods that are truly good and truly serve without forgetting, in a spirit of solidarity, the needs of the poor and the vulnerable; the principle of organizing work within enterprises in ways that respect human dignity; the principle of subsidiarity, which fosters a spirit of initiative and increases the competence of the employees who are thereby considered “co-entrepreneurs”; and finally, the principle of sustainable creation of wealth and the just distribution of this wealth among the various stakeholders.

These practical principles are, in simple and concise terms, the “3Gs” for the service of the Common Good: Good Products and Services, Good Work, and Good Wealth. These are the goods of business that need to be increased for the transformation of business into a noble vocation. When businesses properly order these three goods, they serve as the economic engine of a society and play an indispensable role in generating material prosperity for wider numbers of people. When they disorder any of these goods, businesses fail to mitigate poverty as well as they could and more specifically, exclude others from prosperity. If business is to build a more inclusive economy, it has to achieve all three of these goods. This is not an easy task in a global competitive economy, but no one said that the vocation of business would be easy.

In a world in search of meaning, this idea of a “noble vocation” is an inspiring direction and a powerful driver. UNIAPAC can be instrumental to help to understand that the purpose of a business firm is not simply to make a profit, but is to be found in its very existence as a community who offer their talents, skills, and knowledge to help build and fulfill a purpose of common good. Profit is a regulator of the life of a business, but it is not the only one; other human and moral factors must also be considered which, in the long term, are at least equally important for the life of a business and at the core of turning business into a noble vocation.

And UNIAPAC will continue to strive to be a source of inspiration and support for leaders wishing to embrace that path, adopt a broader view of their role in society, and transcend the quest for short-term profits to become builders of the common good and promoters of a new humanism of work. Business is still too often perceived as a part of the problem rather than as a part of the solution. And while there is certainly abuse, there is also often a great deal of nobility in business that needs to be, not only portrayed, but extensively promoted worldwide.

Science, technology, free trade and democracy have allowed us to reach new heights of knowledge, freedom, life expectancy and affluence. But this progress came without an instruction manual, without a moral compass. While the 21st century offers us more choices than ever before, it also leaves us with very few guidelines helping us to make these choices judiciously. UNIAPAC ambition is to be able to help business leaders to make meaningful choices and to transform concern for the common good into a profound commitment that will allow them the transformation of their business endeavors into a truly noble vocation.



Rolando MEDEIROS,
Chairman of
UNIAPAC International

Rolando Medeiros,
Chairman of UNIAPAC International

INTERNATIONAL CONFERENCE PROGRAM

17TH NOVEMBER, 2016

8.00 AM Registration of Participants

OPENING SESSION

- 8.45 AM **Greetings and Presentation of Participants**
- **His Eminence Cardinal Peter K. A. Turkson**, President of the Pontifical Council for Justice and Peace
 - **Giancarlo Abete**, President UCID
 - **Franco Nava**, President of Uniapac Europe
 - **José Maria Simone**, President of Uniapac International

SESSION 1

9.10/10.50 AM **Business Leaders in Dialogue with International Institutions for the Promotion of Inclusive and Sustainable Development**

CHAIR **His Eminence Cardinal Peter K. A. Turkson**, President of the Pontifical Council for Justice and Peace

SPEAKERS

- **His Eminence Cardinal Pietro Parolin**, Secretary of State of His Holiness Pope Francis
- **Marianne Thyssen**, Commissioner for Employment, Social Affairs, Skills and Labour Mobility - European Commission
- **Yoshio Matthew Nakamura**, Ambassador of Japan to the Holy See
- **Luis Almagro**, General Secretary OAS (The Organization of American States), Uruguay
- **Sipho S. Moyo**, Chief of the Staff and Director of Cabinet of the African Development Bank
- **Vic Van Vuuren**, Director of the Enterprises Department, ILO, Switzerland

11:00 AM Departure for the Audience

12.00 AM **Audience with the Holy Father Pope Francis at Aula PAOLO VI**

1.30 PM Lunch

SESSION 2

2.30/4.15 PM **Vision of Business Leaders and Economists. Recent Conferences and Perspectives**

INTRODUCTION

His Excellency Msgr. Silvano M. Tomasi, Secretary of Pontifical Council for Justice and Peace

SPEAKERS

- **Stefano Zamagni**, Professor of Economics at University of Bologna and at the John Hopkins University, Conferences on Inclusive Economy (July 2014; October 2016), Italy
- **Seamus Finn**, Vice Chair Board of Interfaith Center on Corporate Responsibility, Conferences on Social Impact Investing (June 2014; June 2016), USA
- **Sergio Cavalieri**, President of Uniapac Latin America, UNIAPAC World Congress (October 2015)
- **Mathilde Mesnard**, Senior advisor of OECD Secretary General and Coordinator of the New Approaches to Economics Challenges (NAEC), Productive Economies for Inclusive Societies: OECD Forum 2016, France
- **Rev. Canon Rosa Lee Harden**, Co-Founder & Producer, Social Capital Markets, presenting SOCAP 16, USA
- **Luc Cortebeek**, Chair of the Workers' Group, ILO, Conference on Sustainable Development and the Future of Work (March 2016), Belgium

3.45 PM Debate

4.15 PM Coffee Break

SESSION 3

4.45/5.50 PM **Actual Challenges of the Business Leader**

CHAIR **Domingo Sugranyes**, President of the Centesimus Annus Foundation

SPEAKERS

- **Stephane Jaquemot**, Regional Representative for Southern Europe of the United Nations Commissioner for Refugees (UNHCR)
- **Bishop David Urquhart**, the Bishop of Birmingham and Leader of the Lord's Spiritual, United Kingdom
- **Roberto Giori**, Roberto Giori Company, Italy
- **Jacqueline Fendt**, Scientific Director of the Chair of Entrepreneurship ESCP Europe, Switzerland
- **Raj Sisodia**, Professor of Global Business, Babson College, USA

5.50/6.30 PM Light buffet

7.00-9.00 PM After-hour.
Visit of the Vatican Museums

INTERNATIONAL CONFERENCE PROGRAM

18TH NOVEMBER, 2016

8.00 AM **Holy Mass at Collegio Teutonico
Vatican City**

SESSION 4

9.00-11.00 PM **For an Inclusive Economy and Progress. Business Leaders generating Decent Work for an Integral Human Development**

CHAIR **Rolando Medeiros**, CEO of Elecmetal, Chile
Michael Naughton, Professor at the University of Saint Thomas, USA

SPEAKERS

- **Bradford Mills**, Founder and Managing Director of Plinian Capital Fund, United Kingdom
- **Katherine Milligan**, Director and Head, Schwab Foundation for Social Entrepreneurship, Switzerland
- **Andrea Munari**, CEO BNL Gruppo BNP Paribas, Italy
- **Jean-Marc Borello**, President GROUPE SOS, France
- **Baltazar Sánchez**, Chairman of Cristalerías Chile, Chile
- **Jean-Marc Liduena**, Senior Partner, Consulting Executive Committee, Deloitte, France
- **Nick O'Donohoe**, Vice Chairman, Global Steering Group on Social Impact Investment, United Kingdom

10.25 AM Debate

11.00 AM Coffee break

SESSION 5

11.30 AM-1.00 PM

Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices

1ST ROUND TABLE › Overcoming Exclusion - Testimonials

CHAIR **Michel Roy**, General Secretary of Caritas Internationalis

SPEAKERS

- **Randy Lewis**, Former Senior Vice-President, Walgreens, USA
- **Martin Burt**, Executive Director, Fundación Paraguaya, Paraguay
- **Chiara Condi**, President of Led By Her, Italy
- **Amina Laraki**, President Group AMH, Morocco

- **Valdeci Antonio Ferreira**, General Manager of FBAC- Brazilian Federation of the APACs (Association for the Protection and Assistance of the Convicted), Brazil
- **Sompong Dowpiset**, Chairman Haco Group - Uniapac Association in Thailand
- **Gabriele Giuglietti**, Manager of Banca Etica, Italy

12.55 PM Questions and answers

1.05 PM Lunch

SESSION 6

2.30-4.15 PM **2ND ROUND TABLE › “The need of forthright and honest debate (LS, 16)”**

2.30 PM **INTRODUCTION AND CHAIR**
Robert Vitillo, General Secretary, International Catholic Migration Commission

SPEAKERS

- **Andrew Forrest**, Chairman Fortescue Metals Group Ltd and President of Minderoo Foundation, Australia
- **Okendo Lewis Gayle**, Founder & Chairman of the Harambe Entrepreneur Alliance, USA
- **Pierre Martinot Lagarde**, The Partnerships and Field Support Department (PARDEV), ILO, Switzerland
- **Bernard N'Doumi**, President of MIDECE (Mouvement Ivoirien des Dirigeants d'Entreprise et Cadres Chrétiens), Ivory Coast
- **Raymond Sfeir**, Representative of Entrepreneurs et Dirigeants Chrétiens, Lebanon

3.35 PM Debate

4.00 PM **A testimony on the Servant of God Enrique Shaw**

Mariano Castañeira Valente, Hot Pepper Leadership Institute, Spain

4.15 PM **Conclusions and Proposal for a Concrete Commitment of Business Leaders towards Inclusion**

His Eminence Cardinal Peter K. A. Turkson, President of the Pontifical Council for Justice and Peace

José Maria Simone, President of Uniapac International

4.45 PM **Holy Year of Mercy** pass through the Holy Door of St. Peter's

BIOS OF SPEAKERS

OPENING SESSION

NOV. 17 / 8.45 AM

Greetings and presentation of participants

PETER K. A. CARDINAL TURKSON

Prefect of the Dicastery for promoting Integral Human Development

Born in 1948 in Ghana, Cardinal Peter K.A. Turkson studied theology at St Anthony-on-Hudson Seminary in New York and was ordained a priest in 1975. He did graduate studies at the Pontifical Biblical Institute in Rome, 1976-80 and 1987-92. In 1992 he was appointed Archbishop of Cape Coast by St John Paul II and made Cardinal in 2003. He was President of the Ghana Catholic Bishops' Conference 1997-2005, and since 2003 has been Chancellor of the Catholic University College of Ghana. He served as Relator during the II Synod of Bishops for Africa in October 2009. At the end of the Synod, Pope Benedict XVI named Cardinal Turkson as President of the Pontifical Council for Justice and Peace, reconfirmed by Pope Francis in 2013. On 31st August 2016 Card. Turkson was appointed Prefect of the new Dicastery for Promoting Integral Human Development, instituted by the Holy Father Francis with his Apostolic Letter in form of "*Motu Proprio*", "*Humanam progressionem*", given in Rome at Saint Peter's, on August 17, 2016, starting from January 1st 2017. Fields of interest include human rights, ecology, integral development, economic and social justice, reconciliation, sustainable agriculture.



GIANCARLO ABETE

President of UCID

Giancarlo Abete was born in Rome on August 26, 1950. He is married and father of two daughters.

He earned a College degree in Business Administration from the "La Sapienza" University with honors and worked in the Military Service as Tax Police officer.

Involved in the entrepreneurial activities of the Abete Group that works in the graphic, editorial, information field, he served as President and member of the Board of numerous companies belonging to the Group.

Since 2005 he is Member of the Board of Regents of Banca d'Italia – Office in Rome; Deputy to the Italian Parliament, during the 8th, 9th and 10th Legislature from 1979 to 1992; Board member of C.N.E.L. – National Council of Economy and Work since June 2000. Among other memberships, Giancarlo Abete, has been President of the Italian Unione Industriali of Rome from 1994 to April 2000; of the Industry Federation of Lazio from July 1997 to November 2001; President Italian Football Federation since April 2, 2007 to 11 august 2014. He is F.I.F.A. Member of the Associations Committee since December 20, 2012.

He is the current National President of UCID (Christian Union of Executives and Managers) since May 2011.



FRANCO NAVA

President of Uniapac Europe

Graduate in law at the State University of Milan, he was Official at the E. C. Commission, Department for technical assistance and cooperation with West African Countries - Yaoundé Convention (1964-1968).

Executive in the corporate planning and then the financial departments of Pirelli Group (Financial Director of Pirelli Subsidiary "Itala" and engagement at Milan HQ), all this after a previous one and a half year service in the General Secretariat of Pirelli Group in Argentina (1968-1995) Last Pirelli Group appointment as General Manager of the Pirelli Group captive company for credit recovery and factoring (1993-1995).

He was Milan Rotary Nord Est President (PHF), from 1999 to 2000 and President of UCID Milan Group (2004-2013)

He is board Member of two social solidarity Associations: Mirasole Association (cultural projects and scientific research) and Cascina Verde Association (Drug Community Rehabilitation). Now he is a Member of National UCID Board and UNIAPAC Europe President up to 2017.



JOSÉ MARÍA SIMONE

President of Uniapac International

José Maria Simone has over 30 years of experience in international financial business as well as experience in corporate management.

Since 2010 partner and board member of Impulsar Soluciones Agroempresariales SA – Buenos Aires – Argentina for the management of investments in agribusiness in South America.

Founder and Managing Director of Solinfi – Ingeniería en Finanzas SA, Buenos Aires.

Has been founder member and Vicepresident of NF Developers SA Company devoted to the development and management of agribusiness projects in the south of Latin America.

Vice-president of Citibank in Argentina, Brazil and USA, as head of the corporate business.

Since 2013, he is the President of UNIAPAC International. Former Vice-President of UNIAPAC Latin America (2010-2013); Former President of ACDE (Christian Businessmen association – Argentina).

He is the Vice-president of *Fundación Valores para Crecer* – Argentina, a Foundation dedicated to train in values and ethics managers and staff in corporations and schools.

Board member of *Banco de Alimentos* de Buenos Aires (Buenos Aires Food Bank), José María holds an Industrial Engineer degree from UCA (Universidad Católica Argentina).

José Maria Simone is married and father of 6 children, and 9 grandchildren.



SESSION 1

NOV. 17 / 9.10-10.50 AM

Business Leaders in Dialogue with International Institutions for the Promotion of Inclusive and Sustainable Development

PIETRO CARDINAL PAROLIN
Secretary of State of His Holiness Pope Francis



Cardinal Pietro Parolin, Secretary of State, was born in Schiavon, Italy, on 17 January 1955. At the age of 14 he entered the seminary of Vicenza and was ordained a priest on 27 April 1980. In 1983 he entered the Pontifical Ecclesiastical Academy and entered the diplomatic service of the Holy See on 1 July 1986, subsequently serving in Nigeria and Mexico. In 1986 he also obtained a degree in canon law at the Pontifical Gregorian University. Since 2000 he has worked with the then Bishop Attilio Nicora on the matters pertaining to the implementation of the revision of the Lateran Concordat of 1984, with particular reference to the military ordinariate. On 30 November 2002 he was appointed Undersecretary of the Section of the Secretariat of State for Relations with States. Particularly expert in matters concerning the Middle East, and more generally in those regarding the geo-political situation of the Asian continent, he has worked specifically to build up and reinforce relations between the Holy See and Vietnam. He also contributed to reopening dialogue between Israelis and Palestinians, convinced of the need for a shared effort to “create the conditions for a true and just peace” in the Middle East. On 17 August 2009 he was appointed Apostolic Nuncio to Venezuela and was elevated to dignity of Archbishop with the titular Episcopal See of Acquapendente. He received his episcopal ordination on 12 September 2009. On 31 August 2013 Pope Francis appointed him Secretary of State and he entered into office on 15 October. Cardinal Parolin is Member of the Council of cardinals established to advise Pope Francis in the government of the universal Church and to study a plan for revising the Apostolic Constitution on the Roman Curia, ‘Pastor Bonus’.

councillor in Oud-Heverlee 1995-2008; Acting Secretary General of Unizo, the Belgian representative SME organisation 1991; Director of the Unizo research department 1988-91. Legal advisor to W. Demeester, State Secretary for public health and disability policy, from 1986 to 1988, and Legal advisor at Unizo and Markant, the women’s network, she has been Research assistant at the Faculty of Law, in the Katholieke Universiteit of Leuven, from 1979-1980. She earned a Master’s degree in law, at the Katholieke Universiteit of Leuven. Marianne Thyssen is of Belgian nationality. She is married.

YOSHIO MATTHEW NAKAMURA
Japanese Ambassador to the Holy See



Yoshio Matthew Nakamura is the Japanese Ambassador to the Holy See (Letter of Credential, 9 May, 2016). Degree in Economics (Keio University), he holds a Masters in Economics (Keio University) and has completed a doctorate (Ph.D.) in Economics (Georgetown University). He has held the following positions: Officer in the Department for Economic and Financial Affairs, Keidanren (1968); Secretary for Research at the Office of the President of Keidanren (1979); Researcher at the Japan Economic Institute of America in Washington (1980); A professor at Boston College; Director at the Department for International Economic Affairs, Keidanren (1993); CEO, Keidanren (1995); Senior Managing Director, Keidanren (2001); Chief Executive, Keidanren (2005); Director General, Keidanren (2005); Chairman, Keizai Koho Center (2006); Vice Chairman, Keidanren (2010); Special Advisor to the Chairman, Keidanren (2014). He is Special Advisor to the Cabinet of Prime Minister of Japan, Shinzo Abe (2014). His excellency the Ambassador Yoshio Matthew Nakamura was born on November 18, 1942.

MARIANNE THYSSEN
European Commissioner for Employment, Social Affairs, Skills and Labour Mobility



Marianne Thyssen is the current European Commissioner for Employment, Social Affairs, Skills and Labour Mobility (from 2014 to present). From 2008 to 2010, she has been the Party leader of CD & V (Flemish Christian-Democratic party). First Vice-President of the EPP Group in the European Parliament (2004-09), she was the head of the Belgian delegation of the EPP Group in the European Parliament (1999-2014). Member of the European Parliament 1991-2014, Marianne Thyssen acted as First Alderman in Oud-Heverlee 2001-2008; Municipal

LUIS ALMAGRO LEMES
Secretary General of OAS (Organization of American States)



Luis Almagro Lemes was elected Secretary General of the Organization of American States on March 18, 2015. Upon taking leadership of the OAS, he announced that one of the central themes of his mandate will be “more rights for more people,” and that he would work to bring the Organization closer to the new realities in the Hemisphere and contribute to ensuring more democracy, security and prosperity for all.

BIOS OF SPEAKERS

SESSION 1 / NOV. 17 / 9.10-10.50 AM

Business Leaders in Dialogue with International Institutions for the Promotion of Inclusive and Sustainable Development

A career diplomat, Almagro was Foreign Minister of Uruguay from 2010 to March 1, 2015. In addition, he was elected Senator in the national elections in Uruguay in October 2014.

As Foreign Minister for President José Mujica, he defined several emblematic initiatives that put the small South American country on the global map, from receiving former prisoners from Guantanamo, to welcoming dozens of Syrian families who had been victims of the country's conflict, to building support in the United Nations so that, beginning in 2016, Uruguay will become part of the Security Council.

Knowledgeable about the new regional alignments, Almagro was an active participant in the consolidation of UNASUR and CELAC and, as member of the special UNASUR delegation to Venezuela in 2014, he was recognized as an advocate of dialogue between the government and the opposition to stop the violence at that moment.

The Secretary General of the OAS was also Ambassador to China for five years, after occupying senior diplomatic posts in the Embassies of Uruguay in Germany and Iran.

In 2014 Foreign Policy magazine named him a Leading Global Thinker, one of ten decision-makers in the region granted this international distinction. Almagro, a lawyer by profession, is married and has seven children.

SIPHO MOYO

Director of Cabinet
and Chief of Staff
Office of the President of the
African Development Bank

Sipho Moyo, a citizen of Zimbabwe, is the Director of Cabinet and Chief of Staff in the Office of the President of the African Development Bank.

Dr. Moyo graduated with a Masters in Development Economics in 1989 and PhD in Financial Economics in 1994, both from Howard University, Washington DC, USA.



She has had an illustrious career in international development spanning over 22 years.

Until her appointment, Dr. Moyo worked as the Executive Director of the ONE Campaign, an international civil society organization, where she distinguished herself by significantly growing the organization and mobilizing strong advocacy and support behind major development issues in Africa.

Prior to joining the ONE Campaign, Dr. Moyo worked at the African Development Bank for twelve years from 1998-2010, where she worked variously as Resident Representative and Country Manager for Nigeria and Tanzania country offices, Principal Country Economist and Senior Economist.

From 1992-1994 she worked as Economist and Financial Analyst of the International Fund for Agricultural Development (IFAD), Rome, and at the World Bank.

VIC VAN VUUREN

Director of the Enterprises
Department, ILO

Vic Van Vuuren is the Director of the Enterprise Department at the ILO, Geneva. The Enterprise Department promotes Decent Work by supporting sustainable enterprises and strengthening the institutions and governance systems which nurture enterprises.

As Director of the Department, Mr van Vuuren oversees a large portfolio of programs that aim to create decent work in supply chains. Mr van Vuuren joined the ILO in 2009 as the Director of the ILO Decent Work Team for Southern and Eastern Africa. Prior to joining the ILO, he was the Chief Operations Officer at Business Unity South Africa and representative for business at the South African Economic, Development and Labour Council (Nedlac).

In this capacity he was also the employer member of the ILO Governing Body.



SESSION 2

NOV. 17 / 2.30 - 4.15 PM

Vision of Business Leaders and Economists. Recent Conferences and Perspectives

STEFANO ZAMAGNI

Professor of Economics at
University of Bologna and at
the John Hopkins University

Stefano Zamagni graduated in 1966 from the Catholic University of the Sacred Heart, Milan with a degree in Economics, in which he specialized at the University of Oxford (UK) at Linacre College. Professor Zamagni has taught at the University of Parma and Bocconi University.



He retired in 2013 as Full Professor of Economics at the University of Bologna where he continues to teach.

He is vice-director of Johns Hopkins University, SAIS Europe, where he also teaches Public Sector Economics as Adjunct Professor. Professor Zamagni has written 11 books and co-authored seven others. He has also published numerous papers and articles. Professor Zamagni has served on many councils and commissions since the 1990s including a term as a consultant of the Pontifical Council of Justice and Peace.

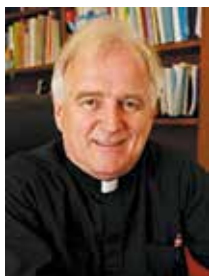
In 2013 he was appointed a member of the Pontifical Academy of Social Sciences.

SESSION 2 / NOV. 17 / 2.30 - 4.15 PM Vision of Business Leaders and Economists. Recent Conferences and Perspectives

SÉAMUS FINN

Vice Chair, Board of Interfaith Center on Corporate Responsibility, USA

Rev. Séamus Finn, OMI (Missionary Oblates of Mary Immaculate), has directed the US Oblate JPIC Office since its inception and has been active in JPIC ministry at various levels for over 25 years. He represents the Missionary Oblates on the boards of directors of a number of organizations supported by the Oblates both in the U.S. and internationally. Visiting many of the places where Oblates work, Séamus has tried to explore ways in which the office can be supportive of their efforts through addressing public policy issues and public officials and through the work of the office with corporations. He is a leader in faith-based socially responsible investing, and is Vice Chair of the Board of the Interfaith Center on Corporate Responsibility. Séamus served in parish ministry in Brattleboro VT, Puerto Rico, Miami FL and Lowell MA. He completed his doctorate at Boston University School of Theology in 1991.



SERGIO CAVALIERI

President of UNIAPAC Latin America, UNIAPAC World Congress (October 2015), Brazil

He is Civil Engineer, postgraduate in Finance, Advanced Management Program at INSEAD, France. Sergio belongs to the third-generation of the family who founded the ASAMAR Group in 1932, and he is currently the Chairman of the Board of the holding company of the Group.

He has also completed a postgraduate program in corporate finance at Fundacao Getulio Vargas, in Brazil. He was professor of statistics at the State University of Montes Claros, Minas Gerais, for seven years.

Sergio Cavalieri is currently President of ADCE UNIAPAC Brazil, Christian Businessmen Association of Brazil. He is Vice-president of Industry Federation of Minas Gerais. He is member of the Council for Corporate Social Responsibility of National Association of Industry, University Council for the Catholic University of Minas Gerais, member of the International Advisory Council of *Fundacao Dom Cabral*.

Mr. Cavalieri received many awards: Industry Leader of the Year from FIEMG (2008), Finance Person of the Year (2012), from the Brazilian CFO Institute, Engineer of the Year in 2016 from Engineers Society of Minas Gerais.



MATHILDE MESNARD

Senior advisor of OECD Secretary General and Coordinator of the New Approaches to Economic Challenges (NAEC), Productive Economies for Inclusive Societies: OECD Forum 2016, France



Deputy Director of the Directorate for Financial and Enterprise Affairs at the OECD, where she supervises work across the areas of investment, corporate governance, financial markets, competition and anti-corruption. Mrs. Mesnard has extensive experience in the OECD, having been the coordinator of the New Approaches to Economic Challenges (NAEC). Prior to this, she has worked as Senior Advisor and Counsellor to the OECD Secretary General. In this position, she supported the preparation of the Ministerial Council Meetings, the advancement of relationship with key partners, the OECD Accession Process and followed up issues related to financial and enterprise affairs, governance, integrity and gender equality, and the fight against corruption and building integrity in both the private and the public sector. She worked in the Corporate Affairs Division of the Financial Affairs Directorate (2001-2009), and she has previously held positions as management consultant with Deloitte & Touche, Assistant Professor in Economics at the University of Picardie, and Financial Analyst at Citibank. She holds a degree in Philosophy, a Master's Degree in Finance from the Ecole Supérieure de Commerce de Paris, an MBA from Drexel University, and a PhD in Economics from the École des Hautes Études en Sciences Sociales.

REV. CANON ROSA LEE HARDEN

Co-Founder & Producer, Social Capital Markets, presenting SOCAP 16, USA



The Rev. Rosa Lee Harden is an Episcopal priest and has served at both the Cathedral of All Souls in Asheville and Holy Innocents Episcopal Church in San Francisco, California. Rosa Lee's career goes beyond traditional church categories. She has built a career bridging two worlds, combining spirituality with business, and she aspires to use the connections in both worlds to continue helping people make sense of their lives, their careers, their consumption, their investments, their activism and social justice work, and their souls.

Rosa Lee Harden is Co-Founder and Producer of Social Capital Markets (SOCAP). SOCAP is a multi-platform organization dedicated to the flow of capital towards social good. Their on-going event series connects innovators worldwide – investors, foundations, institutions, and social entrepreneurs – to build a market at the intersection of money and meaning.

BIOS OF SPEAKERS

SESSION 2 / NOV. 17 / 2.30 - 4.15 PM Vision of Business Leaders and Economists. Recent Conferences and Perspectives

LUC CORTEBEECK

Chair of the Workers' Group, ILO, Conference on Sustainable Development and the Future of Work (March 2016), Belgium

Luc Cortebееck served as President of the Confederation of Christian Trade Unions of Belgium (ACV/CSC) until January 2012.

He was trained as a social worker and since 1972, has worked



for the ACV/CSC. His first assignment was as a responsible for the ACV Youth section in Mechelen and he then later worked in the Service Companies of ACV. In 1983, he was elected national secretary of the ACV/CSC (Flemish wing).

In September 1999, he was elected national chairman of the ACV/CSC and in May 2000 was elected Vice-President of TUAC. Since November 2006, he has served as Vice-President of the International Trade Union Confederation (ITUC). Whilst stepping down as President of the CSC, Luc will continue as chair of the workers' group on the governing body of the ILO and Vice-chair of the ITU until 2014.

SESSION 3

NOV. 17 / 4.45 - 6.00 PM

Actual Challenges of the Business Leader

DOMINGO SUGRANYES

President of the Centesimus Annus Foundation, Spain

Graduated from the University in Fribourg, Switzerland (Licence en Sciences Économiques et Politiques), active from 1969 at UNIAPAC, Brussels. Secretary-General from 1974 to 1981. Joined MAPFRE insurance group in Madrid in 1981, at the beginning of the group's international development. He held a number of different management positions in Reinsurance, Credit and Guarantee Insurance, Corporate Finance and Investors Relations. Since the early 90s he was Managing Director of Corporación Mapfre, the group's public listed holding. He became Member of the Group Executive in charge of Finance in 2000. After completion of the demutualization process, he became Executive Vice-Chairman of MAPFRE Group until retirement from executive office in 2008. He remained member of the Board of Fundación MAPFRE and of several group subsidiaries until April 2015. Since 2009, Chairman of *Fondazione Centesimus Annus - Pro Pontifice*, a lay-led Vatican-based institution dedicated to the diffusion of Catholic Social Teaching in economic circles, through dialogue with academic research and practical experience. He is Past-President of UNIAPAC, International Christian Union of Business Executives (1997-2000).



MBA from GSBA/Boston University and a Ph.D. in organization science (cum laude) from Leiden University, Netherlands.

After teenage years as a national swimming champion Jacqueline Fendt founded and managed her first company at age 23 in Malta: a translation and interpretation service. Back in her native Switzerland she then embarked upon a corporate career with executive positions at Ciba-Geigy Basel (now Novartis), Digital Equipment Corporation (now HP) in Zurich and Siber Hegner Group (now DKSH) in Tokyo. In 1994 she was appointed CEO of Swiss Shipping and Neptune Co. Ltd (now Rhenus) in Basel, and radically restructured this mythical but deficitary European inland navigation group.

In March 1997 Jacqueline Fendt was appointed by the Swiss Government to head Expo.01, a large once-in-a-generation national exhibition for which she raised several hundred million Euros before leaving the project in a highly mediated political clash. In 1999 she founded and chaired Business Angels Schweiz, www.businessangels.ch, an organization that identifies, finances and coaches promising seed and start-up companies, mainly in bio- and nanotech. From 2001-2004 she was Dean of the Graduate School of Business Administration (www.gsba.ch). Jacqueline also serves on the boards of international companies in the life sciences and transportation industries and is a long-standing trustee of the International Center for Economic Growth (www.iceg.org), California.

JACQUELINE FENDT

Professor, ESCP EUROPE

Jacqueline Fendt is professor of strategy and entrepreneurship at ESCP Europe and Scientific Director of the school's Chair of Entrepreneurship. She holds bachelors in organization science and business administration (distinction), an



ROBERTO GIORI

Roberto Giori Company

Roberto Giori worked in the security printing industry for more than 35 years before setting up a new company in Switzerland, the Roberto Giori Company, to turn attention to the banknote of the future. He has now spent the past few years developing a unique concept of digital currency which is legal tender. Around 200 mobile payment systems have been developed in the past ten years. None of these is digital money issued by a



SESSION 2 / NOV. 17 / 2.30 – 4.15 PM Vision of Business Leaders and Economists. Recent Conferences and Perspectives

central bank as legal tender. None of these systems can convert printed banknotes into digital money, or vice versa. Roberto Giori's platform has been designed to provide a global, international standard for reliable, secure operations, in one single system within a regulatory and supervisory framework.

It is over 350 years since the first banknote in Europe was issued in Sweden. Since the 1950s, Giori technology has been making it possible to create security features in banknotes which help users identify genuine money and so prevent fraud. That is why almost every central bank in the world uses Giori technology. The Roberto Giori Company has now developed the technology to ensure that a similar level of protection is possible for digital banknotes in the 21st century.

With the mobile phone technology and infrastructures available today, it is possible to create digital money which is extremely secure and reliable, at lower costs, while helping to protect the environment at the same time by reducing waste and pollution.

STEPHANE JAQUEMET UNHCR Regional Representative for Southern Europe

Stephane Jaquetmet was appointed Regional Representative for Southern Europe of the United Nations High Commissioner for Refugees (UNHCR) as of April 2016.

Mr. Jaquetmet has been working with UNHCR for 24 years, starting in 1992 in Croatia as Head of Operations. He continued his career in Togo serving as Head of Emergency Operations and then as Senior Protection Officer. From 1997 to 2002, he held a number of senior positions in the Division of International Protection at UNHCR Headquarters in Geneva.

In 2002, Mr. Jaquetmet moved to Indonesia and took the position of Deputy Regional Representative. In 2005, he was appointed as Representative and successfully served as such in Lebanon, Nepal, Burkina Faso and Colombia.

Mr. Jaquetmet is a Swiss national and studied law at Lausanne University and was called to the Swiss Bar in 1981. He then successfully completed his master's degree in criminology at the University of Paris. He is married and has one daughter.



THE RIGHT REVEREND DAVID URQUHART Bishop of Birmingham

Bishop David Urquhart is the Ninth Bishop of Birmingham. He was inaugurated at St Philip's Cathedral, Birmingham in November 2006. Brought up in the Highlands of Scotland, he first came to the Midlands aged 13 as a pupil at Rugby School where he was Head of School and Captain of the XV.



During his gap year in Idi Amin's Uganda, David's Christian faith became well established.

In 1972 he returned to London and began a ten-year career in the commercial side of BP, taking a degree in Business Studies at Ealing Business School. After an unexpected call to ordained ministry and further study at Wycliffe Hall, Oxford, he served in two parishes in Hull.

From 1992-2000, David was Vicar of Holy Trinity Church Coventry. Here he was also Chaplain to the Freemens Guild, a founder Director of Coventry City Centre Company and a Board Member of Whitefriars Housing. He moved from Coventry to be Bishop of Birkenhead where he chaired the Diocesan Board of Education and Wirral Local Strategic Partnership. He is an Honorary Freeman of the Metropolitan Borough of Wirral.

In addition to his duties as Bishop of Birmingham, he is the Archbishop of Canterbury's Link with China, Prelate of the Order of St Michael and St George and President of the Friends of IPASC (community health training) in DR Congo. David received an Honorary Doctorate of Divinity from Birmingham University in July 2009, is a Board member of Birmingham Hippodrome Theatre, a Council member of Birmingham Chamber of Commerce and is currently chairing the Be Birmingham Summit of the Local Strategic Partnership. He is a Church Commissioner and joined the House of Lords in October 2010.

RAJ SISODIA Professor, Babson College

A thought leader of the Conscious Capitalism movement, Raj Sisodia is the FW Olin Distinguished Professor of Global Business and Whole Foods Market Research Scholar in Conscious Capitalism at Babson College. He is also Co-Founder and Co-Chairman of Conscious Capitalism Inc. He was previously Trustee Professor of Marketing and the Founding Director of the Center for Marketing Technology at Bentley University. He has an MBA from the Bajaj Institute of Management Studies in Bombay, and a Ph. D. in Marketing from Columbia University.

Raj is the author (with John Mackey, founder and co-CEO of Whole Foods Market) of the *New York Times* and *Wall Street Journal* bestselling book *Conscious Capitalism: Liberating the Heroic Spirit of Business* (Harvard Business Review Publishing, 2013). He is also co-author of the *Wall Street Journal* bestseller *Everybody Matters* (2015) and *Shakti Leadership: Embracing Feminine and Masculine Power in Business* (2016).

Bentley University honored him with the Award for Excellence in Scholarship in 2007 and the Innovation in Teaching Award in 2008. He was named one of "Ten Outstanding Trailblazers of 2010" by Good Business International, and one of the "Top 100 Thought Leaders in Trustworthy Business Behavior" by Trust Across America for 2010 and 2011. Raj was awarded an honorary doctorate by Johnson & Wales University in May 2016.

Raj has published nine books and over 100 academic articles. His book *The Rule of Three: How Competition Shapes Markets* (2002) was a finalist for the Best Marketing Book Award from the



BIOS OF SPEAKERS

SESSION 2 / NOV. 17 / 2.30 - 4.15 PM **Vision of Business Leaders and Economists. Recent Conferences and Perspectives**

American Marketing Association. His book *Firms of Endearment: How World Class Companies Profit from Passion and Purpose* explains the precepts and performance implications of pursuing a conscious approach to business and was named one of the ten best business books of 2007 by Amazon.com.

He has consulted with and taught executive programs for numerous companies, including AT & T, Nokia, LG, DPDHL, POSCO, Kraft Foods, Whole Foods Market, Tata, Siemens, Sprint, Volvo, IBM, Walmart, Rabobank, McDonalds and Southern California Edison. He is on the Board of Directors at The Container Store and a trustee of Conscious Capitalism Inc.

SESSION 4

NOV. 18 / 9.00 - 11.00 PM

For an Inclusive Economy and Progress. Business Leaders generating Decent Work for an Integral Human Development

ROLANDO MEDEIROS CEO ELECMETAL S.A., CHILE



Rolando Medeiros is a Chilean business leader with senior executive experience in Latin America (Argentina, Chile, Colombia, Peru), USA and China and in several business sectors (metallurgical and industrial manufacture, oil and gas, energy and power generation and distribution, among others). He is CEO of Elecmetal S.A., an international holding company headquartered in Chile and of ME Global Inc. a US Delaware corporations. He serves as Chairman of the Board of Fundición Talleres Ltda. and seats in several domestic and international Boards of Directors. He participates in business associations (Consulting Board of the Industrial Association of Chile, SOFOFA), Non Profit Organizations (Board of Directors of Fundación Arturo Lopez Perez devoted to the prevention, diagnosis and treatment of cancer) and academic institutions (Consulting Board of the Labor Relations Cathedra of the Pontifical Catholic University of Chile). He is Vice-Chairman of UNIAPAC Latin-America and former President of USEC (UNIAPAC's association in Chile). He was educated at the University of Chile and earned postgraduate degrees in quantum chemistry and physics (Uppsala University in Sweden), business administration (University of Chile) and philosophy (Alberto Hurtado University in Chile).

MICHAEL NAUGHTON Professor, University of St. Thomas



Michael Naughton is the holder of the Koch Endowed Chair in Catholic Studies at the University of St. Thomas (Minnesota) where he is a full professor with an appointment in the department of Catholic Studies (College of Arts and Sciences) He is the director of the Center for Catholic Studies, which is the oldest and largest Catholic Studies program in the world. He is the author and editor of nine books and over 40 articles. He helped coordinate and write the *Vocation of the Business Leader* issued

by the Pontifical Council for Justice and Peace (2012), which is translated into 15 languages. He currently serves as board chair for Reell Precision Manufacturing (for profit).

SELECTED PUBLICATIONS

- **Respect in Action:** Applying Subsidiarity in Business 2015 (Co-authors Jeanne Buckeye, Kenneth Goodpaster, T. Dean Maines).
- **Leading Wisely in Difficult Times:** Three Cases of Faith and Business, 2011 (Co-author David Specht).
- **Bringing Your Business to Life:** The Four Virtues that Will Help You Build a Better Business-and a Better Life, 2008 (Co-author Jeff Cornwall).
- **Rediscovering Abundance:** Interdisciplinary Essays on Wealth, Income and their Distribution in the Catholic Social Tradition, 2005 (co-editors, Helen Alford, Charles Clark, S.A. Cortright).
- **Rethinking the Purpose of Business:** Interdisciplinary Essays in the Catholic Social Tradition, Spring 2002 (co-editor, S.A. Cortright, translation in Chinese in progress).
- **Managing as if Faith Mattered:** Christian Social Principles in the Modern Organization, 2001 (co-author Helen Alford-translated into Spanish, Russian and Hungarian with Italian and Chinese in progress).

JEAN-MARC LIDUENA Partner, DELOITTE



Jean-Marc Liduena heads the Consumer Goods sector and Industrial Products Deloitte. Strategy expert, he brings to our customers over 20 years of consulting experience and general management.

After have served as Vice- President at Unilever, he joined the consulting profession in various strategy firms, Bain, Booz and Roland Berger as a Partner. He became Senior Partner at Monitor Deloitte in 2014 and joined the Consulting Management Committee. He chairs the Association of Alumni INSEAD.

BRADFORD A. MILLS Founder and Managing Director of Plinian Capital



Bradford A. Mills is the Founder and Managing Director of Plinian Capital –

SESSION 4 / NOV. 18 / 9.00 – 11.00 PM **For an Inclusive Economy and Progress. Business Leaders generating Decent Work for an Integral Human Development**

a private equity firm focussing on investments in natural resources. Currently acts as CEO of Mandalay Resources, a gold and silver mining company with operations in Chile, Australia and Sweden. He is Chairman of West African Minerals, and Executive Director of Circum Minerals.

He has over 30 years of experience in the resource industry, formerly holding the position of CEO of Lonmin Plc, the world number three platinum and PGM producer, and prior to that, served as President of the BHP Billiton Copper Group. He is a geologist.

JEAN-MARC BORELLO Chairman, GROUPE SOS

Born in 1957 in Aix en Provence, Jean-Marc Borello began his career in 1977 as a specialized educator in a center for young offenders. In 1981, he was appointed to the Interministerial Mission for the Fight against Drugs and Drug Addiction, and occupied various positions in ministerial offices. He discovered “classic” entrepreneurship in 1987 and became head of a group of SMEs for 10 years. In 1997, he decided to devote himself full-time to SOS GROUP, whose first associations were created in 1984 by Mr. Borello himself. Chairman of the Mouvement des entrepreneurs sociaux (MOUVES) since it was created in 2010, Vice-chairman since June 2013, Jean-Marc Borello work every day in order to highlight the social business model.

For 30 years now, GROUPE SOS has put economic value creation at the service of the general interest. In doing so, it provides responses to today's society's issues by developing innovative solutions in its five main fields of activity – youth, employment, solidarity, health and Seniors. The actions undertaken by GROUPE SOS influence the lives of over a million people every year.



ANDREA MUNARI CEO and General Manager of BNL

Andrea Munari, born in Treviso, Italy, is a highly experienced banking sector manager. He began his career with Standard Chartered in Milan before joining Morgan Stanley (1991-1997), in London and Paris in the sectors of Fixed Income and Trading. Andrea Munari then works in France as Managing Director at Barclays Capital (1997-2000), before returning to Morgan Stanley, still as a Managing Director (2000-2006).

In 2006, he returned to Italy to take up the post of General Manager at Banca Caboto and then became General Manager of Banca IMI. Early in 2014, he was appointed CEO of Credito Fondiario and until September 2016 Director and a member of the Audit and Risk Committee of the London Stock Exchange Group. He's been a member of the Advisory Board of ENI Trading & Shipping. In November 26, 2015, Andrea Munari is appointed CEO and General Manager of BNL SpA, Head of BNP Paribas in Italy and member of the Executive Committee of BNP Paribas. In January



2016, he is appointed President of Findomestic Bank. He is Vice President of the Italian Stock Exchange. In addition he is a member of the Innovation Board of the Ca' Foscari Foundation of the University of Venice. Since January 2016 he is a member of the ABI's Executive Committee and since February 2016 he is a counselor in the BNL Foundation.

Andrea Munari graduated in Political Economy from Bocconi University in Milan, Italy.

KATHERINE MILLIGAN Head and Director, Schwab Foundation for Social Entrepreneurship

Katherine Milligan is the Director and Head of the Schwab Foundation for Social Entrepreneurship.

She received her B.A. from Dartmouth College and her Master's in Public Policy from the Kennedy School of Government, where she was the recipient of the Pforzheimer Scholarship for Excellence in Nonprofit Management.

Katherine's previous work experience includes a Sheldon Knox Research Fellowship at Harvard University (2004-2005); a Global Leadership Fellow of the World Economic Forum (2005-2009). Before that she was a Peace Corps volunteer in West Africa and a strategy consultant for several non-profits.

Her work has been published in the International Institute of Economics, Stanford Social Innovation Review, MIT journal Innovations, and the Harvard Business School.



NICK O'DONOHUE Senior Advisor, Blended Finance, Bill & Melinda Gates Foundation

Nick O'Donohue recently took up a senior advisory role at the Bill & Melinda Gates Foundation, focusing on blended finance.

Nick is a board member of the Global Impact Investing Network (GIIN), Chairman of the WEF Social Innovation Council, Vice Chair of the Global Steering Committee on Social Impact Investment, and a member of the Investment Committee of the Women's World Banking Microfinance Fund.

Prior to joining the foundation, he was CEO of Big Society Capital for five years, during which the organisation made £374m available to charities and social enterprises. Prior to Big Society Capital, Nick was at JP Morgan, latterly as Global Head of Research.

While there he co-authored “*Impact Investments: An Emerging Asset Class*”, published by JP Morgan and the Rockefeller Foundation in November 2010. Before joining JP Morgan he worked at Goldman Sachs.

He has an MBA from the Wharton School and a BA in Mathematical Economics and Statistics from Trinity College, Dublin.



BIOS OF SPEAKERS

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BALTAZAR SANCHEZ

Chairman of Cristal Chile,
a Chilean company devoted
to glass bottles manufacture

Baltazar Sanchez is the Chairman of Cristal Chile, a Chilean company devoted to glass bottles manufacture. 22 years ago he started a collection and recycling program that aimed to reduce the environmental pollution and the energy consumption derived from the glass production. The joint effort with Coaniquem, an NGO that supplies medical



care and rehabilitation to burnt children resulted in a massive and permanent campaign of glass collection carried out on public spaces and supermarkets. Today, all the glass collected is bought by Cristal Chile and the funds are allocated into different programs of Coaniquem.

One of the main programs financed this way is Casa Abierta (Open House). Casa Abierta allows hospitalized children to remain with their families and continue their studies as they receive medical treatment, by giving housing to them. Casa Abierta receives both Chilean and foreign children and their families.

So far, Coaniquem has worked with over 120.000 children, becoming the most important center for burnt children in Latin America. Therefore, its expansion to other countries has been studied.

SESSION 5

NOV. 18
11.30 AM - 1.00 PM

Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices

1ST ROUND TABLE › Overcoming Exclusion - Testimonials

MICHEL ROY

Secretary General of
Caritas Internationalis

Michel Roy is the Secretary General of Caritas Internationalis. Previously, he was the director of the international lobbying and advocacy department at Secours Catholique (Caritas France). He has a wide background of expertise on humanitarian and development work. He speaks French, Spanish, Italian and English.



RANDY LEWIS

Former Senior Vice-President,
Walgreens, USA

Randy Lewis served as Walgreens chief supply chain officer for sixteen years as the drug store chain grew from 2,000 to 8,000 stores.

He launched a disability hiring initiative in its distribution centers that resulted in employing over 1,000 people with disabilities who perform the same jobs, are held to the same performance standards and earn the same pay as other employees.

The model has been called the “gold standard of disability employment” and has been adopted by other companies around the world. His book, *No Greatness Without Goodness* was named as one of “Ten New Books You Need To Read This Year” by Fast Company, an American business magazine.



AMINA LARAKI

President Group AMH

Amina Slaoui Laraki received her educational training in France. A mother of four, she was a successful communications executive when a tragic accident left her wheelchair bound.

Due to her financial means, she was able to seek excellent care and physiotherapy abroad, but when she returned to Morocco she was distraught by the lack of care for Moroccans who suffered similar circumstances but did not have comparable means. This inspired her to create the Groupe AMH, for which she has received many awards including the Chevalier de la Légion d'Honneur in 2006. She also sits on the boards of several associations fighting for the human rights. Groupe AMH's Noor Centre for re-education in Casablanca offers rehabilitative services to up to 1400 patients a year, including physiotherapy, speech, occupational and psychotherapy, as well as fitting of prostheses and wheelchairs. 30 % of the patients are low-income and benefit from up to 20-80 % price discounts through Groupe AMH insurance, while 70 % of patients who have the means to pay help the Noor Centre achieve financial sustainability.

The Noor Centre continually works with the largest insurers in Morocco to negotiate favourable illness and work accident policies to enable them to lower costs further.



CHIARA CONDI

President of Led By Her

Chiara Condi has changed this ambition in a social project: in her organisation Led by HER, the American woman now living in Paris helps women victims of violence to become their own company boss.

SESSION 5 / NOV. 18 /11.30 AM - 1.00 PM

Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices

1ST ROUND TABLE • Overcoming Exclusion - Testimonials

"To test the nature of a man, give him power," said Abraham Lincoln as a joke. His fellow countrywoman Chiara Condi used a female version of this by creating the organisation *Led by HER*, a community incubator supporting women in their business creation project. *Led by HER* is different in that it takes action directly during the reconstruction step. The organisation boasts about a hundred common classes are given by experts of entrepreneurship (including by teachers of two partner business schools, IÉSEG and ESCP Europe), a 3-years tutoring program and events and conferences frequently held in collaboration with entrepreneurship environment and partner companies. Chiara studied in Harvard, Sciences Politiques in Paris and at the London School of Economics. She was a bright student who found her way in social and solidary economics very early. While she was still a student in the US, she implemented programs to socially rehabilitate the homeless. *Led by HER* would be born a few years later despite a few obstacles.



MARTIN BURT

Executive Director, Fundación Paraguaya, Paraguay

Martin Burt is founder (1985) of *Fundación Paraguaya*, a social mission organization devoted to poverty elimination in the world through entrepreneurship and self-reliance. He is currently developing two global social innovations: financially self-sufficient agricultural schools for chronically unemployed rural youth and the "Poverty Stoplight", a new poverty metric and coaching methodology which allows poor families to self-diagnose their level of poverty across 6 dimensions and develop customized plans to overcome not only income-poverty, but also deprivations in 50 indicators. He holds a PhD from Tulane University and teaches at Worcester Polytechnic Institute in the US and the American University in Nigeria. He is member of the Global Future Council on the Future of Economic Growth and Social Inclusion of the World Economic Forum and board member of the Schwab Foundation for Social Entrepreneurship, Teach A Man To Fish, Global Foodbanking Network and Education & Entrepreneurship in Tanzania. Previously Dr. Burt served as elected Mayor of Asunción, Vice Minister of Commerce, and Chief of Staff to the President of Paraguay.



VALDECI ANTONIO FERREIRA

General Manager of FBAC- Brazilian Federation of the APACs (Association for the Protection and Assistance of the Convicted)

Valdeci Antonio Ferreira is a Lay Comboni Missionary. Born in Itapeperica/Minas Gerais, Brazil.

He has degree in metallurgy from the Vital Technical School of Brazil. Law degree from the University of Itaúna/ Minas Gerais and Theological Studies at the Pontifical Catholic University - PUC/Rio de Janeiro. Founder of APAC - Association of Protection and Assistance to Convicts - in Itaúna/Minas Gerais and Lay Comboni Missionaries Association - ALMC.



Currently he is the Executive Director of Fraternity Brazilian of Assistance to Convicts - FBAC, an entity that congregates, orients and supervises APACs in Brazil and supports APACs abroad, ensuring APAC methodology fulfillment. Advisor of CeMAIS - Minas Gerais's Center for Intersectoral Alliances. Advisor of APAC Method in Prison Fellowship International - UN advisory body for prison affairs. Attended courses, seminars and lectures in several Brazilian states and in more than 25 countries.

He is the author of the book *"Gathering Broken Pieces, Rescuing Lives"* (Juntando Cacos, Resgatando Vidas), *"The Mission from the Periphery of the World"* (A Missão a partir da Periferia do Mundo) and co-author of *"Partners of the Resurrection"* (Parceiros da Ressurreição).

SOMPONG DOWPISET

Chairman, Boonthavorn Ceramic Co. Ltd., Thailand

Sompong Dowpiset is the Chairman of Boonthavorn Ceramic Co. Ltd. He serves as a Chairman of the Haco Group Co. Ltd based in Thailand, as well.

He is Senior member of the Catholic Business Executive Group (CBEG), a Catholic Association of Thai business leaders.

GABRIELE GIUGLIETTI

Banca Etica

Gabriele Giuglietti was among the Founders of the Italian *Banca Etica* (Ethical Bank) in 1999, and among the Founders of Etica sgr (the asset management society of Banca Etica).

Appointed "Ufficiale della Repubblica Italiana", an honour civilian title, by the Italian President on June 2nd, 2000, he is active in the Red Military Cross.

Giuglietti spent his professional life dealing with loan activities in Italy, Spain, Palestine, Africa and Latino America with a special focus on microfinance institutions, poor farmers, women, and in Italy with cooperatives and associations which work in the "existential suburbs".

Credit is an human right as Education and access to sanitary services.

He is trainer in the Catholic Scouting Movement with his wife who is a pediatrician oncologist.



SESSION 6

**NOV. 18
2.30 AM - 4.15 PM**

Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices

2ND ROUND TABLE > “The need of forthright and honest debate (LS, 16)”

MSGR. ROBERT J. VITILLO
Secretary General, International
Catholic Migration Commission



He completed graduate studies in theology, clinical social work, and management. He is a Catholic priest of the Diocese of Paterson, New Jersey (USA). He served in Catholic Church-related charitable agencies at local, national, and global levels. Between 2005 and 2016, he coordinated the Caritas Internationalis Delegation to the UN in Geneva. He currently serves as the Secretary General of the International Catholic Migration Commission and as the Attaché for Health at the Permanent Mission of the Holy See to the UN in Geneva.

ANDREW FORREST
Metals Group (FMG),



Andrew Forrest is both one of the most effective Australian philanthropists of his generation and most socially impactful business leaders. Andrew founded Fortescue Metals Group (FMG) in 2003. Businesses founded by Andrew now rank in the top five globally for the production of iron ore and nickel, fundamental building blocks for improving living standards around the world. In 2001, Andrew founded the Minderoo Foundation and in 2011 transitioned from the Chief Executive role to Chairman of FMG, focussing on Minderoo's philanthropic work. They now devote significant energy, time and resources to creating sustainable improvement in areas of social need through Walk Free Foundation (working globally with other likeminded groups to eliminate modern day slavery) and GenerationOne (to end Indigenous disparity in Australia). In 2013 the Prime Minister of Australia appointed Andrew to Chair a Review into Indigenous Training and Employment, with the specific aim of ending Indigenous disparity through employment. One of his proudest achievements is the facilitation of the coming together of the world's major faith and spiritual leaders in the Vatican in December 2014 and in New Delhi in December 2015 to produce a global religious proclamation against modern slavery. In 2016 Andrew is a Councillor of the Global Citizen Commission and he was appointed by the Australian Government as Australia's Business Champion for the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime. Andrew has received a number of national and international awards and medals: Business Leader of the Year at the Australian Institute of Management Western Australia Pinnacle Awards (2014), honorary doctorate by The University of Western Australia (2014), and others.

PIERRE MARTINOT-LAGARDE
Special Advisor for socio-
religious affairs, at the
International Labour
Organisation, Switzerland



Since 2008, I am in charge of developing and nurturing partnerships between the ILO, Faith Based Organisations. Previously, head of the Centre de Recherche et d'Action Sociales (Paris, la Plaine Saint Denis) and Directeur of the Journal Projet. Holding a Ph D in Demography (University of Pennsylvania, 1998) and a Master in Theology (Centre Sèvres, 1994).

RAYMOND R. SFEIR
Doctor in Business
Administration (University
Lyon3-BSI), MS (University of
Paris)



Data Processing Engineer at CAP (1969-1972), CEO of family's industrial holding in Lebanon and West Africa (1973-80), Chairmen of the group *Réalisations France Industries* (1981-97), of the group *Papeteries Navarre de Roanne* (1984-1997), BMACOM (since 1985) and Industrial Vice-President of the Chamber of Commerce and Industry (Roanne, 1994-2004). He is Member of EDC France (Christian Entrepreneurs), Founder of EDC Lebanon (2006) and MA'AM -gathering of Islamic and Christian Entrepreneurs in Lebanon (2009).

BERNARD N'DOUMI
President of the Ivorian
Movement for Executives and
Managers Christians in Côte
d'Ivoire (MIDEC)



He is also President of the National Council of Social Dialogue in Côte d'Ivoire (CNDS), Administrator and Special Advisor to the President, in charge of Social Affairs, Employment, Training and Research, the Legal and Tax of the General Confederation of Enterprises of Côte d'Ivoire (CGECI – The Patronage Ivorian). Financial and Legal Corporate tax, Bernard N'DOUMI has experience in audit, in Financial Management, in organization, in Management and Corporate Governance. He has held positions of Direction and Executive Management from January 1978 to September 2000, successively in a Cabinet, to ARSO and the AFRICAN HANDLING (JA Delmas Group) before being appointed General Manager of National Social Insurance Fund (CNPS), a position he held from 2000 to 2013. Bernard N'DOUMI is currently Chairman of the Board and Director of several companies and Foundations and also General Manager of 2ACM which he is the founder by himself since January 2014.

SESSION 6 / NOV. 18 / 2.30 AM - 4.15 PM

Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices

2ND ROUND TABLE › “The need of forthright and honest debate (LS, 16)”

OKENDO LEWIS-GAYLE

Founder and Chairman of the Harambe Entrepreneur Alliance (HEA)

Okendo Lewis-Gayle is Founder and Chairman of the Harambe Entrepreneur Alliance (HEA) and author of *Harambeans*, a collection of stories of young African entrepreneurial leaders. HEA is a network of highly educated young African entrepreneurs, who are spearheading social and business ventures across Africa – efforts which have been recognized by *the Economist*, *Forbes*, *Vanity Fair*, *China Daily* and the Queen of England. Born in Costa Rica, raised in Italy and educated in the United States and Taiwan, Okendo has recently been admitted to the Harvard Kennedy School to continue his master's studies as a member of the prestigious Edward S. Mason Program. The HEA stands for working together as one to unleash the potential of Africans.



MARIANO CASTAÑEIRA VALENTE

Executive Coach (ICF), Trainer and Consultant. Managing Partner at Hot Pepper Leadership Institute, Spain



Specialized in Leadership, Organizational Change, Intercultural Relations and Management.

Ph.D. in International Relations, University of Virginia, USA. More than 30 years management and teaching experience.

Areas of expertise: Education, Infrastructure, Consulting and retail E-Commerce.

Was the CEO of different international companies and also held the post of COO.

Held the post of Director of a university double degree in Business and Law and of a Master Degree in Political Action, both in Madrid.

Currently: executive and corporate team coach, trainer and consultant. Working on leadership, innovation, organizational development and interculturality. Facilitator in self-help circles for the unemployed.



Visite du musée
du Vatican

CONTRIBUTING TO BUILD A TRANSFORMATION MOMENTUM

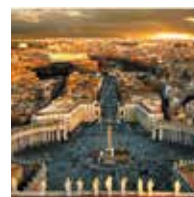
EMPOWERING BUSINESS LEADERS

**The Vocation of
the Business Leader**



11-12 July 2014
**Towards a more
Inclusive Economy**

17-18 November 2016
**Business Leaders as
Agents of Economic
and Social Inclusion**



INSPIRING THE WORLD

PRESS CONFERENCE

Public Presentation of the International Conference UNIAPAC 2016: “Business leaders as agents of economic and social inclusion” 16th November 2016, “Sala Marconi” at Radio Vaticana

Introducing the Press Conference Monsignor Silvano Maria Tomasi, Delegate Secretary of the Pontifical Council of Justice and Peace, said that the 2016 UNIAPAC event has “*the aim of taking a view on the state of the art of the contemporary relation between businessmen, Christian faith and human and social development [...] showing how the faith can have a positive impact on the creation of jobs*” worldwide. In order to achieve this goal, added Tomasi, business executives are invited to take always into account that – as Catholic Social Teaching suggests – market economy as a whole must be seen and considered as a social market economy and that everybody in the society has a mission in participating to the world of labour and contributing for his own part. Furthermore, as laymen faithful, Christian business leaders knows very well – because they have made experience of it – that the implementation and practice of Catholic teaching creates – in the long term – “*a more humanized*” and fair social environment. The Conference will also debate the ‘hot issue’ of masses migration on a global level reflecting on the new kinds of poverty in the industrialized Countries such as the ‘forced migration’ of young PHD and high-skilled university students, ads it has been happening in Italy in the past few years. It’s a fact that the world of work is quickly changing, concluded Tomasi, and technology in many places is trying “*to replace the human person*” causing sadly the success of the so called “*thrown-away culture*” that nowadays could be seen as the main threat to the achievement of a society of inclusion.

Following Tomasi, José Maria Simone, UNIAPAC President, presented shortly the foundation (on request of Pope Pius XI in 1931) and the development of his organization (an association that includes 30.000 business executives as members today) and clearly underlined the identity and the mission of the Union: “*that is, to dignify the human person through the job*” studying and putting also into practice the major points of the latest pontifical documents on the social questions, such as *Evangelii Gaudium* and *Laudato si*, which define the business as a “*noble vocation*” (see number 129 of the Encyclical Letter). In other words, the challenge now is to put together in a both harmonic and productive way the ‘pragmatic vision’ often spread in some areas of the professional business-field and the social and economic inclusion requested by Pope Francis. Therefore, “*nobody can be put out of the society of labour*”, argued Simone, declaring that “*it’s time for action*” and for facing urgently the needs of the contemporary society. In order to do that, we are asked to react against our natural trend to selfishness and to exclude from our well-being other people around us. With reference to the new technology social-paradigm, Simone declared that “*we must train people that can be proactive*” in the new technological environment putting finally together the world of the work and the work of education. On this late point Tomasi agreed as well adding that the separation between the two sectors is dramatic in many western Countries (with the only exception of the German educational system) and that “*economy cannot be [never] separated from the culture of a society*”.



Visite du musée
du Vatican

Answers Questions

■ What is meant by the Inclusive Economy?

The inclusive economy is an economy that generates equitable and sustainable growth, and which promotes the creation of decent work, social cohesion as well as protecting the environment.

In a context of crisis and considerable uncertainty, it is important, now more than ever, that the various actors of society rally together to promote a more inclusive economy, where world prosperity is founded on the dignity of the human person and on the Common Good.

■ What responsibility do business leaders and entrepreneurs have?

For most people, it is the responsibility of business to generate economic growth, and it is the duty of the State and of not-for-profit associations to heal the ills of the world, and to solve social and environmental issues. For some years now, this traditional view has been seriously called in question. In fact, we are witnessing a veritable paradigm shift.

The role played by business leaders in today's society is paramount. We have especially woken up to the impact that business can have on society, i.e. the positive impact that businesses can have by creating employment, products and services for as many people in society as possible, but also the negative externalities they can create for society and the environment, which need to be addressed.

Pope Francis echoes this viewpoint when he writes: *“Business is a vocation, and a noble vocation, provided that those engaged in it see themselves challenged by a greater meaning in life; this will enable them truly to serve the common good by striving to increase the goods of this world and to make them more accessible to all.”* (Pope Francis, *Evangelii gaudium*, 203)."

We have also successfully experimented with new types of alliances and hybrid organizations, such as social companies, and partnerships between large corporations, public powers and non-governmental actors.

We call upon world leaders and business leaders in the contemporary economic and financial world to conduct their business in the light of the principles of human dignity and the Common Good. Among these principles, there is the obligation to address world needs through the production of goods that are really “good” and services that truly “serve,” without failing to show a spirit of solidarity toward the needs of the poor and the most vulnerable; another principle is the need to organize work within companies in such a way that fosters respect for human dignity; the principle of subsidiarity which promotes empowerment and a sense of initiative among workers, where they are

therefore considered as co-entrepreneurs, thereby enabling them to really develop fully; and finally, there is the need and obligation to create sustainable wealth as well as ensuring its equitable distribution among the various stakeholders.

■ Why have you chosen to organize a conference on this theme?

It is essential that we increase awareness, among the largest number of people possible, as to the impact business has on the environment and society, and that we promote these innovative good practices. This is what we will endeavor to do at the conference on the 17 & 18 November in Rome, where we will specifically focus on entrepreneurs and business leaders. We will be addressing topical issues, such as the accelerated transformation of the economy, the future of work and of social protection systems, as well as ethical finance and social impact investing.

In this respect, our Holy Father, Pope Francis *“ask[s] God to give us more politicians capable of sincere and effective dialogue aimed at healing the deepest roots – and not simply the appearances – of the evils in our world!”* (*Evangelii Gaudium*, 204).

■ Have you already organized events with the Pontifical Council in the past?

Yes, this event actually represents the continuation of an ongoing dialog with the Vatican's Pontifical Council for Justice & Peace; UNIAPAC has been participating in discussions with the CPJP on a wide range of issues including the international financial system, the inclusive economy, the economic crisis, governance and ethics. Uniapac embodies and represents the viewpoints and efforts of Christian business leaders in response to the encyclicals dealing with the economy and business; it highlights the reality and opportunities for businesses seeking to promote the Common Good.

In July 2014, Uniapac participated in a high-level meeting organized by the PCJP on “The Global Common Good: towards a more inclusive economy” which was held in Casina Pio IV, in Vatican City, in the presence of Pope Francis.

“The Vocation of the Business Leader. A Reflection.” This document, co-authored in 2012 with the Pontifical Council for Justice & Peace and translated into over 20 languages, offers guidance for business leaders who are asking questions about their vocation as executives given the current economic context. It helps them to find a balance between the demands of the business world and the ethical & social principles that they seek to uphold. Uniapac supported the international promotion of this intellectual work by organizing conferences with local Uniapac associations across Europe, Asia and Latin America. →



→ ■ **What contribution can organizations of Christian business leaders make to the reflections and discussions of the CPJP?**

Uniapac International is helping to build an economy that works to serve the human person. Among UNIAPAC's missions, we have the responsibility to cultivate ties with the Church and with business leaders across the globe. We are represented in 40 countries.

For more than 80 years, this vision of a more responsible economy, inspired by the Social Doctrine of the Church and promoted by men and women at Uniapac, has been placed at the heart of debates. Far from just rhetoric, the strength of Uniapac, and of committed business executives, comes from living out this vision on a daily basis in their strategic choices and operational decisions.

It is a vision of the field, of practitioners, their achievements and of the difficulties they encounter...

Their collective experience is a source of formidable reflection & inspiration, and of achievements, which help us to appreciate the difficulty of reconciling theory and reality. Uniapac's mission is to help this collective experience to proliferate, radiate outwards and become a vector for social change. We are achieving this mission on several fronts. The first is intellectual: to be a think-tank for innovative ideas, and to find concrete solutions to contemporary economic challenges. The second is strategic: to consolidate the development of "Uniapac International", as well as our relations with international organizations. The third is pragmatic: to enable the training and transformation of business leaders wishing to help build a more equitable and responsible society.

■ **How many participants are you expecting?**

In order to facilitate discussion, we wish to limit the number of participants to 350 over the two days of the conference. We are primarily inviting business executives and leaders from around the world. Delegations from Latin America, Asia, Africa and across Europe have already registered.

■ **Do you already know who will be speaking at the conference?**

We would like to have a wide range of viewpoints, with a balanced mixture of business leaders from the various sectors of the economy & finance, leaders of large multinational corporations, leaders of SMEs, social entrepreneurs, heads of cooperatives, employer associations & trade-unions, insertion companies, NGOs & foundations, academics (e.g. Cornell University, Babson College, ESCP Europe, University of Bologna) and from major international institutions (OECD, ILO, European commission) as well as representatives of civil society.

We are also extremely fortunate to be able to have an exceptional contribution from Pope Francis.

UNIAPAC 2016 INTERNATIONAL CONFERENCE

“Business Leaders as agents of economic and social inclusion” New Synod Hall, Vatican City - 17th November 2016

At the beginning of the morning **Giancarlo Abete**, President of the Italian Association UCID, introduced the International Conference and shortly drew the attention of the audience on the factor that most characterizes Christian businessmen action in the public square (*“moral and human values are our distinctive power and we must keep on spreading them all around in the places where we ordinarily live and work”*) while **José Maria Simone**, President of UNIAPAC, declared that it's time to react to the global economic and financial crisis and to move towards a more social perspective centered on the respect of the human person and his basic needs. The mission of the business leaders, in Simone's words must be recalled as a noble one (*“businessmen are workers who create labour opportunities”* and *“decent-work is a key for fighting poverty”*) but at the same time it must be underlined that also *“subsidiarity is a process to dignify human people”* and to respect the fulfillment of vocation and personal freedom of everybody.

IN THE FIRST SESSION (*“Business Leaders in dialogue with international institutions for the promotion of inclusive and sustainable development”*) Cardinal **Pietro Parolin**, Secretary of State of Pope Francis, delivered a speech striking the needs of humanizing business and *“giving a soul”* to the civil order arguing that poverty around the world is increasing not just due to the social inequalities of globalization but also because there are still many wars around us and where there's not peace it will be the development of the whole society to suffer (remembering that Pope Paul VI in *Populorum Progressio* wrote in the Sixties that *“the new name of the development is peace”*).

Marianne Thyssen, European Commissioner in charge for employment, social affairs, skills and labour mobility, on the other side, reflected on the human dignity as a politic value observing that it is clearly recognized in the International Charter of Human Rights that has been the inspiring document for building the *acquis communautaire* of the European Union. On this level, providing decent work (that is, a fair and safe job) appears to be a key-factor for fighting conditions of injustice and achieving social development. Moreover, European Institutions are nowadays strongly committed to solve the worrying problem of the growth of the youth unemployment and are calling for help and support from both businessmen and civil society.

In the third speech of the session, **Yoshio Matthew Nakamura**, Ambassador of Japan to the Holy See, presented to the audience the case of *Keidanren*, the Japanese Business Federation that includes 1500 members gathering the top-national corporations (Toyota, Sony,

Canon, Mitsubishi, Nissan etc.) and about 100 industrial associations. The Federation has been in fact strongly involved in the debates about social inclusion with reference, for example, to the factories of the Japanese corporations that were open on religious and civil days of vacation abroad (e.g.: forcing their workers to go to factory on Sunday in Christians Countries, or on Friday in Islamic Countries). This insensitive behavior towards faith, culture and customs of the local people finally caused a strong, public anti-japanese feeling on one side and a social exclusion of the damaged workers on the other side demonstrating that even if business executives act according to a just productive and efficient approach economic market is never perceived as a sort of neutral moral dimension, socially speaking.

Sipho S. Moyo, Chief of Staff and Director of Cabinet of the African Development Bank, informed on the impressive economic growth of the African Continent in the last decades quoting several facts and figures that show a terrific decline of the extreme poverty in many suburban areas. Nonetheless, huge disparities are still there and the wealth gap is still remarkable, not taking into account groups of more vulnerable and weak people such as women and youth, boys and girls. The good news is that in a few years (within 2040 at the most) Africa will be the younger continent, with an attractive human potential and with lots of areas attractive for investment. Social stability in general is a question point (especially in the center and in the south) and masses migration is a loose for everybody: the solution, according to Moyo, is as simple as hard to achieve in a short time: creating job-opportunities for African youth in Africa giving a chance to everyone in his own Country and investing on the human capital of the Continent.

The following paper by **Vic Van Vuuren**, Director of the Enterprises Department of ILO (International Labour Organisation), focused on inclusion and sustainable development (recalling the UN Millennium Goals) and underlining the social importance of family too, as an agent of personal development for its members and as a moral Institution. In order to give access to a major number of young people in the world of labour a persistent *vulnus* is the fact that our educational systems, especially in the West, are not updated with the new challenges that businessmen nowadays have to face and schools and universities are still away from the economic market needs and mentality. With all this in mind, it should not come as a surprise that partnership and *“working together”* among the different actors of the market is crucial if we want to survive at the present global crisis.

"BUSINESS LEADERS AS AGENTS OF ECONOMIC AND SOCIAL INCLUSION"
NEW SYNOD HALL, VATICAN CITY - 17TH NOVEMBER 2016

The most important speech of the day, though, was delivered – as expected – by **Pope Francis** at the Audience in the Sala Regia in the late morning. The Pope focused his speech on two parables of the Gospel in some way related to the 'entrepreneurial activity' such as the 'precious pearl parable' (see Mt, 13, 45-46) and the 'unfair administrator parable' (see Lc, 16, 1-8) and on a real, converted by Jesus business-man, Zacchaeus (see Lc 19,1-10). Francis chose three concepts in order to recall and deepen the most important guide-lines of the Catholic magisterium on social inclusion: 1) the meaning of using, spending and saving money, 2) the practice of honesty as an evangelical virtue, and 3) fraternity as a service for the achievement of the common good. In relation to the first point, the Pope quoted Pius XI concerns about the growing "*International imperialism of money*", Paul VI worries about the "*economic dictatorship*" that treats men throughout the world like objects and finally John Paul II blames towards "*idolatry of money*", suggesting that human selfishness and greed are in every time the real enemies of any fair human development. Money as a tool is, of course, a neutral tool and therefore must be used "*to serve*" and not "*to make other people (our) servants*". Coming to the second point, the Pope said that the opposite to honesty is corruption and taking a view into human history as well as into the present social issues it's quite easy to see that corruption is at power in the most social questions we have to face today. The corrupted man is, basically, a liar, that is, someone who is not true towards his colleagues...and what does the *Gospel* say about that? That those kind of people have a father, just as liar as they are: that is, the Devil, the Father of the lie (see Gv, 8,44). Therefore Francis suggested to develop fraternity in order to contrast human vicious on one side, and "*to recover the social meaning of the financial and economic activities*" on the other, adding as a final hope that "*credit shall be more accessible to everybody*".

IN THE AFTERNOON, THE SECOND SESSION focused on "*Vision of business leaders and economists. Recent Conferences and Perspectives*" making the point on some of the most important international conferences on economy of the last two years. According to **Seamus Finn**, Vice Chair Board of Interfaith Center on Corporate Responsibility, private sector is finally at the table of debate and action, inside and outside the Church: that means that 'civil' economy is generating more attractive and fruitful initiatives compared to the Seventies or the Eighties but many, and perhaps too many actors on the stage are not still aware of the fact that "*we live in a state of interdependence on planet*" and thinking my personal profits and well-being apart from other people and environments is just unreal and not sustainable anymore. For

these reasons new and argued considerations on impact investing and social consequences of the business activities are more and more needed (for an interesting example of this approach, see the GIIN – Global Impact Investing Network Research, that lately has defined 10 specific areas of 'quality standards' like sustainable agriculture, affordable and accessible housing and healthcare and clean technology at the following website: www.giin.org).

Sergio Cavalieri, President of Latin America UNIAPAC, presented the achievements of the last UNIAPAC World Congress in Belo Horizonte (held in 2015 in Brasil) on politics, business leaders, civil society and common good, underlying the importance of changing and correcting those social behaviours that have an impact on social inclusion and human development and create bad, and un-economic, habits and customs in the higher as well as in the lower classes. Another point is that in order to overcome the global crisis and maximize resources is crucial for businessmen to re-discover strategic partnership and new ways of alliances (between business leaders and between business leaders and others).

For **Mathilde Mesnard**, Senior Advisor of OECD Secretary General, the 'growth of the unemployed' is by far 'the' topic of the present crisis with seven million people more suffering than in 2008 in the OECD Countries (59 Nations among Europe and Asia) and even the wealth/pro capite is nowadays much more concentrated and not socially invested than in the first years of the XXth century. In this kind of situation creating and offering new technologies (information technology, digital nets etc) is a good thing but it will not automatically solve the main unemployment-problems because an intelligent and efficient use of this technology also demands good skilled and prepared people.

By contrast, **Raj Sisodia**, Professor of Global Business at Babson College (USA), looking at a latest survey published in the US (according to which only 20% people in the world have confidence in business) is convinced that also the public image of the business as it is generally seen in the mass-media must be changed. Business leaders should work to "*change the narrative of business based on self-interest*" with "*higher purposes*" including the participation of every stakeholder and a more clear connection with the creation of the common good. In any case, business simply "*doesn't exist apart from society, on an island*" and always implies a social environment in order to have success. It's therefore necessary to produce a cultural change in the contemporary mentality of looking at the business area in general and at its leaders if we want to be seen as the part of the solution and not as the part of the problem.

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Finally, **Stephane Jacquemet**, regional representative for Southern Europe of the United Nations Commissioner for Refugees (UNHCR), concluded the last session of the day admitting that human development throughout the world is damaged from the many open conflicts (wars, civil conflicts etc) that destroy the material structures of the societies and the souls of the men involved too (counting 18 at the moment, from Syria to Libia to Iraq to Yemen). In this dramatic context the role of the business community is that of facing the migrant-crisis

investing in the migrants themselves, providing jobs, helping social inclusion and avoiding new miseries in their Countries but, at the same time, bearing in mind that *“they could see the results and earn the real profits of their choice in eight, nine, or ten years time”* because the investments in the single human person are always to be considered in long-terms of time: it's a risk and a challenge but, as the real businessmen know, every new opportunity usually comes from the ability to manage a difficult challenge.

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THE FIRST SESSION OF THE MORNING was focused on *“Inclusive economy and progress. Business leaders generating decent work for an integral human development”* offering a specific panel about practical improving of human dignity in the companies activities. As a foreword, **Michael Naughton**, Professor at the University of Saint Thomas (USA), pointed out why subsidiarity is a crucial plus in the contemporary market explaining the foundation of the concept in the Catholic Social Teaching of the last century (starting from Pius XI Encyclical Letter *Quadragesimo Anno* in 1931) and moving on to John Paul II social magisterium and Benedict XVI *Caritas in veritate* recalling and recognizing the ‘gift-attitude’ as a basic economical, and not only spiritual, positive value. On this level, what must be changed in many companies is not a single strategy but the whole way of thinking, learning to see its workers as ‘co-workers’ and proactive agents in the companies’ choices and decisions. When a worker is cut out from the company decisions, in fact, the risk is that *“he may feel disengaged”* and not involved anymore in his working environment: that's why the practice, and not only theory, of the subsidiarity principle is so vital to the contemporary mission of any company. Coming to the best-practice cases, Naughton presented the impressive ‘Coaniquem’ case, from Chile. This is a corporation founded about twenty-five years ago following serious injuries of babies and minors in general at home with the aim of recycling bottles of glass throughout the Country in order to finance youth healthcare and recovery cure for home injuries. Starting off with a simple but ‘socially-strong’ idea and little money, in just a few decades the development

was simply striking registering the national record of glass ever recycled and taking care at the same time of many indigent families and children. Here it must be pointed out the fruitful and mutually enriching cooperation between for-profit and not for-profit corporations that was basic in order to launch the whole project.

According to **Nick O'Donohoe**, Vice Chairman at the Global Steering Group on Social Impact Investment in United Kingdom, business leaders are also challenged to move from a short-term thinking approach to a long-one, leaving the old habits and communicating at the best their shares socially invested in Institutions, Agencies, Charities and NGOs. **Katherine Milligan**, Director at the Schwab Foundation for Social Entrepreneurship, agreed on that calling for a breakthrough in the wrong widespread mindset about core-business activities and operations: now more than ever companies *“must go beyond Corporate Social Responsibility”* standard approaches and taking into proper account that financial outcomes in a globalised world often go beyond immediate material earnings (including for example the creation of larger ways of accesses to customers, higher trust and confidence from Governments and Public Authorities etc.) so that social agenda and social needs become part of the basic strategic-plan of the corporation.

Another key-issue in the global crisis is that of the new youth generations that felt themselves totally abandoned – and often discarded – from the ‘business world’, as **Jean-Marc Liduena**, Consulting Executive Committee at Deloitte, outlined in the following conversation recalling the high figures about youth unemployment in Europe and

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also the unexpected rise of “*irreligious people*” (according to one of the last surveys on the thoughts and feelings among people aged between 18 and 35 in Europe nearly 30% of the interviewed people described themselves as ‘not-believer’) and even a significant number of youth that think that religious faith may be dangerous for peace and social dialogue because they may create feelings of hate and fear in their members. In order to solve these challenges, Liduena answered suggesting to dedicate more attention on four different moral and social aspects:

- ① Purpose (“*a company has to have a purpose that youth people can appreciate more than just making profits [...] covering stakeholders values*”),
- ② Passion (“*to put in evidence the social value of a working environment creating passion for the work you’re providing*”),
- ③ Partnership (“*cooperation and networking convey [almost naturally] a sort of commercial spot for your activity*” and, last but not least),
- ④ People (“*Showing care for people*”).

A critical virtue for a real leader is practical wisdom too, or in other words the ability to think at the same time on theory and practice on a plural, highly demanding and multitasking scenario, commented by **Gabriele Pandolfini**, CEO at BNL Group, one of the major banking groups in Italy. Just comparing 2016 bank market needs and priorities with 2008, one immediately realizes how quick and impressive the cultural changes have been. Customers are now at the center of the market so that they themselves choose which kind of bank they can trust to, and not viceversa. Digital and social media revolution, furthermore, suggests that customers satisfaction and judgement (positive or negative) can be conveyed to any other customer in the world at any time influencing in this way image and appreciation of the bank worldwide. Finally, one must not forget that the workers usually produce more and at the best if they “*feel part of a project for the achievement of the common good*” because every person needs to know that he, or she, is working for something useful for other people and not for anonymous agents, like robots, computers or machines. Taking these considerations in mind, Pandolfini explained that microcredit system (providing money to very small entrepreneurs that in a normal situation would not have any chance from any bank and supporting their personal project with the requested know-how and technical skills, with a total of 4000 projects launched at the moment) and ethics oriented financing-policies (e.g.: BNL does not provide money to coal industries or mine establishment that do not respect human rights) are strategic endeavours to attract and loyal new customers and to the advantage

of bank’s appreciation in general. The final message of this social renewed social-attitude appears in the end quite clear and appealing for the customers: “*human person, and not virtual products, are our core-business*”.

IN THE FOLLOWING SESSION (“*Inclusion of excluded. Concrete steps and actions towards an inclusive economy: best practices*”) seven different testimonials presented to the audience their successful business experience aimed to overcome social exclusion and directed to support integral human development as well. **Randy Lewis**, Walgreens former senior Vice-President and father of an autistic boy named Austin, explained how his company (dedicated to hire and provide work to people with disabilities) became a major company in the US market, not despite disabled people, but precisely thanks to disabled people hiring. Their first idea was, also in this case, quite simple: “*We wanted to demonstrate that our kids can work in an ordinary place of work without creating a specific job or an entire company apart from the market-job*.” Hard to believe, the ‘impossible’ challenge has been won just in few years showing not only a better and virtuous environment of work (“*we discovered that disabled people stay much more loyal to their professional commitment [...] you don’t have absenteeism with them*”) but also a deep and remarkable impact on culture (“*people around them started to think at the company’s system as a community looking at the other as a person to get to know better, appreciate and to respect*”).

However, as briefly argued by **Martin Burt**, executive director from Fundaciòn Paraguaya (Paraguay), every human person lives in a certain social and familiar context and if we want to tackle the major poverty challenges today we have to learn to think finally in terms of family groups more than on an individual – and individualistic – way. In his best-practice case it’s in fact families that make their own ‘poverty dashboard’ (or ‘development plan’, speaking from their point of view) answering to fifty specific questions about their basic needs in food, education and healthcare. The central idea is that creating abstract and often complicated indexes on facts and figures does not help anybody materially in the world while teaching the poor how to communicate and consequently to respond they themselves to their needs is a more fruitful and intelligent strategy (“*The poor are the real experts to consult*”).

Another stimulating experience was offered by **Chiara Condi**, President of *Led by Her*, a French association – based in Paris – dedicated to help women that suffered from violence and rape, a crime which affects about 10% of the female population in Europe. The association works on two level: on one side, they call the Public and

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Civil Institution (e.g.: the French Ministry of Health) to be informed and aware and to take into proper account this dramatic question in contemporary society and, on the other hand, *Led by Her* offers direct business and entrepreneurial courses to the women it takes care trying to help, step by step, their progressive human and professional recovery in the society.

Paraplegic people's social exclusion was discussed in the following speech by **Amina Laraki**, founder and president of the Moroccan group AMH, that presented some figures about this particularly vulnerable group of people (60 millions in the world nowadays, about 2% of the global population) and explained the different steps of the recovery-path for the paraplegic people together with the implementation of local cooperation of her association with national civil authorities and civil society in Morocco. A strong Christian Entrepreneurship is at service also in Brasil where it has been founded APAC, Association for the Protection and Assistance of the Convicted, now directed by **Valdeci Antonio Ferreira**, a former convicted himself, that started up a new kind of penitentiary where convicted people have the chance to begin a new life, praying, studying (having the chance to achieve a university degree) and learning practical skills in order to enter into the labour market as soon as they come back to the ordinary life. Finally, inclusion of the excluded is supported even in Thailandia thanks to the Haco Group initiatives directed by **Sompong Dowpiset**, an entrepreneur that actively promote Catholic social teaching makes his business in the ceramic sector selling kitchens and bathrooms in the more disadvantaged areas of the Country and improving at the same time workers families' environment. In any case, what is common in all these best-practice cases is the personal involvement and engagement by the different excluded people that have been felt accepted, loved, motivated and get a chance to start again a new life and to learn practically what personal and social responsibility is about.

THE AFTERNOON SESSION (titled “*The need of forthright and honest debate*”) was introduced by **Msgr. Robert Vitillo** and focused on the different threats to the human dignity throughout the world today, starting with the dramatic problem of the modern slavery that involves more than forty millions of people, as pointed out by **Andrew Forrest**, president of the Australian Minderoo Foundation. Despite all rights charters and international codes and laws, exploitation of human beings (in the job market such as in the sexual commerce) is in fact still alive in too many parts of the world and Christian believers cannot simply remain silent as if they were

living on another planet. In the last year all the major religious leaders of the world gathered therefore in Rome, with Pope Francis, in order to call on Governments and Institutions to eradicate human slavery signing an historical interreligious document aimed at contrast a global-scale crime, something never happened before. Other seeds of hope were offered by **Raymond Sfeir**, Lebanese representative of Christian entrepreneurs, commenting on the interreligious dialogue going on in his Country, daily threaten by the war but so much loved by Saint John Paul II when the Pope said that modern history of Lebanon was a good example of a peaceful cohabitation with Islam and a strong message in itself (“*Lebanon is a message*” for everybody in the world, with his own words). The success of the cohabitation in the small area is to be searched in the several joint interreligious social initiatives (such as Christian and Muslim Entrepreneurs meetings, institutions and common projects) and, spiritually speaking, in the same kind of popular veneration towards Our Blessed Virgin Mary, respected and loved even by the Muslims of the region going yearly in pilgrimage to the Christian churches and sanctuaries dedicated to Our Lady. After all, nothing is really impossible if you believe in God, according to the Holy Scripture (see Luke 1,37), and this is true for the business activities too, as one could see in the moving testimony delivered by **Mariano Castañeira Valente**, from Hot Pepper Leadership Institute, on the life of the Servant of God Enrique Shaw (1921-1962), a charismatic Argentinian businessman and a faithful husband too, married and father of nine children, that lived in Buenos Aires trying to put together his passion for working and developing business society (he used to define unemployment as “*a moral evil*” to beat) with professional helping to other people (including spiritual grow of his personnel) and serving daily the Church pastoral mission of evangelization in civil society. Throughout his life he was President of the local association of catholic men, member of the Christian Family Movement, founder of the Christian Association of Business Executives (ACDE), and co-founder of the Catholic University. He also created the House of the Catholic Book and was later imprisoned for his participation in the Catholic Action and public defending and speaking in favour of the Church. In the fifties, furthermore, he strongly contributed to the creation of the Compensation Fund for Child and Family Support, a remarkable act supporting materially workers families with many children in need that came finally into national law in 1957. Man of deep faith and strong hope rooted on Eucharistic prayer and a deep marian devotion, always smiling and helping others, Enrique Shaw was at his time a real testimonial to the goodness of the Divine Mercy

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and, today, still a concrete source of personal inspiration for many entrepreneurs and businessmen of his Country, in Latin America and abroad.

CONCLUDING THE EVENT, José Maria Simone expressed satisfaction and a deep thank to all the participants coming from 44 Countries among the five continents underlying once more the specific added value of UNIAPAC vision and mission: that of teaching business effective approach “*showing the cases*” and stimulating successful experiences and best-practices around the world looking at real business not like an abstract or complicated theory but as something real, influencing several aspects and dimensions of social and public ordinary life of families and people. Simone also added that “*in a few months we will launch a special initiative*” aimed to train and to educate people that are outside business market at the moment, as driver and a concrete commitment to effective social and economic inclusion. Finally, Cardinal Peter Turkson, speaking in the name of the Holy See, coming from Africa, also called the participants to act in support of the most suffering and disadvantaged people, particularly suggesting to take into consideration a State in his native region, South Sudan (founded in 2013), the youngest Christian Country of the world, affected by a long, terrible civil war and sadly classified by the economic and marketing experts as a “*failed State*”, showing in this way a sign of tangible mercy and high Christian commitment at the end of the Divine Mercy year for the Extraordinary Jubilee.

PART II

EXPERIENCES AND PROJECTS FROM UNIAPAC GLOBAL NETWORK

BUSINESS LEADERS AS AGENTS OF ECONOMIC AND SOCIAL INCLUSION

Experiences and Projects
from Uniapac Global Network

17/18 NOV 2016

Uniapac

UNIAPAC NETWORK



SUMMARY

AFRICA

CAMEROON	38
ZIMBAWE	40

EUROPE

FRANCE	42
GERMANY	55
HUNGARY	69
ITALY	73
SWITZERLAND	79

LATIN AMERICA

ARGENTINA	80
BRAZIL	83
CHILE	85
ECUADOR	88
URUGUAY	91

MIDDLE EAST

LEBANON	93
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Pope Francis, in his apostolic exhortation *Evangelii Gaudium*, and again in his Encyclical Letter *Laudato Si*, calls for all economic policies to take account of the dignity of every human person and the pursuit of the common good. He invites us to fight against the globalization of indifference whereby, almost without being aware of it, we end up being incapable of feeling compassion at the outcry of the poor, weeping for other people's pain, and feeling a need to help them, as though all this were someone else's responsibility and not our own. In order for business leaders to answer this call, we need to engage in an in-depth discussion on how to create more opportunities allowing more people to participate in and benefit from the economy; on how to improve the lives of low-income groups by not only regarding them as consumers of products and services, but by also giving them the chance to be producers, by thus tapping into their underutilized talents and skills and by overcoming the barriers that prevent them from contributing to the economy and improving their livelihood; on how to create an economy that is respectful of the social needs of local communities and of the natural environment.

As committed businessmen, we can help answer the call of Pope Francis and meet our own personal objectives by seeking opportunities to serve the Common Good in and through our enterprises, exploring ways to promote social inclusion and benefits of economic growth in the process, without dampening, on the one hand, incentives to work, save and to invest and while fostering, and on the other hand, widespread economic opportunity in the form of robust job creation, broad labor force participation, and decent working conditions in activities that are both environmentally and socially sustainable.

We share with you several experiences of UNIAPAC associations, whose programs are helping to develop inclusion projects so we can reach our objectives.



José María Simone,
President
UNIAPAC International

A handwritten signature in blue ink, appearing to read 'José María Simone', with a stylized flourish at the end.

José María Simone,
President Uniapac
International 2013-2017



Business at the Heart of an Inclusive Economy

For the Association of Christian Business Owners and Leaders in Cameroon (PADIC), an inclusive economy is an economy that places at its center human beings who are actors and beneficiaries of a business activity that generates the goods and services needed to ensure individual and collective wellbeing within society. An inclusive economy can only be achieved by respecting certain fundamental principles:

- The obligation for all to contribute to national wealth through production;
- The concept of a business as a Common Good, the vocation of which is to create wealth;
- The normative regulation of the conditions for economic activity (e.g. decent working conditions, fair & equitable pay, trade union rights, professional development offerings, social security, protection of the company and of the surrounding natural environment, etc.);
- Employee participation in the company's financial capital, where applicable, and Corporate Social Responsibility;
- The right for all to a fair distribution of wealth generated by work organized according to this model;
- Subsidiarity.

Subsidiarity is a principle of company organization by which employees are no longer considered slaves or merely a production tool at the mercy of their employers. They are co-workers, and owners – to a lesser degree than the employer – but to a sufficient degree for them to want to work to ensure that *“the enterprise is indeed a true human community, concerned about the needs, the activities and the standing of each of its members,”* as suggested by Saint John-Paul II in *“The social question”* (Meter et Magistra).

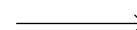
In Cameroon, there is still no entrepreneurial environment that incorporates these good practices. Owing to its badly organized production system, what currently prevails in Cameroon entrepreneurship is a priority shown to neoliberal employers, who pursue first and foremost ROI & profit, relegating the fate of their employees and their employees' working conditions to second place.

This is why, Christian business owners in Cameroon are focusing on a national advocacy effort towards a new legal framework which would establish a subsidiarity model in Cameroon, and mutatis-mutandis in Africa, and perhaps even the world.

The problem is that such a social reform cannot be achieved without the engagement of the State, because it is the State that decides on economic and social policy, and how the business & work environment is organized.

In this context, a plan for an **alternative system** needs to be presented, one which promotes a form of **national work organization** that takes account of all the aspects in this area, including professional training designed to meet the needs of the business activity, protection of the ecosystem, empowerment, incentive measures for entrepreneurs guaranteeing fair & equitable distribution of wealth, and which place human beings at the center of socioeconomic life, ensuring that they are authors and constitute 'ends' rather than 'means' in all types of activity (whether agricultural, industrial, commercial, artistic, or intellectual, etc.).

Considering the foregoing to be a **brief summary of the overall objective**, and given the timeframe required to successfully carry through such a vast **Social Reform Plan**, PADIC believes it would be good policy to first engage in a three-pronged initiative, where each prong would be a specific objective designed to improve the current context and provide workers with a safety net, and which could successfully be achieved in the short & medium term.



THE THREE PRONGS ARE:

- 1 To set up mutual enterprises based on the model of perfectly managed credit unions in the provinces of North-West & South-West Cameroon in order to make it easier for employees from modest backgrounds to obtain a loan.
- 2 To promote health insurance for people from modest backgrounds – which Cameroon is struggling to set up – by working alongside hospitals and Catholic & Protestant health centers in Cameroon and with any other voluntary hospital entities. A partnership is possible with the French Association “*Santé Espoir*,” which is working on this project in Cameroon and in other African countries. Discussions are currently underway, and should lead to a partnership agreement.
- 3 An advocacy effort in support of “less deadly roads” in Cameroon, which demands that those funds set aside in the national budget for roads are actually used for their designated purpose, and which proposes the involvement of PADIC in a campaign for more road signs and the building of roadways across the country in order to reduce some of the major causes of traffic accidents (e.g. speed bumps, lack of road signs, fixed barriers, etc.). These accidents, which have reached a public health dimension, are now a national concern. As the State does not appear to appreciate the gravity of this situation which is responsible for the loss of numerous human lives and massive economic losses, the main idea is for PADIC to appropriate this concern, and then to onboard the State, transport sector players, the decentralized territorial communities, and all other social stakeholders in order to find rational, viable and permanent solutions.

To achieve this, PADIC shall set up a special structure among its members who will particularly be in charge of implementing the main initiative as well as the intermediate actions presented above. This structure should also be responsible for developing the operational programs, which will be reviewed by PADIC’s executive body, who will in turn engage the whole organization in the implementation of these programs.



School of Entrepreneurship Zimbabwe

Programme Name

CUZ School of Enterprise.

Programme Description

Establishment of a financially viable “school of entrepreneurship” to provide integrated business growth and spiritually sound support system to budding, micro, small to medium scale Entrepreneurs in Zimbabwe.

Promoter

ACE (Tich Mushayandebvu) and CUZ (Dennis Mtandaware).

Programme Objective

Approximately 99 % of business ideas fail to being actualized into profitable businesses and 95 % of new micro, small and medium enterprises that enter the market annually, fail. Corruption is endemic across the board and in particular in the MSME sector. CUZ in collaboration with its partners ACE and CUM, is establishing a new breed of a social enterprise, “school of enterprise” based on E4 Impact Program, as an innovation to practically address the above mentioned problems. The program will, through competitive processes through related Catholic institutions, select and support budding entrepreneurs with innovative business ideas and existing enterprises mentor them using the E4 Impact MBA mentorship program.

Expected Outcome

a. School of Enterprise successfully launched and operating in Zimbabwe

- a.1. financial viable and operating as an Investment Centre or subsidiary of CUZ;
- a.2. E4 Impact program successfully localised and implemented in Zimbabwe.

b. A total of 1000 E4 Impact entrepreneurs successfully operating in Zimbabwe

- b.1. 1000 Entrepreneurs operating successful businesses focused on People (productive employment), Planet (protection of environment) and Profit (financial sustainability);
- b.2. 1000 Entrepreneurs operating their business based on sound values, ethos and principles of Catholic Social Teachings as they relate to the “Vocation of Business in the Catholic Church”.

Partners

Association of Catholic Entrepreneurs (ACE) Zimbabwe - Catholic University of Zimbabwe (CUZ), Altis School of Business & Society, Catholic University of Milan (CUM) and Donors (to be identified in 2016).

Estimated Total Programme Cost

US\$ 5 million (to be determined in the process of the E4 Impact MBA Training of Trainer for the Program Manager at CUZ).

Implementation Structure

- **Phase I.** Concept refinement, E4 Impact MBA Training of Trainer/Program Manager from CUZ (training to be undertaken in Nairobi, Kenya and jointly funded by CUZ and CUM), School of Enterprise established 08/2016 – 08/2017.
- **Phase II.** Funding and technical support secured from funding partners and stakeholders. First class of E4 Impact entrepreneurs (35 -45) selected through competitive process is launched in Harare 09/2017 – 09/2018.
- **Phase III.** Two classes for Harare and a new class for Bulawayo is launched 09/2018 – 09/2019.
- **Phase III.** A fourth class is launched in Mutare 09/2019 – 09/2020.
- **Phase IV.** E4 Impact program evaluated and refined.

Contact Details

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■ Introduction

School of Enterprise at CUZ seeks to mentor a new breed of entrepreneurs in Zimbabwe through localising a specialized E4Impact MBA mentorship developed by the Altis School of Business & Society, Catholic University of Milan, Italy. This school of enterprise aims at producing a pool of “business savvy” and spiritually sound budding and existing entrepreneurs to increase productivity, strengthen the “vocation of business” in the Church, create jobs, protect the fragile environment and ultimately contribute to reducing social and economic strife in Zimbabwe.

■ Background

During the last decade (1998-2008), Zimbabwe went through economic challenges of significant proportion. With the onset of land reform and the decline in output of the commercial farming sector and the resulting decline in exports and inputs for the manufacturing sector, as well as the growing budget deficit and foreign exchange shortages, the Zimbabwean economy started to decline sharply. Between 1998 and 2006, Zimbabwe's GDP declined by 37 per cent in comparison to cumulative gains of over 40 per cent elsewhere in Africa¹. The decline in economic activity translated into reduced government revenues and efforts to stimulate the economy through fiscal and monetary policies resulted in accelerated inflation and Zimbabwe became the first country in the twenty first century to experience hyperinflation with the official inflation rate peaking at 231 million per cent in 2008.

The 2003 Poverty Assessment Study Survey (PASS) showed a significant increase in poverty levels from the previous 1995 survey. The proportion of people below the Food Poverty Line (FPL) increased from 29 per cent in 1995 to 58 per cent in 2003 and the proportion of people below the Total Consumption Poverty Line (TCPL) increased from 55 per cent in 1995 to 72 per cent in 2003 and this position has not significantly changed as the recent ‘Poverty Income, Consumption and Expenditure Study (PICES)’ indicated that over 70 % of the total population in Zimbabwe live below the Total Consumption Poverty Line. One

of the reasons for this increase has been the rise in unemployment rates. Because of this, a large part of the unemployed population joined the informal sector with its associated precarious working conditions. Even the educated and skilled were not spared from this ordeal.

The economy only began stabilizing with the introduction of a multiple currency system in 2009. Inflation flattened and the economy started showing signs of growth. The introduction of Zim ASSET resulted in the role of the private sector being upgraded to lead recovery and development processes. This also meant a positive role for entrepreneurship development initiatives to capacitate entrepreneurs for this position. Endowed with diverse mineral resources; a fairly available infrastructure; underutilised technical capacities in most of the productive sectors of the economy; arguably one of the nations with high literacy levels in Africa which, unfortunately, traditionally focuses more on academics and administration rather than on technical and entrepreneurship; a high level of unemployment especially among the youth and women; proximity to Africa's engine of growth, South Africa; and a good command of English, a global business language; entrepreneurship is the missing ingredient to support the recovery and development of Zimbabwe.

■ The problem

The collapse of the economy and political standoff had an immense social cost in terms of rising poverty and unemployment. Many citizens were forced to adopt adverse coping strategies resulting in many informal and formal small business establishments with the owners not having accessed any form of business training or technical support to run and grow their businesses. Zimbabwe was ranked 150 out of 175 for corruption in 2015 by Transparency International. Corruption and unethical business practices including over pricing of goods and services permeates all level of the business and social structures of the country and need to be urgently addressed. All the above changes have resulted in Zimbabwe going through significant economic structural changes where the significant part of the GDP is contri-

buted by the MSMEs. Over 95 % of the population is employed by the informal sector. To ensure sustainability of the MSMEs and growth of the businesses, a growth enhancing and spiritually sound support mechanism is required to enable business ideas to be actualised and existing businesses to grow, compete locally and regionally and create productive jobs desperately required to nurse the country to normalcy.

■ Proposed solution and programme description

CUZ and its partners proposes to establish a school of entrepreneurship targeting budding, informal and small business entrepreneurs with strong business acumen and high potential to start and also grow existing businesses.

The school will adapt and localise the E4Impact program as basis for the intervention. In addition to E4Impact materials and modules the school will also offer the following:

- Business leadership and management training;
- Role of Catholic Social Teaching as it relates to “Vocation of Business in the Church” to address corruption and unethical business practices;
- Linking trained entrepreneurs with markets (local and global value chains);
- Climate Change and Business;
- Regulatory and Sustainable compliance training.

The school will be operated in a manner that brings sustainability to its activities. During the initial 5 years, it will use grants received from its funding partners to subsidise identification and selection of students and payment of their fees to ensure that talented but less privileged entrepreneurs access the services and products offered by the school. The selection of entrepreneurs to benefit from the programme will be through open, transparent and competitive processes that includes interview and site visits of the place of operation of the enterprises. An alumni grouping will be formed to link up all students that would have passed through the school and well-wishers from this group will be welcome to support the school, capacitating it to continuously provide entrepreneurship training to other potential entrepreneurs.

1. Figures quoted in *A Situational Analysis on the Status of Women's and Children's Rights in Zimbabwe, 2005-2010: A Call for Reducing Disparities and Improving Equity* (UNICEF, 2008, Government of Zimbabwe, 2011).



A study based on a real-life testimony



Specific challenges for Christian business leaders

1 1st PART: PRESENTATION OF THE STUDY

■ Context and issue at hand: Reconciling spiritual life with life as a business leader

UNIAPAC would like to share the experiences of business leaders who anchor their business practices in Christian values. By virtue of this study, UNIAPAC wishes to bring to the fore the specific challenges faced by Christians in company management.

In France, UNIAPAC enjoys close ties with the association of Christian Entrepreneurs and Business Leaders (EDC), which in turn brings together more than 2,700 leaders and heads of business from all sectors of the French economy. The EDC provides guidance for all sizes of companies, ranging from SMEs to international corporations.

In light of ICAM's commitment to a humanistic and Christian approach to pedagogy, the ICAM Management met with Rodrigo WHITELAW, General-Delegate of UNIAPAC to initiate a partnership with a view to working with the engineering school, founded by the Society of Jesus, on the issues and challenges faced by Christian business leaders.

In this context, a group composed of two students in their final year of the engineering cycle, their project manager, and a research professor in workplace sociology was selected to carry out three case studies among company managers. One of these studies will be presented on June 13th on the occasion of the UNIAPAC conference in Milan on the theme: "Hunger and Thirst of Values for new contributions by the Christian Management Education (CME)".

In these case studies – or pedagogical real life accounts as we like to call them – we shall endeavour to answer the following question raised in the publication *The Profit of Values*, published by UNIAPAC:

"Is spirituality something that is lived outside of the constraints, conflicts and limitations of real life, or conversely, can it be found at the heart of actual life?"

And, as we will soon discover, the main challenge for the leader who is the subject of this study is the following :

How can spiritual life be reconciled with life as a business leader?

■ Methodology: a comprehensive approach

We decided to opt for a qualitative biographical-type approach, based on semi-structured interviews with company managers.

In the appendix, you can consult the question grid used during the interviews, as well as the analysis grid based on the main principles of the Social Doctrine of the Church.

In total, we met with 6 leaders of SMEs. Three of them were chosen to be subjects for case studies. The leaders were selected according to the relevance of their real life account with respect to the challenge stated above, and for reasons of complementarity between the three leaders' experiences. Leaders of SMEs were particularly chosen, as this is the main type of company located close to the ICAM. This being said, it also reflects the economic reality of France: there is a large majority of small companies in this country.

This study does not aim to be representative, its purpose is to inform company managers about the possible ways of reconciling their spiritual life with their life as men of action, on the one hand, and their Christian faith with economic realities, on the other.

In addition to these principles, the Social Doctrine of the Church also promotes the fundamental values of truth, freedom and justice. The relationship between these principles and values is one of reciprocity.



Concrete principles and fundamental values of social life based on the Social Doctrine of the Church



■ Summary of the background of a Christian who became an SME leader

MG is a man of conviction, who, from an early age, wanted to found a family and get married, but who has always shown a desire for the absolute and for self-sacrifice. When questioning his life choices and what he wants to do, he gains inspiration from several religious orders and takes part in retreats and pilgrimages to fulfil these desires.

Things finally fall into place when he realizes that he can live out his faith through his professional and family life. He starts working in a company, never losing his desire to, one day, become an entrepreneur or to take over a business. It isn't until 2010 that he takes over a company in a sector that he likes, in construction. He now runs an SME with 14 employees that we will call NV.

Following personal encounters and an intense experience during a retreat, MG questions his own position as leader and how he can change it.

He then focuses on the role of the business leader and the management style that he wants to introduce. We will learn that subsidiarity will have an important place in this new way of operating, where participation, freedom, the dignity of man and the common good are principles that this man holds dear and seeks to promote.

MG is today involved in this dynamic process to transform his company. He embraces change and demonstrates a strong will to help his SME to make progress in this respect. His management style is relatively clear, but not all of his ideas have been implemented in his company yet. It is a long process in which the leader is looking to dynamize & empower his teams, and to foster the basic principles of the Social Doctrine of the Church.

By virtue of this analysis, we will come to understand that MG is indeed managing to reconcile his life as a leader with his spiritual life. Thanks to his new vision, he shows us how he is introducing change.

2 2nd PART: A CHRISTIAN'S LIFE JOURNEY

MG is 47 years old, he has 7 children and got married 21 years ago. Originally from Paris, he studied in a school of management in the French capital. Born into a practicing catholic family, MG considers himself to have always been Catholic by virtue of his family and cultural heritage. He then had a personal faith experience at the end of the 1980's.

The faith experience : a reflection

In 1989, MG attended the World Youth Days at Saint Jacques de Compostelle, where he met other young Catholics and a monk from the congregation of the Brothers of St John. It was here that he found faith and became, as he puts it, a "committed Catholic". He was strongly attracted to a religious lifestyle, in particular that of the Benedictines, and was very curious about the path to holiness: Does one have to join

an order to be called to holiness? However, this desire to join a religious order was incompatible with his desire to get married and have a large family – a desire that he had felt since he was very young. This episode of his life represented a period of intense and difficult reflection with respect to his life choices, and was marked by a deep desire for the absolute.

An encounter and a break-up

In 1990, he left to spend four months in India with sisters of the Missionaries of Charity, an order created by Mother Teresa, to help out at a centre for people in need. It was during this trip that he came to know a young woman, CM, who, a little time after their meeting, told him of her desire to found a family with him. But as he continued to feel a kind of interior conflict, he refused CM's proposal and decided to distance himself from this young girl.

The call to holiness

Three years later, in July 1993, he attended a retreat for understanding at the Society of Jesus, run by Jesuits. During this retreat, he took the decision to join a religious order, and informed his spiritual adviser of his choice. At the time, he thought the only way to be called to holiness was to lead a religious life. However, the decision to follow this path did not appease him and did not bring him the great joy he had hoped for. This was when his spiritual adviser advised him to trust in God and follow his instructions.

An inner peace

In August 1993, one month later, he left for St. Wandrille to a Benedictine abbey with the objective of confirming his choice. After evening mass, he heard a voice telling him that CM would lead him to holiness. MG, happy to have obtained an answer to his questions, had finally found an inner peace. In July 1994, he married CM at the age of 26. The path that had been shown to him made him happy, much happier than when he had.

“When I took the decision to join a monastery, I was not at all at peace. When I was shown that my path was to get married to CM, it was a source of great joy.”

Newly wed and commercial executive

MG, now married, began his career in a commercial position at an organisation-consulting firm. His customers were primarily corporate groups in the audio-visual sector. However, he had no real predilection for this sector, so he left the company after three years to work in industry as a commercial executive. He stayed there for eight years, working in sales and marketing.

A desire for entrepreneurship

At the time, he started to cultivate a private interest for entrepreneurship. Interested by all aspects of company life, from financial management to more technical and organisational aspects, he nurtured his ambition to take over a company. Despite not having had any previous vocation to be a company leader, he felt that this function suited him better and would allow him to achieve personal fulfilment, far more than working within a corporate hierarchy. For him, becoming an entrepreneur was the opportunity to be independent. He therefore wants back to college in 2003 to 2004 to do a management course.

3 3rd PART: COMPANY OPERATIONS

■ The company

Type of activity : Installation of architectural works

NV is a simplified joint stock company, located in the east of France and directed by MG. The SME has 14 employees. NV was created in 1997, and MG took over the company in

Taking over an insolvent company

At the end of his management course, he actively looked for a company to take over. In 2005, he took over the management of an insolvent company based in the Vendée, following their voluntary liquidation. The company sold wooden pallets. After having contributed a personal financial investment, he introduced a new organization, and adjusted the prices (there was below cost selling in the past) to improve productivity. As a result, MG made the company profitable within three years. In the autumn of 2008, the company suffered from the financial sub-primes crisis and lost 40 % of its turnover. MG was forced to file for bankruptcy despite all the economic and human investments he had made in the company. In MG's memory, this is clearly still a difficult period for himself and for his worker.

“It is not the easiest of experiences, but it's part of life, it's just the way it is.”

The Company NV

After this trying time, MG wanted to take over another company, but this time in the construction sector. Why construction ? He noticed that there was a market for building restoration work, affirming his intuition that a lot could be done in this sector. At the end of 2009, he spotted an architectural firm in the east of France, so he went to meet the leader, with whom he quickly established a rapport. MG also liked the co-workers. In May 2010, he bought out the company and settled with his family in the east of France.

The presence of the Holy Spirit and the development of his position as leader

Until recently, MG was a leader who tended to impose his ideas without considering the opinion of the people he worked with. As he tells us *“I have always had a strong will.”* But in 2014, he went with his family to Paray-Le-Monial, where he would feel the presence of the Holy Spirit. This stay constituted an intense experience, which helped him not only to grow in his marriage, but especially in his professional life. Since this stay at Paray-Le-Monial, his position as leader has continued to develop. With the help of other Christian leaders, he embarked on a “a long journey” and decided to introduce a new working organization and a management style within his company, which would enable him to reconcile, to a certain extent, his spiritual life with his life as company leader.

2010. It operates in the building sector. NV offers its clients a unique spectrum of services. Its activity is organised around the design, the manufacture and the installation of architectural works for buildings for community use and for private

homes. Its objective is to provide a high level of technical sophistication both in terms of the advice it gives and in the way it executes its projects. In its advertising media, the company states that it specializes in “bringing light to buildings and homes.”

Breakdown of turnover

NV operates as a subcontractor for general service contractors but also as a first rank supplier to contracting authorities and the public. The construction of new tertiary buildings accounts for approximately 65 % of NV's turnover. The company also carries out restoration work on older buildings, integrating modern technologies. This activity accounts for 30 % of its turnover. Lastly, NV also works for private individuals, which constitutes 5 % of its turnover. In 2012, the company generated a turnover of € 3.5 M in a difficult economic climate.

Economic difficulties

At the time of his arrival in the company, MG was quickly confronted with the economic difficulties affecting the building sector. The company was trying to grow in a sector that was currently suffering from the crisis, where the construction of new tertiary buildings had considerably fallen over the past years. The market had contracted, and the clients who provided building projects for NV were offering less and less.

“And so these clients who were for us providers of activities had fewer building projects to offer us, or only projects with very tight profit margins. So we repositioned the strategy of the company a little.”

Commercial strategy and innovation

MG therefore repositioned the strategy of the company. The company then recruited a *chargé d'affaires*, enabling it to introduce a “*more aggressive and more present sales strategy [...] which soon reaped its rewards*.” Innovation provided a boost to NV’s market thanks to the development of a new activity, which represented almost 15 % of its turnover in 2014. By diversifying, and by being based

more in Paris, the company was able to bear the brunt of the difficult economic context.

Values and principles of action

The company takes much care to ensure a positive marketing strategy and advertises its values and principles of action on the company web site :

"Its values:

*the full satisfaction of customers,
the professional development of employees,
company involvement in society,
joy at work.*

Principles of action:

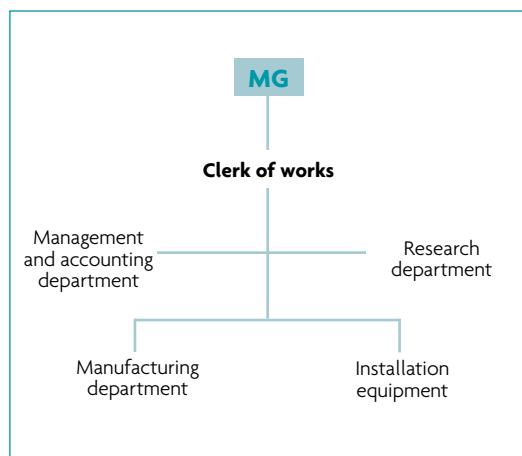
*the pursuit of excellence,
honouring engagements towards clients and employees,
showing respect to others,
subsidiarity,
a common objective”*

This description of NVs operating strategy can be viewed alongside the promotion of these values in the company.

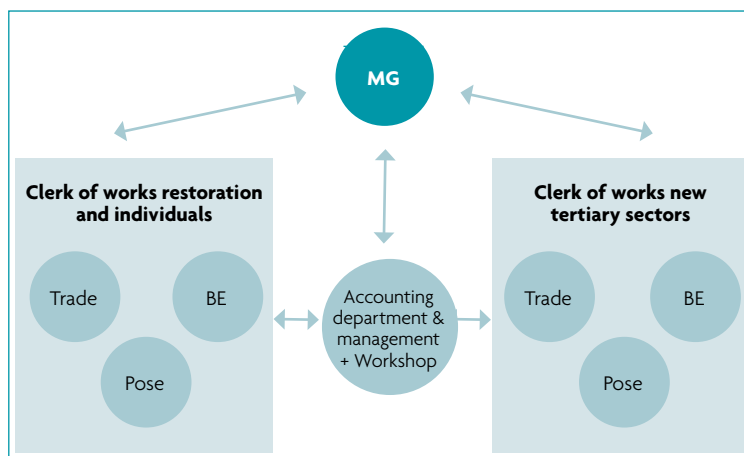
- **A change in company structure**

When MG arrived in the company, he wanted to change the organizational structure. Before, there was very much a pyramidal hierarchy: the works supervisor was in charge of the research department, followed by the production workshop and the installation teams. This organization had its advantages as well as its disadvantages, but the leader wanted to reorganize the company and create two distinct divisions. So today, there is a new tertiary buildings division and a building restoration & private homes division. *"In fact, the goal is to make the teams a little more specialized, depending on the type of building project."* In each division we can find the major functions: commercial, research department and installation teams. The administrative services and the production workshop work in support of both divisions. This reorganization is important for MG because it allows him to instil a new culture and introduce a management style that is very different to the principles that prevailed previously.

Old organizational structure



New organizational structure



■ Towards another vision of management

A change of vision

Since his stay in Paray-Le-Monial, MG has completely changed his vision of the management style he wanted for his company. This experience convinced him that a business leader must serve his employees and not the reverse. This is reason behind many of the changes that have been implemented in the company over the last few months. These recent changes concern both the work organization and the management style.

A guiding principle : Giving more responsibility where it is needed

The guiding principle of this management style “is to give more responsibility where it is needed”, which implies empowering employees, thereby enabling them to take on responsibility, as MG explains :

“

When you want to hammer a nail in the wall to hang a painting, I think you'd rather hold both the nail and the hammer yourself. If there is one person holding the nail and someone else holding the hammer, then there is a good chance that the person holding the hammer, if he is tired or a little clumsy, or even by accident, whatever the reason, will hit the other person's fingers. And even he doesn't hit the other person's fingers, the person holding the nail will be trembling in case he does. So the idea is to do the same thing within the company. The person holding the nail is in fact is the person who has the responsibility, for example, the members of the installation team. We have a very important responsibility here at NV, which is ensure that architectural works are installed successfully. And this responsibility is very important because if the architecture is installed badly; if there are weak points in the waterproofing that go unnoticed by the installation supervisor, then we run the risk of there being leaks and then there will be very serious problems. Because a leak is really serious. So the installation team has a responsibility, which is very important, which is to ensure that architecture is installed successfully. So faced with this responsibility, they need to have the right hammer, i.e. they need to have the capacity to choose for themselves the materials they will need to ensure the success of the installation. And this empowerment means for example allowing them to choose and to define – by themselves – the installation method to be used. When I say installation method, I mean the way the architecture is going to be installed: will we need to use a certain type of crane? Because we use many cranes, and elevators and hoists and machines like that. Will we need this type of crane, a tower crane, or a telescopic crane? Will we use a hoist or erect scaffolding? Etc.

”

Empowering the installation team before the work begins

Realistically, this means that the installation team, which has a heavy responsibility because it has to ensure the quality of the work carried out, are now involved in choosing the installation methods and materials used before the work begins. Previously, they were not included in decisions of this nature and only found out about the installation arrangements the very same day. It was the works supervisor who chose the method himself, and he was the only one who knew what the building site was like before the work was due to start.

Ensuring the professional development and motivation of the installation team

Of course, as the company leader goes on to explain, this new way of doing things is designed to prevent a certain number of problems relating to the quality of the installation work and the long-term satisfaction of its clients. MG believes that it also helps the employees to grow by giving them the means to be more responsible. Even if the team members have always been responsible for the installation, they now have the means to take on responsibility. Having this possibility to express their point of view – which to some extent is the possibility to influence decisions – gives them additional power. Not a “power over” (somebody or the organization), but a “power to”, in the sense that they have the power to do their work better. It is a question of employee satisfaction. Is this what MG means when he says “to serve” his employees... allowing them to obtain job satisfaction?

Empowering other layers of hierarchy

With regard to MG's previous quote where he uses the image of the nail, we can characterize this new management style as being “bottom-up”. If we look at things from the very top level of decision-making, we observe that this new way of operating has been introduced as part of redesigned organizational structure, with two distinct divisions, allowing new responsibilities to be entrusted to the heads of these two divisions.

Delegating the management of bonuses and pay rises

For reasons of fairness in the distribution of pay rises, and bonuses, the heads of the divisions are given and autonomously manage a budget to financially reward their teams with “real” money. They distribute these bonuses according to the merits of each worker and to the success of the building projects. Previously, MG decided the amount of these bonuses and pay rises alone. But from now on, it is the heads of the divisions who attribute these bonuses as they have a better view on the work carried out.

Annual interviews designed to build relationships

The same goes for the conducting of annual interviews. From now on, it is the immediate supervisor, the head of division or team leader, who performs the annual interviews with their team. Despite being an SME, the leader wanted to

introduce these annual interviews, which are not mandatory for companies of this size. MG has trained his supervisors to ensure they are able to execute this new responsibility. This decision makes sense for MG, because it promotes a certain proximity between teams and their manager, and thereby helps to build relationships. The immediate supervisors are the best placed to take on this responsibility.

Task description cards designed to better organize the change and enhance skills

To enable his company to develop further, MG is looking to redefine employees' tasks for each company position. To allow every worker to know their scope of action, and their degree of autonomy more precisely, thereby enabling them to take on new responsibilities and know which direction to follow more easily, MG has created task description cards designed to clarify objectives and what he expects from each of his employees.

This may appear rather simple but for MG, it is important for ensuring proper operations and making sure everyone is moving in the same direction. MG wants to formalize the responsibilities for each worker to ensure greater coherence with respect to the new management style. These developments enable him to gradually organize the changes and to enhance the skills and competences of each worker.

A management style designed to promote self-actualisation, one of the company's "raisons d'être"

This management style is also designed to enhance the skills of workers through training and empowerment. It can enable workers to achieve self-realisation and find motivation in their work, which are goals that the leader considers to be one of the *raisons d'être* of the company. For workers who did not have the possibility to obtain an advanced academic qualification, the new organizational structure clearly represents a possibility for them to gain responsibilities, and it also improves the performance of the company: *"It is a management style that works! [...] It enables the company to perform better."*

Enabling people to communicate with each other better: collective communication, listening and decision-making

The leader's aim is also *"to enhance communication"*. When he arrived at the company, MG was surprised by the crucial lack of communication between departments, and this is why he instituted team & inter-team meetings designed to *"improve communication between departments so that people actually speak with one another."* Decisions are made on a collective basis with all the employees concerned. Involving all the employees in the decision-making process is a paramount feature in this new organization. For the leader, it also provides the possibility to take a step back to better appreciate the strategic dimension and consider any decisions that will impact the future of the company. Being a leader also means establishing a vision for the future, a future strategy for the company.

A concrete example of a management situation: conflict with a long-standing worker

Listening to others has an important place in the management style that MG is trying to implement. A good example for this is a conflictual situation that the leader was recently confronted with :

With regard to listening to others, I can give you a very concrete example. Last week I gathered together the company's executives in order to think about economic issues and put forward proposals. And then one of them, I had suggested — thinking out loud — to implement something that made sense and which would be simple to implement and which would reap its rewards etc. but which went completely against what had always been done at NV. And this employee, who has been in the company a lot longer than I, as he was accustomed to doing things differently in the past, stated his objections vis-à-vis this thing that I wanted to implement. And that really annoyed me, I found that so... saying it so bluntly... in my reaction, I found it stupid, because it was really something that made sense and was easy to implement. And I got rather angry because I have a temperament that is a little explosive, and I have this tendency in me, but well. And obviously I regretted it, because I needn't have got angry, even if what he said annoyed me, etc. And then I felt a little frustrated because I had been talking about doing it for a long time, and it still wasn't implemented. I really regretted it, moreover I apologised to the whole team at the end of the meeting etc. When I had calmed down, I arranged to meet this person the following day to discuss with him and to listen to what he had to say, to understand what, for him, was the obstacle in implementing this small reform. And this is what is meant by the spirit of truth, it is to be able to listen to the person for real, i.e. to try to understand what his arguments are, and to take the person seriously. And what this person actually had to say, deep-down, was very reasonable, very serious and consequently it allowed us to grow, because I listened to him, and it allowed him to express something and certainly to get over any hurt that I might have caused the day before, I hope so in any case, and consequently to decide on something together, which will certainly be much more effective than what would have been implemented, owing to the fact that I would have implemented it all by myself. So this is what is meant by the spirit of truth, it is to say "yes I have an idea, as a leader I have my own insights", bosses often have insights, etc., but the spirit of truth is to say that one is not alone, it is to say our share of truth, and by sharing this truth with others we can go make progress.

This example shows what listening to others means to a leader who, in this example, puts himself in the place of the other person, so as to better understand his reasons, his point of view. This is the conduct that GM wishes to adopt from now on and foster in his company. It remains to be seen to what extent his behaviour can influence that of his employees.

The examples quoted here highlight the will of the leader to introduce change designed, of course, to improve performance, but also to reconcile strong personal convictions with the demands of the market.

■ The importance of spiritual life and of calling on the Holy Spirit for assistance

Practising spiritual discernment to prevent inner division

Discernment is an essential practice in MG's life as a company manager. During times of doubt, taking personal decisions, etc., MG takes time-out for two or three hours to ask himself what the *"real fundamental problem"* is. Then after discernment, he can finally determine what for him seems to be the *"right"* choice and take a decision. This practice has already proven useful to him on many occasions when making strategic choices, but also when taking ethical decisions. Taking time out to practice discernment enables him to make choices that will not later give rise to inner division.

Prayer as a source of peace

Every morning, MG takes the time to pray, *"a time to speak to God"* which *"nourishes his life of faith."* Prayer is also one of the moments when he can ask God to love his employees, he prays *"to ask God to love all his employees, naming them individually, to love them in the manner in which they hope to be loved."* For him, it is also the occasion to rely on and entrust to the Holy Spirit, through prayer, everything that is affecting him internally and externally, whether it is his life, his weaknesses or even an interview that is proving to be difficult: *"I can testify to it, it has often been a source of peace for me."*

Abandonment to God

For MG, abandonment and consecration to God represents a struggle to rein in his desire to want to lead, control, and take everything. This abandonment to God, in whom MG places his trust: *"It is necessary to ask for this grace; clearly this prayer for abandonment, including in my professional life is what has led me to this position, as a leader."* Moreover, it is this abandonment which, he says, *"enables him to lead with an inner peace."*

God and the Holy Spirit

The reference to God, the father, and the Holy Spirit was very much felt during the interview. And what about the figure of Jesus, God-made-man? MG says he prays with the Gospels, without making any direct reference to Christ, or to his life in the Gospels.

Reading and reflection

Reading and reflection also form part of his spiritual life. All the topics of reflection that he reads about nourish his life of faith, and are sources of change in his position as leader. For example, in 2015, he was member of a work group to reflect on the Social Doctrine of the Church.

Knowing he is not alone by virtue of meetings with other leaders

These deep-rooted Christian values are therefore a source of inspiration for his life as a leader. He also finds nourishment in his many exchanges with other company managers, whether they are Christian or not. He explains why there is *"a long journey"* that he wishes to complete with respect to the working organization and management of people and that he cannot do it alone. He therefore benefits from the experiences of other company leaders or managers to implement new principles and management tools. The direction that he is taking can be seen in his everyday life and entails the organization of visits and numerous exchanges with other companies: *"I met [...] a company [...] that implemented this management style [...] and it is really a company that outperforms many others that operate in more or less the same branch of industry. And I could see it with my own eyes, i.e. I met people on the ground. [...] So it works, and we see that people are happy and fulfilled, because they feel trusted, they are given important responsibilities."*

Place for spiritual retreats

The periods of retreat were very beneficial for MG. Retreats encourage him to give deep thought to his situation, which often lead to a change in position in his personal, but also his professional life. In 2014, he made a retreat, which enabled him to feel the presence of the Holy Spirit, and which inspired him to introduce a new management style in his company. Even if the changes introduced by the leader in his company are changes that are *"in the right direction"*, or well-advised and logical from a strictly *"technical"* point of view, the change of direction that he is currently developing in his company is still clearly connected to its faith: *"what I really learned, and even as an entrepreneur, is that if you really want to live as a Christian, you cannot lead your life as a leader by the sweat of your brow and controlling everything with a heavy hand. There has to be an abandonment, even in the decisions to be taken, even in one's daily life, a total abandonment to God's will!"*

Taking time-out

We notice that in all these practices, MG takes time out to think, even at a minute's notice. This is part of his professional life, and it is one of the strengths and unique characteristics of this leader.

His abandonment to God is not complete, and the love he shows for its employees is not perfect, he admits, but he is heading in the right direction, and it is this momentum towards progress that interests MG.

The time-out that he allows himself (retreats, prayers, discernment, etc.) enables him to pursue his journey.

4 4th PART: ANALYSIS

■ Subsidiarity and participation

Subsidiarity within the company

The principle of subsidiarity is very much alive within the company NV. Although MG does not use the term during the interview, he does make reference to it on his website, and we got a strong impression throughout the interview that it was something very important to him.

First of all, by means of his task definition cards, he clearly defines the autonomy and the room for decision-making that he gives to his workers. The cards were created not only to list workers' responsibilities and main tasks (without going into all the details), but also to define their powers. This gives them a broad scope of action and aims to make it easier for workers to express themselves, as they are officially responsible for particular tasks.

Secondly, he creates an atmosphere of trust within the company, and he feels that he is working to serve his employees. One clearly sees what it can really mean to work in the service of one's employees. The leader does not hesitate to cite his "brothers and sisters" by name: "to assist them in their professional development, to allow them to take on responsibilities, without directly intervening in their duties or bypassing them."

Finally he ensures they can fulfil their objectives through training and empowerment.

MG has succeeded in creating a subsidiarity structure, because he has not only delegated a lot of responsibility, but he has also agreed to give up its right to oversee certain decisions. And this is what differentiates subsidiarity from delegation.

Changing the role of supervisors in assessing their team's work

Before his experience at Paray-Le-Monial, MG thought that he was alone in having to manage interviews, bonuses and pay increases. Today he is convinced that only immediate supervisors, as they know their teams better, are best positioned to assess the work and merits of workers. As we have already seen, this new management style can be characterised by an increased level of trust within the teams.

Difficulties encountered: moving from a top-down approach to showing trust

The introduction of this principle was not easy for the leader of NV. MG, who very much had a top-down management style at the beginning, changed his personal concept of management, deciding to transfer responsibilities to others and to delegate. On realising that "you cannot lead your life as a leader by the sweat of your brow and by controlling everything with a heavy hand," he decided to show more trust in his teams and to allow himself more time for strategic reflection.

Delegating not only tasks, but also responsibilities implies giving up – at least partly – one's own power to act. Delegating in this manner required him to give up certain prerogatives, and the power to decide. He says that it is a form of aban-

donment to God. It was for pragmatic reasons as well as out of personal conviction that MG therefore decided to "trust" his workers. When the leader talks about the changes he has made, one notices a form of joy, or at the very least, a personal satisfaction, as well as a feeling that he knew he was going in the "right direction".

For example, a customer called me because there was a problem on a building site, it is so easy to tell the customer "listen I will deal with it, I will do what's needed to improve things, to resolve the problem, to speed up things... to ensure that you are satisfied", and then to ask the works supervisor to come, and to tell him "you must do this, this and this", it is so easy to do that, it is so much more effective, at least on the surface. But in fact, behind all that, when you do that, what are you really doing? You are demotivating the person, the supervisor, because you have bypassed him, and because you went over him, in some ways you have not respected him in front of the client. It is so much more demanding to go and see him, to find a solution with him and to say to him look, "[...] you're the one who will be taking the lead, who will try to solve the problem that the client has found". Doing this is much more demanding, it is harder, but it is more effective too. And it is also much more empowering.

The right level of participation

According to the Social Doctrine of the Church, workers' participation in company life entails participating in the decisions, the choices and the strategy of the company. We can see that MG has addressed these concerns by introducing annual appraisals, meetings between workers, and by including the installation team in the decision-making process with regard to the choice of material and installation technique, etc. Even though MG had to act against his very "head-strong" nature to some extent, the leader now includes his employees in the decision-making processes.

Of course, the employees are not all invited to take every kind of decision, but at the very least those decisions that affect them directly and which enable them to do their work in good conditions. This can easily be seen in the example with the installation team. They will not necessarily be invited to a meeting where strategic decisions are to be taken. On the other hand, when it directly affects their work, they can have their say, and they will be listened to. The heads of divisions, on the other hand, will be consulted and will take part in the strategic directions.

■ In truth and freedom

For MG, the principle of participation, even though he did not use the actual term during the interview, is related to subsidiarity. The principle of subsidiarity cannot be achieved without the principle of participation.

In his opinion, the basis of these two principles is truth. They must be achieved in a spirit of truth, which is “to tell yourself that you are not alone, [...] to say our share of truth and to ‘pool’ this share of truth together, we can make progress.” Therefore, the value of truth is very much alive within the company, and it is the basis for subsidiarity and participation.

During this interview, we also felt the presence of the value of freedom. He even says “I am really profoundly free”. And this value is therefore respected by virtue of the principles of subsidiarity and participation, because the workers are given the freedom to make their own choices and decisions, but also to participate, and to express themselves, etc.

■ The right allocation of resources and the right management

The most important of justices : love

MG thinks that the “*the most important of justices is to love one’s employees*.” He is mindful that each worker is different, all with their own flaws, but also and above all, with their own qualities. For him, the most important of justices is therefore to love them for who they are and to focus on their qualities, and it “*would be unjust not to recognize the attractive qualities*” in each employee. The leader therefore tries to love them all equally, but also to show the same degree of recognition, ensuring that each worker is treated on the same basis and fairly.

A prayer of love

It is in the nature of man not to love somebody “*on the spot, for no real reason*” explains MG. It is not an easy task, it has to be admitted. This is why MG asks God, in his prayers, for the strength to love his employees. The leader really believes “*that it is necessary to pray for each and every one of his employees, and to ask God to love his employees, naming each one of them individually, to love them in the manner in which they want to be loved*”. He therefore prays for his employees with a view to fostering justice and equality for each and every worker in his company.

Empowerment and training for a better management of resources

Before progressing in his position as leader and questioning the validity of his actions, MG managed the salaries personally and decided the bonuses and pay increases by himself. He listened to the opinions of his works supervisor, who would tell him that the installation team had been very efficient, that the group had worked well, but in the end he made the decision alone. However, this did not necessarily ensure the equitable distribution of bonuses and pay increases.

According to the Compendium of the social Doctrine of the Church: “*As creators of wealth and prosperity, heads of business need to implement the means to ensure an equitable distribution of this wealth.*” Mindful of this, MG realized that he was not best positioned to manage and decide on the management of these resources. This is why, he transferred these responsibilities to the heads of divisions “*to give heads of divisions the responsibility for managing bonuses and pay rises within a set budget.*” He expresses that these are not common procedures, but it is something of utmost importance to him.

A concrete example of the fair allocation of resources : rewards according to merits

We can read in the *Vocation of the business leader*, that “*the right to private property should be “subordinated to the right to common use, to the universal destination of goods. This principle urges business leaders to consider the distributive effect of the way they set prices, [...] Their decisions should aim not at an equal but at a just distribution of wealth, which meets people’s needs, rewards their contributions and risks, and preserves and promotes the organisation’s financial health.*” MG shares this vision of an equitable distribution of resources and operates by rewarding his employees according to their merits. He tells us that at NV, there is a seniority bonus, which takes the form of an additional percentage of the worker’s salary. This bonus represents a considerable cost for the company, but especially one that is not related to the performance of the company nor to the worker’s merits. MG finds this bonus unfair as it represents a percentage of the worker’s salary, and those with a higher salary will receive a higher seniority bonus, which, in his opinion, amounts to a lack of justice in the company.

Because this principle is not related to merit, and I do not find that very just, and then what’s more, what is even less just is that somebody who has a higher salary at NV, for example a works supervisor – it is normal that it has a higher salary since he has responsibilities that are important – his seniority bonus will be higher than somebody’s who has more seniority but who earns a lower salary. So this is not very logical.

According to him, it would be more logical to introduce an equitable system based on merits and performance. This would encourage everyone to contribute to the company’s success and to play a role in the life of the company. Such a bonus would be an additional incentive that would better value the work of each employee.

We noticed that the leader had questioned the internal management practice of his company with respect to a seniority bonus, imposed by collective agreements shortly after the Second World War, at a time when it was necessary to promote company loyalty among workers. He expressed his position with respect to the legislative system on a current practice in France, and would like to make this system fairer.

■ The common good and human dignity

The common good, a concept that is rather difficult

MG defines the common good as *“everything that contributes to the improvement and perfection of each individual [...] and allows each person to develop fully. This for me is the common good. Conversely, things that imprison a person, that prevent someone from growing and developing and achieving self-actualisation are the opposite of the common good.”* His vision of the common good is applicable to the internal perimeter of his company, to his employees. He does not take into account the contribution to the common good made by the products and services offered by his company. We have no doubts that MG is consistent with the perspective of the ecumenical council the Vatican II, where it is specified that these goods must *“be goods that are really good and services that really serve”* society. But the *“practical value”* of his products and services, and the choices that this entails, was not mentioned, as if the leader was, for the time being, more concerned by what was happening within his company. However, this practical value is present in the company’s communication media; the company says it brings light and aesthetics to buildings. It helps to build useful amenities for the community. The fact that this was not mentioned is interesting, it can help Christian business leaders to reflect on the purpose of their company and what the common good means for them.

Difficulties encountered

In this respect, it is comprehensible that the concept of the common good is difficult for MG. Some of his remarks show that he pays attention to this principle and that he tries not to go against the common good, such as he defines it:

“If I bypass an employee, if I tell on him behind his back, [...] then I am going against the common good. If, on the other hand, I try to accept him with all his strengths and his weaknesses, [...] if I implement everything that is needed to help him to grow and if I believe in him, then I am contributing to the common good [...] But! I find that it is a concept which is still, for me in any case, a little bit difficult, and so I am clearly working on it. clairement...”

“It is a management style that works and that motivates me [...] because it allows employees to develop better, to form a stronger attachment, and it also allows those employees who were not able to study at university to be given responsibilities that they wouldn’t otherwise have been able to have.”

Work : a place for self-actualisation

According to MG, the main purpose of companies is not to make profit but to be sustainable over the long-term, so as to guarantee the employment of workers. Employment, for him, is a source of human dignity for his workers because it is a place for self-actualisation and professional development. Moreover, he gives his opinion on the 35-hour week: *“I am very much against the 35-hour week. What I find appalling with the 35-hour week is not the fact that people work less, it is more the way in which it was presented that I find so wrong, i.e. that they told people “you can work less so you will have more leisure time etc.” So there you have it. As if work were a place of enslavement, whereas I believe exactly the opposite, I think that [...] work is not a place of enslavement, it is a place for self-actualisation and professional development.”*

However, he adds that work is a place for self-actualisation and professional development *“solely in companies that take care of their employees.”* This is why MG instigated his new management style within his company. This management style gives rise to a subsidiarity and participation structure, which, coupled with the right allocation and management of resources, helps each worker to grow and develop in the company through training and empowerment. This management style promotes the freedom of workers, but it can only be achieved when all relationships within the company are founded in truth.

“Working with what you have” as a means to promote human dignity

When we asked MG what changes he would make if he had a “magic wand”, he answered: *“if I had a magic wand, I would not use it much; I am convinced that we have everything in the company, in the team, and in myself, to achieve what we could achieve with a magic wand. [...] I’d rather get there this way, with the problems that I know we have, with my personality, my qualities, my flaws, and the same goes for each employee, I’d rather get there without a magic wand.”* MG therefore prefers to work with everyone’s qualities and flaws, even if this may appear much more difficult and take longer, rather than imposing radical changes. He is convinced that for each change in the company, you need to involve all the workers, to get them to work together towards a common objective.

Through his company, MG therefore wants to help promote human dignity for each and every employee as individuals as well as a community of persons.

“Clearly, the management style that I wish to introduce is, yes, a way to achieve the personal fulfilment of each individual and allow people to know themselves better to grow, to learn new things.”

Talent and skills

MG is very attached to fostering the professional development of his workers and their self-actualisation. It is interesting to note that he does not speak about the talents of his workers, as if the annual interview were a time for verbal exchange that focused primarily on self-actualisation. To what extent does the acknowledgement of a worker's particular talents lead to minor internal reorganization? How would these talents be detected, or talked about?

The subsidiarity structure that MG has implemented should, by virtue of the freedom they have been given, allow workers to show their talents. Moreover, this structure naturally allows workers' competences to be enhanced because it promotes empowerment: *"when you can be a leader who can implement everything an employee needs to enhance their skills, to grow, to develop in the company, then that is what it really means to serve your employees"*.

5 5th PART: MEETING THE CHALLENGE - A CHRISTIAN BUSINESS LEADER

In his personal life, the leader of this SME has experienced many intense moments. Times of retreat and pilgrimages, periods of questioning and reflection, desires and important decisions, all marked by and coupled with meetings of particular significance and exchanges with Christian leaders. He has always had a desire for holiness, self-sacrifice and for the absolute. Thanks to his wife and his desire to become an entrepreneur, he is now working today in the company that he took over, in the building sector.

During a retreat, this leader felt the presence of the Holy Spirit and realised what had to be changed vis-à-vis his position to make it less top-down orientated. One of his main concerns was to adopt a new management style and organizational structure. Through these experiences, he has come to discover, understand and apply – in his own way – the fundamental principles of the Social Doctrine of the Church within his company.

In this interview, we have got to know a leader who is managing to live out his spirituality within the constraints, conflicts and limitations of his real life. **While we initially raised the question as to whether spirituality can be lived outside the constraints of real life, we see on the contrary how a leader is managing to reconcile his spiritual life with his professional life as company leader.**

He has introduced a management style centred on the empowerment of his workers. This ability to take a step back to reflect is a result of a discernment and understanding of the human and economic challenges within his company. This led him to want to allocate resources on a more equitable basis, to promote communication within his "community of workers" and to create a subsidiarity and participation structure with a view to promoting the common good and human dignity within his company. His abandonment to God enables him to progress as a person, and enables his company to move forward and make progress. For him, it is a source of peace and joy.

We have here a figure of a "Christian who is a business leader", much more than a "business leader who is Christian" insofar as his periods of meditation and retreat have led him to implement changes. He says that he is first a Christian before being a business leader. There is a kind of parallel development between his personal awakenings and the changes he has introduced in terms of organizational structure and management style. Although there are some aspects and questions that still could be explored with respect to this reconciliation between spiritual life and the life of a leader, such as for example the place he gives to the scenes of the Gospel, the reference to God-made-man in the person of Jesus Christ, how he takes into account his workers' talents, the assigning of duties, etc., he has nonetheless found a promising way forward for the human community of his company.

This analysis of this real life account would gain by being extended and interviewing some of the employees to see how they perceive the changes implemented. Do the workers really seek professional development and self-actualisation? Do the workers perceive all the changes from a humanistic or even a Christian point of view? In other words: what will MG's desire to be both a Christian & business leader bring out in the company's workers who did not choose it.

ANNEXES

RESSOURCES

■ Interview questions grid

PERSONNEL

1. Could you describe your personal background, your life path? As a Christian

- ✓ What did you study? Why?
- ✓ Your training
- ✓ The role played by your spouse - your family
- ✓ Biographical elements
- ✓ Education
- ✓ Scouts

COMPANY AND CAREER PATH

2. Could you describe your professional path to us?

- ✓ Did your faith play a role in your career choices?

3. Could you present your company to us?

4. Could you describe a typical day/week?

- ✓ Identification of professional situations to be used in questions 8 and 9.

5. What does it mean for you to be a Christian?

- ✓ Do you make a difference between religion and faith, how?

6. Do you see yourself as a business leader who is a Christian or as a Christian who is a business leader?

7. Which makes you different as a Christian business leader?

- ✓ What is your vocation?

8. How would you define your management style?

- ✓ What is it based on?
- ✓ What does efficiency mean for you? Performance?
- ✓ Stakeholders? (Workers, turnover, share ownership, etc.)

9. What do the concepts of common good and human dignity, which are central to the Christian religion, mean for your company?

10. In your opinion, what does it mean to be a just or fair company, i.e. a company that respects human dignity?

- ✓ Salary
- ✓ Discrimination
- ✓ Integration, etc.

11. For you, which is the purpose of a company?

12. Have you already heard about Freedom Inc.?

- ✓ What do you think about it?

SITUATIONS

13. Could you tell us about one or several professional situations(s) where you were guided by faith?

- ✓ With whom/which stakeholders?
- ✓ When?
- ✓ How?
- ✓ Why?

14. Could you tell us about one or several professional situations(s) where you experienced an inner division?

- ✓ Anecdotes?
- ✓ With whom/which stakeholders?
- ✓ When?

- ✓ How?
- ✓ Why?
- ✓ How did you deal with it?
- ✓ What role did your faith play?

15. In these different situations, did truth, justice and freedom play any role?

16. Which changes have you introduced in your company and what values guided you to make these changes?

17. If you had a "magic wand", what would you implement in your company?

- ✓ Why?
- ✓ How would you go about doing it?

18. If you ever left your company, what lasting Christian footprint would you leave?

19. What difference(s), in your opinion, is/are there between a Christian business leader and a leader who implements a CSR strategy?

- ✓ Christianity - Humanism

END OF THE INTERVIEW

20. How do you live out your spirituality?

- ✓ With moments of prayer?
- ✓ By take time-out/taking a step-back to reflect?
- ✓ By sharing it with others?

21. What did you think about this interview?

22. What do you think about a study on Christian business leaders?

■ Grille d'analyse

LE BIEN COMMUN

► **Objectif premier : atteindre le bien commun**

Etre engagé pour la paix ► Sauvegarder son environnement ► Fournir les services essentiels aux personnes (alimentation, logement, travail, éducation, culture, transport, santé, liberté religieuse, etc.) ► Faire participer tous les membres, selon leurs capacités, au développement de ce bien ► Assurer des conditions de vies sociales ► Distribution équitable des ressources, utilité du produit.

► Bilans, entretiens, certifications, procédures, participations, offre commerciale, etc.

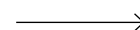
LA DIGNITÉ DU TRAVAIL HUMAIN

► **Promotion du développement intégral de la personne**

Moyens nécessaires pour vivre dignement ► Ne pas restreindre le développement de la pensée, des biens de façon injuste ► Rendre l'homme actif et responsable de son processus de croissance ► Respecter l'égalité dignité homme-femme ►

Encourager avec des mesures efficaces et appropriées les droits des personnes en situation de handicap ► Favoriser les relations sociales ► Respect des droits de l'Homme, travail positif.

► Politique de formation, responsabilisation du personnel, promotions, politique handicap, politique sécurité, séminaires, démarche RSE etc.



LA BONNE GESTION DES RESSOURCES

» Contribution à l'obtention pour chaque personne et pour tous les peuples les conditions nécessaires au développement intégral

Mettre à disposition de la société la connaissance, les savoirs et la technique qui contribueront au bien commun.

» Synergie, politique de partage, économie circulaire, de la fonctionnalité, démarche RSE, etc.

LA SUBSIDIARITÉ

» Responsabiliser l'homme ■ Reconnaître son travail ■ Encourager les prises d'initiatives ■ Respecter la primauté de l'homme.

» Délégation, entretiens, organisation, etc.

LA SOLIDARITÉ

» Mettre en place des actions sociétales, solidarité entre les collaborateurs.

» Politique sociétal, sponsors d'associations publiques, réunions d'équipes, partage de la stratégie, etc.

AFFECTATION JUSTE DES RESSOURCES

» Rendre la propriété des biens équitablement accessible à tous, être à l'écoute des besoins et attentes exprimées par les clients, vie démocratique dans l'entreprise.

» Prix du produit, des services, critères de choix des fournisseurs.

LA PARTICIPATION

» Contribuer à la vie culturelle, économique, sociale et politique de la société - Participer à la vie communautaire - Participer aux décisions, choix et stratégie.

» Comités, entretiens, réunions, CE, CHSCT, Syndicats, participation des salariés aux décisions, etc.

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Our heartfelt thanks especially go to MG for allowing us to listen to his testimony, and we thank him for his involvement and his collaboration in this project.



Dual VET

Vocational Education and Training in Germany

The experiences presented from Germany are best practices “recommended and supported by BKU”

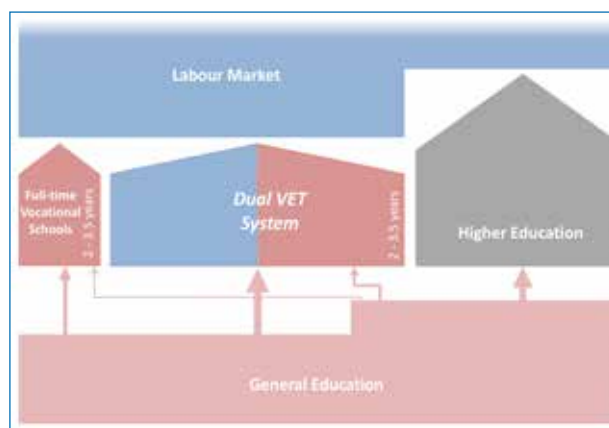


CONTENT

- 1 Overview
- 2 How Dual VET works
- 3 Benefits and current challenges
- 4 Conditions: why Dual VET works in Germany
- 5 The bottom line: 5 VET Quality Features
- 6 Further information

1 OVERVIEW

■ Dual VET: for young people a common path to work



■ Dual VET performance*

■ Trainees

- On average 55.7 % of the population enter Dual VET, 44.2 % graduate from Dual VET;
- 1.4 m trainees in 327 recognised training occupations
- 5.4 % of all employees are trainees;
- High employment security (95 % Dual VET graduates employed, only 80 % employed among untrained);
- 43.8 % of Dual VET graduates continue working in same occupational field;
- Receive average training allowance of about 795 € per month as trainee.

■ Employers

- 438,000 of 2.1 m companies train (20.7 %), most of which are medium-size and large companies ;
- Train more than 500,000 new trainees every year ;
- Hire 66 % of Dual VET trainees as employees after training ;
- Employers invest on average 18,000 € per apprentice per year (62 % of which is training allowance) ;
- 76 % of investment is refinanced by productive contributions of trainees during training period.

■ Government

- Shares expenses for VET system with employers ;
- Public expenditure for Dual VET: 5.4 bn € ;
- 2.9 bn € for 1,600 public vocational schools providing part-time VET ;
- 2.5 bn € for steering, monitoring and further supporting measures ;
- EUR 7.7 bn € contribution by employers (overall net cost of Dual VET ; gross cost = 25.6 bn €).

■ Contributes to National Economy/Society

- Strong SME competitiveness on international markets
- Relatively low youth unemployment in Germany (7.1 %)

* Sources: BIBB Data Report (2015), Federal Statistical Office

2 HOW DUAL VET WORKS

■ Engagement in Dual VET

■ Young people

- « I want to earn money »
- « I want to work in a skilled occupation »
- « I want further qualification »
- « I continue to attend upper secondary education »
- « I want to learn something practical »

► « I want to become a... » (e.g. Mechatronics Fitter)

Seek and find a training place

- Scan for information on employers providing VET in the region
- Search for a training place offer
- Apply for training place at company
- Select a training company

■ Employer

- « I want employees who competently fulfil the tasks and duties needed in my company, now and in the future »
- « I want the productive and innovative contribution of trainees »
- « I have the social responsibility to train »
- « I want workers to be loyal to my company »
- « I want to save induction and retraining costs »

► « I want to train »

Seek and find a trainee

- Be certified to train
- Offer training place
- Vet applications of trainees
- Select young person for VET

■ Government

- « For national economic growth and development, highly skilled employees are needed »
- « All youngsters should receive secondary education to become citizens »
- « Youngsters should be ready for the labour market of today and tomorrow so that they can find employment »
- « Government budgets for VET provision are limited »

► « We need to strengthen and regulate Dual VET »

Supporting measures

- Set up legal framework to regulate Dual VET
- Delegate authority to stakeholders (chambers, employers, labour unions, government institutions)
- Open access to Dual VET for all, regardless of prior qualification
- Include Dual VET in compulsory secondary education
- Provide part of Dual VET in public vocational schools
- Ensure access of Dual VET graduates to higher education
- Monitor and develop Dual VET based on institutionalised VET research (BIBB)

■ Enter into a training contract

■ Starting point for Dual VET

- Similar to work contract
- Legal basis for in-company training in Dual VET

- Provided and registered by chambers

■ Regulates

- Duration of training
- Beginning and end of training
- Probation time
- Vacation
- Content of training
- Training allowance
- Termination of contract

- Signed by youngster and by training company establishing a training relationship

► Start of work-based learning in Dual VET

■ Deliver work-based VET

■ 2 coordinated learning venues ("Dual") for each VET programme

70 % of VET in company

In-company training

- Legal basis: training contract
- Company which trains, pays trainee a "training allowance"
- Company provides systematic training under real-life working conditions (in-company trainer, up-to-date equipment, etc.)

30 % of VET in vocational school

Vocational school education

- Legal basis: compulsory education law
- Local government finances public vocational schools (facilities, teachers, etc.)
- Vocational schools offer lessons in professional (2/3) and general education (1/3) subjects free of charge

► Approx. duration of Dual VET: 2 – 3.5 years

■ Dual VET training plan for a given occupation (example)

Monday Tuesday Wednesday
In-company training <ul style="list-style-type: none"> - Follows in-company training standards (minimum standards) defined in «training regulations» - Step by step, trainees take over duties and tasks in the workplace, and in the process contribute to production
Thursday Friday
Vocational school education <ul style="list-style-type: none"> - Follows vocational education standards defined in the «framework curriculum» for vocational subjects (2/3 of schooling) - Follows school curriculum for general subjects (1/3 of schooling) - Classroom-based learning

► In-company VET and vocational school education may instead also take place provided each in separate long-term blocks.

■ Examine independently

■ Multi-stakeholder examination board

- Examination board
 - Organised by chambers

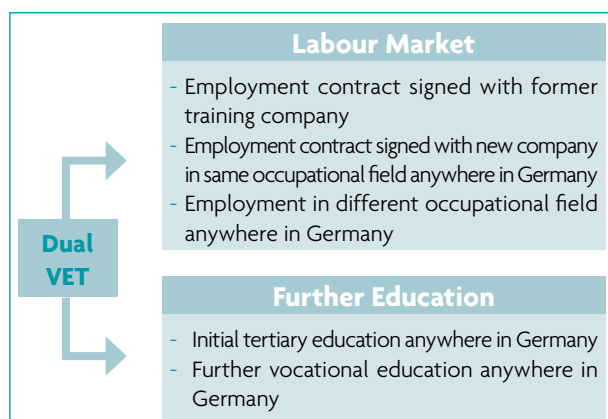
- Composed of representatives of:
 - Employers
 - Employees
 - Vocational school teachers (government)
- In general does not include those who trained the trainee
- Assesses and grades trainee
- **Dual VET certificate**
 - Issued by chamber
 - Nationally recognised by government

› Training contract ends

› Professional career begins

■ Unlock a professional career

• Dual VET: key to many opportunities



■ Stakeholders monitor, supervise and support

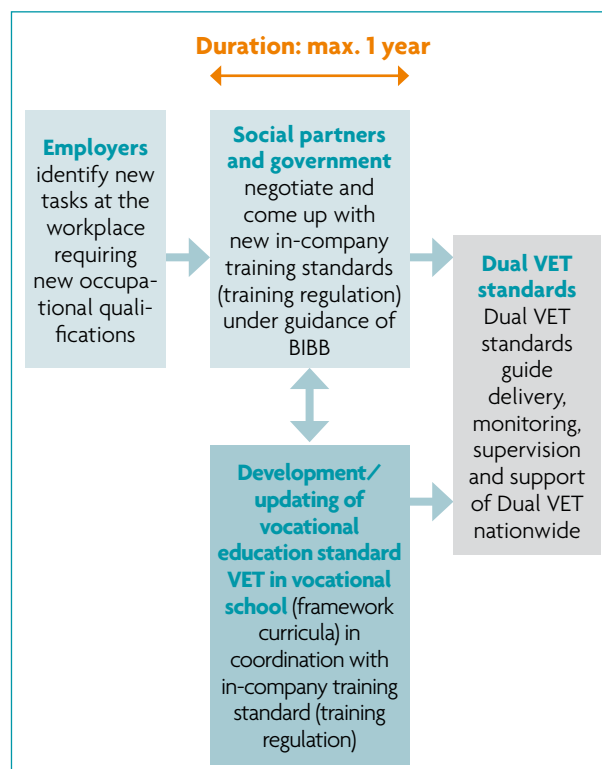
• Business community, social partners and government are all involved in Dual VET

- **Chambers**
 - Advise companies on VET
 - Train in-company trainers
 - Assess and certify company and trainers for in-company training provision
 - Monitor in-company training (facilities, instructors, etc.)
 - Support company in finding trainees
 - Register training contracts
 - Organise interim and final exams
 - Mediate disputes between trainee and company
 - Organise events
- **Social Partners**
 - Labour unions and employer associations negotiate training allowance to be paid to trainees
 - Works Councils monitor in-company training
 - Are involved in the development of in-company training standards
 - Are part of the examination board
- **Government**
 - Finances, supervises and monitors public vocational school system providing part-time VET
 - Federal government conducts institutionalised VET research (BIBB)
 - BIBB organises Dual VET standard development

- Provides support to unemployed and disadvantaged to enter Dual VET
- Provides support for disabled people to enter Dual VET
- Provides vocational orientation and raises the awareness for Dual VET

■ Dual VET standards based on requirements of world of work

• Impetuses for updating/development of national Dual VET standards by the economy



■ Dual VET standards based on requirements of world of work

• Demand-driven Dual VET standards guiding VET delivery in both learning venues

Occupation ("Beruf")

- In-company training standard ("training regulations") includes
 - Set of competencies of occupation to be trained (occupational profile/standard)
 - How a company must teach this occupation, as minimum requirements (training standard)
 - What a trainee needs to know in order to pass the exam (examination standard)

coordinated

- Vocational education standard (« framework curriculum ») includes
 - Learning objectives and content (structured in "learning fields") which form the basis for the schooling

in vocational subjects in the vocational school

- Vocational subjects provide the vocational theory needed for working in a given occupation

■ Set up comprehensive legal framework

■ All aspects of Dual VET framed by system of laws

- Youth Employment Protection Act
- Trade and Crafts Code
- Collective Bargaining Act
- Law for the preliminary regulation of rights of Chambers of Industry and Trade
- Chambers Act
- Works Constitution Act

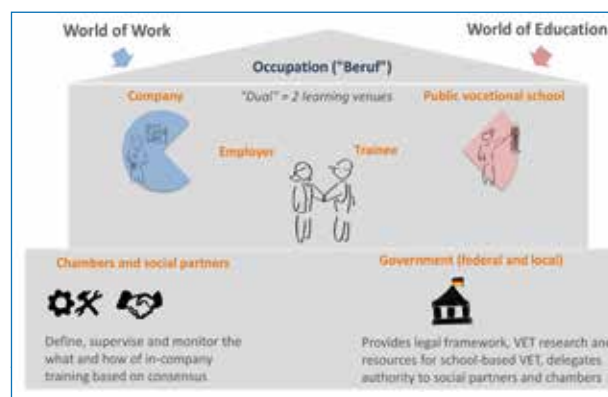
Vocational Training Act

- Compulsory education law
- Regional school laws
- Joint agreement on coordination of training regulations and framework curricula
- Basic Law for the Federal Republic of Germany - Article 12 [Freedom of occupational choice]

■ Summary – How Dual VET works

- Enter into a training contract
- Deliver work-based Dual VET and examine independently
- Stakeholders support and assure quality of Dual VET based on consensus
- Dual VET standards are national, up-to-date and demand-driven
- Dual VET is framed by systems of law

■ Summary – Dual VET: two worlds under one roof



3 BENEFITS OF DUAL VET

■ Trainees

- Gain occupational proficiency necessary for employment opportunities and gainful income
- Earn training allowance during training
- Learn in real and state-of-the-art work environment (machinery, work processes)
- Learn how to identify with company and occupation
- Become capable and certified to access different occupational and educational opportunities

■ Employers

- Gain highly competent employees meeting the needs of the company (versus hiring externally)
- Improve productivity as well as quality of services and products
- Save recruitment and retraining costs
- Realise high return of investment in the long run
- Are participating in defining company-based training content and development of standards
- Supports Corporate Social Responsibility (CSR)

■ Government

- Reaps political rewards of positive economic and social impact of Dual VET
- Meets national labour market demand for qualified labour with contribution of employers (training)
- Has VET system highly capable of modernizing itself (technological change)
- Able to efficiently steer VET system and assure its quality
- Strengthens formalisation of economy by regulating in-company training
- Gains early evidence for labour market demand/supply

■ Contributes to National Economy/Society

- Economic performance and competitiveness
- Labour-market matching (employers/employees)
- Social and economic integration of young people (inclusiveness)

■ Trainees

- Finding Dual VET training place: number of unplaced applicants for Dual VET (2012: 15,600, 2014: 20,900); number of companies (esp. SME) providing Dual VET decreasing from 24 % (2009) to 20.7 % (2013)

- Increasing demands at the workplace / learning venue (foreign languages, etc.)
- Improving life-long learning opportunities in Dual VET (especially for older applicants)
- Gaining access to Dual VET and work through informally acquired competencies

Employers

- Finding young people for Dual VET: number of vacant training places rising from 2009: 17,300 to 2014: 37,100;
- Finding competent trainees for Dual VET who have the skills, knowledge and attitudes necessary for entering Dual VET («trainability»)
- Including disabled people

Government

- Dealing with future nationwide lack of skilled workers projected
- Dealing with demographic change leading to decrease in number of young people for labour market

- Countering trend of more and more young people choosing university over Dual VET
- Dealing with strong regional disparity with regard to Dual VET training place demand and supply
- Including disabled people

Contributes to National Economy/Society

- People have difficulty entering Dual VET and hence the labour market and gainful employment
- Difficulty meeting demand of employers for skilled workers

* Sources: BIBB Data Report (2015), Federal Statistical Office

4 CONDITIONS: WHY DOES IT WORK IN GERMANY

- Long-standing history of Dual VET
- Highly developed economic structure translates into respective demand for skilled employees on labour market
- Strong small and medium-sized enterprises (SME)
- Interest, commitment and capability of companies to train
- Strong and competent representation of employer and employee interests (chambers/labour unions)
- Broad-based acceptance of VET standards through strong involvement of social partners in VET and culture of cooperative engagement
- Strong regulatory capacity of government
- Competent TVET teachers and trainers
- General education system makes young people ready for VET

5 THE BOTTOM LINE: 5 VET QUALITY FEATURES

- 1 Cooperation of government, business community and social partners
E.g. examination board, VET standards
- 2 Learning within the work process
E.g. in-company training = 70 %
- 3 Acceptance of national standards
E.g. Dual VET standards, chamber certificate
- 4 Qualified VET staff
E.g. competent trainers and VET teachers
- 5 Institutionalised research and advice
E.g. BIBB National TVET Report, VET standards

6 FURTHER SOURCES

- Facts and figures
 - BIBB TVET Report 2014 (link)
 - Federal Statistical Office (link)
 - BMBF Data Portal (link)
- Dual VET standards
 - BIBB Brochure: Vocational Training Regulations and the Process Behind Them (link)
 - Example: training regulation and framework curriculum for Mechatronics Fitter (BIBB) (link)
- Legal documents
 - Vocational Training Act (link)
 - Works Constitution Act (link)
- Web resources
 - GOVET
 - BMBF
 - BIBB
- Contact for further questions
govet@govet.international



Combining school and work

Dual Vocational Education and Training (VET) in the German Skilled Crafts Sector



AGENDA

- 1 Dual VET in skilled crafts
- 2 Basic parameters of dual VET
- 3 Cooperative engagement in VET
- 4 Role of chambers of skilled crafts in dual VET
- 5 Role of social partners in dual VET
- 6 Master Craftsperson Qualification

1 DUAL VET IN SKILLED CRAFTS



1 million companies
5.4 million employees
370.000 apprentices (26 % of all apprentices in Germany)
500 billion Euro annual revenue

Dual VET in skilled crafts: facts & figures (2)

2015	German economy	Skilled crafts sector
Apprentices	1.300.000	370.000
Quota of apprentices among all employees	3,5 %	7,0 %
Vacant placements	41.000	14.400
Enterprises	2.100.000	1.004.000
Quota of Enterprises providing VET	20 %	22 %

Over 130 occupations in the following areas:

- Building and interior finishing
- Electrical and metalworking
- Woodcrafts
- Clothing, textiles and leather crafts
- Food crafts
- Health and body care, chemical and cleaning sector
- Graphic design

2 BASIC PARAMETERS OF DUAL VET

■ Dual VET

- is possible in about 340 different training occupations (130 in skilled crafts)
- requires a contract with a company
 - Duration of training/beginning and end of training/termination of contract
 - Probation time/Vacation
 - Content of training
 - Training allowance (average 700 € p. m. differs due to profession, year of training, region).

■ Dual training takes place in two coordinated learning venues

- practical training in a company, legally legitimated by the federal government (national training standard!)
- theoretical training in a public vocational school, legally legitimated by the federal states

■ Dual training programs have a duration of 2 to 3,5 years

- 70 % of the program takes place in the company
- 30 % of the program takes place in the public vocational school.

3 COOPERATIVE ENGAGEMENT IN VET

■ Joint commitment of all relevant stakeholders to take and share responsibility for VET:

- **Federal Government**
 - regulatory framework of VET (Vocational Training Act, Trades and Crafts Code)
- **Länder/States**
 - governance of the school-based part of the dual VET system

- VET-programs outside the dual VET system

■ Social partners

- design and implementation of dual VET-programs

■ Chambers

- governance of company-based part of the dual VET system, including the assessment of apprentices.

4 ROLE OF CHAMBERS OF SKILLED CRAFTS IN DUAL VET

■ The 53 chambers of skilled crafts are:

- public bodies representing the interests of the businesses (compulsory membership) at local/regional level
- governed by public law and under supervision of local/regional governments
- competent institutions for Vocational Education and Training (VET) and as such monitoring and supervising apprenticeship training in the companies
 - approval of formal capacity of training companies
 - register of training contracts

■ Chambers of skilled are offering guidance and a broad range of services to companies and young people concerning VET such as

- support for companies in organizing in-company training
- matching of training placement
- train the trainer
- transnational mobility in VET
- orientation and career guidance

■ Guidance ensures

- a high engagement of small and medium-sized and even micro companies in VET
- high quality within in-company training

■ Chambers of Skilled Crafts are legally in charge of the assessment/examination of apprentices from skilled craft companies:

- implementation of multi-stakeholder examination boards composed of representatives of employers, employees and vocational teachers
- assessment provides a national qualification standard
- certification: examination certificates of the chambers have a high relevance on the labor market

■ Social partners are represented in the VET-boards of the chambers, where all relevant issues concerning VET are discussed.



5 ROLE OF SOCIAL PARTNERS IN DUAL VET

■ Social partners

- are represented in the governance structure of VET e.g.
 - VET-board of the chamber
 - examination boards
- are involved in all relevant VET-committees on regional and national level (e.g. BIBB-Hauptausschuss – “Parliament of VET”)
- are members of the “alliance for initial and further training”
- are consulted in the process of VET-legislation (“BBiG” – Vocational Training Act/“HWO” – Skilled Crafts Act)
- negotiate the training allowance
- develop and update in-company training standards, specified in training regulations and curricula.

■ Social partners are drivers in the development and implementation of training regulations and curricula

- Training regulations and curricula
 - contain a set of knowledge, skills and competencies (occupational profile) which a company has to teach the apprentice(s)
 - are developed/designed by professional experts, nominated by the social partners (ensuring high relevance for labor market)
 - are providing a federal standard (federal government is in charge)
 - are outcome-oriented (easily understood by professional experts)
 - provide a high level of flexibility to enable apprenticeship training in SMEs as well as global enterprises
 - are closely linked to the principles of the German Qualifications Framework (GQF)
- Whole process of development usually takes about 1 – 2 years.

6 MASTER CRAFTSPERSON QUALIFICATION

- Possible in about 100 professions
- Contains four sections:
 - Section I masterly practical performance (individually for each profession)
 - Section II trade specific theory knowledge (individually for each profession)
 - Section III economics and regulations (standardized for all professions)
 - Section IV teaching and training skills (standardized for all professions)
- In 41 Professions the Master Craftsperson qualification is a precondition to start and run an own business.
- Master Craftsperson qualification is classified on the same level of the EQF as the Bachelor-degree.





Key elements of Germany's apprenticeship system

The so-called dual system

1 Learning in company and school

The German “dual system” is an alternate training scheme, combining company-based and school-based learning. Apprentices-to-be are closing a training contract with a company providing the practical training. The relevant theoretical knowledge is acquired at part-time public vocational schools. Apprentices spend approximately 70 % of the learning time in the company.

2 Training on the basis of state-recognised occupations

Main goal of dual training is the acquisition of the relevant skills and knowledge in order to practise the particular occupation chosen by the apprentice. “Dual system” is providing a wide range of roundabout 340 state-recognized occupations, among them 130 in skilled crafts. Every occupation is based on a training regulation (Ausbildungsordnung) that defines the content and the duration of the training as well as basic parameters of the examination. The duration of training usually varies between 3 to 3.5 years.

3 High relevance for the labour market

The training regulations and curricula of the different occupations have a nationwide validity upon which employers can rely when recruiting new staff. Regulations and curricula are worked out and regularly modified by professional experts nominated by the social partners, taking into account changing occupational practices, state-of-the-art technologies as well as economic and social developments. This ensures a close linkage to the current and future needs of the economy.

4 Guidance and support for companies

The “dual system” is not a fast-selling item. Companies need a high degree of guidance and support concerning the successful planning, organization and evaluation of apprenticeship training. Chambers offer a wide range of services which even enables micro companies in participating in dual training. They also keep registers of apprenticeship contracts, supervise the training, check the suitability of companies and the quality of trainers.

5 Qualification of trainers

An important pillar for successful worked-based learning is the quality of the trainers in the companies. Thus future trainers have to pass successfully the trainer aptitude examination, where they have to demonstrate their ability to plan, organize, conduct and assess training in the company.

6 Inter-company training ensures high quality

In skilled crafts vocational training is supplemented by so-called inter-company training, provided by the training centres of the chambers or professional associations. As “third learning environment” this kind of training is focussing on those learning outcomes, which cannot be imparted by all companies, especially the highly specialized ones. That way inter-company training ensures common training standards and makes a significant contribution to quality assurance in worked based learning.

7 External examination as a seal of quality

Apprenticeship training is completed by a final examination, conducted by the chambers as competent bodies on the basis of federal standards. Members of the examination committee are experienced practitioners from the companies as well as teachers from vocational schools. Thus assessment of apprentices is carried out by external experts: a principle which guarantees objectiveness. Examination leads to a chamber certificate having a high reputation on the labour market – and in society.

8 Promotion of life long learning

Apprenticeship training is not a dead end street. Graduates have the possibility to start courses of high-level further vocational training, such as the “Meister”-qualification or academic studies. Another option is so-called “dual studies”, a combination of apprenticeship training and academic study.



The Savings Banks Finance Group

KEY FEATURES OF ITS MARKET POSITION

■ The largest German banking group

According to balance sheet totals, the Savings Banks Finance Group is one of the largest banking groups in Europe.

■ Strong position in retail market

The Savings Banks Finance Group is Germany's long-standing number one in credit business, deposit business and financing for SMEs – a result achieved through day-to-day competition.

■ Group ratings underpin the business model

The Floor Ratings of A+ (Fitch) and A (DBRS) as well as the Corporate Family Rating of Aa2 (Moody's) underpin the Savings Banks' business model and risk management, as well as the cooperation within the group of independent credit institutions.

■ Savings Banks are not state banks

Savings Banks are predominantly credit institutions under public law. Their responsible public bodies are the municipalities.

■ Savings Banks are not a consolidated group

Each Savings Bank is an independent credit institution. Savings Banks focus on their own business territories, with cooperation organised within the Group. The Institution Protection Scheme provides protection for all Savings Banks.

■ Public service obligation and social commitment

Savings Banks are public welfare-oriented institutions. Rather than profit maximisation, their aim is the sustainable development of the real economy with in their business territories.

1 OVERVIEW

■ Structure of the German banking market

The German banking industry is built on three pillars:

- Private Commercial Banks
 - Big Banks
 - Regional Banks
 - Other Commercial Banks
 - Foreign Bank Subsidiaries
- Credit Institutions under Public Law
 - Savings Banks
 - Landesbank Companies
 - Regional Building Societies
- Cooperative Banks
 - Volksbank Compagnies, Raiffeisen-bank Companies and their Controlling Institutions

All credit institutions in Germany are subject to the German Banking Act (KWG) and wholly or partly to CRR*. Banking supervision is carried out by BaFin within the frame work of the SSM**.

Each of the three pillars has its own guarantee system and its own business model.

■ Savings Banks and their regional associations

- 413 Savings Banks (as of 15.02.16: 409)
- €1,145 Bn. Total Assets
- 233,741 Employees
- 17,209 Trainees
- 14,451 Branch Offices (inc. self-service)
- 93.8 Mil. Savings, Current and Security Accounts



Organisations of the Savings Banks Finance Group

The Savings Banks Finance Group*

Status 31.12.2015

* Not a representation of Hierarchy or ownership structure

Sparkassen	Landesbanken	Regional Building Societies	Regional Public Insurance Groups
Status 31.12.2015			
Number of Institutions 409*	Number of LB Companies 7	Number of Institutions 9	Number Gross Premium Income 11
Total Assets €1.145 Bn.	Total Assets** €965 Bn.	Total Assets €65 Bn.	€21.3 Bn.
Employees 233,742	Employees 36,214	Employees - Internal 4,189 Employees - External 3,668	Employees - Internal 18,400 Employees - External 9,500
* as at 01.06.2016	**Excluding Deka		

Equity Investment Companies	DekaBank German Giro Centre	Investment Companies of the Landesbanken	Regional Building Society Property Companies	Deutsche Leasing	Other Leasing Companies	Factoring Companies
No. of Institutions 68	Total Assets €108 Bn.	No. of Institutions 7	No. of Institutions 8	No. of Contracts 247,387	No. of Institutions 3	No. of Institutions 4
Investments 1,539			Vol. of Trade €6.4 Bn.	Purchase Price €27.4 Bn.	No. of Contracts 136,988	Annual Turnover €25.6 Bn.
Total Vol. €1.2 Bn.				€27.4 Bn.	Purchase Price €18.5 Bn.	
Employees 225	Employees 4,277	Employees 250	Employees Internal 132 Employees External 563	Employees 2,313	Employees 178	Employees 311

Landesbanken

- 7 Landesbank Groups (excluding Deka-Bank Deutsche Girozentrale) inc. LBBH
- DekaBank Deutsche Girozentrale (DekaBank)
- €1.281 Bn. Total Assets (inc. DekaBank)
- 41,013 Employees (inc. DekaBank)



Landesbanken and their responsible public bodies

- LB BW** • **Landesbank Baden-Württemberg (LBBW)**: Savings Banks Association of Baden-Württemberg 40.534 %, State of Baden-Württemberg 24.988 %, City of Stuttgart 18.932 %, state holdings of Baden Württemberg GmbH 15.546 %
- BayernLB** • **Bayerische Landesbank (BayernLB)**¹: Free State of Bayern 75 %, Bavarian Savings Banks Association 25 %
- LBB** • **Landesbank Berlin AG (LBB)**: Landesbank Berlin Holding AG² 100 %
- BREMER LANDESBANK** • **Bremer Landesbank Kreditanstalt Oldenburg – Giro Centre**: NORD/LB Northern German Landesbank Giro Centre 54.83 %, Free Hanseatic City of Bremen 41.20 %, Savings Banks Association of Lower Saxony 3.97 %
- HSH NORDBANK** • **HSH Nordbank AG**: Free Hanseatic City of Hamburg 43.3 % (of which 32.50 % indirectly through HSH Finanzfonds AöR – joint state institution), State of Schleswig-Holstein 42.08 % (of which 32.50 % indirectly through HSH Finanzfonds AöR – joint

state institution), nine trusts (initiated by Flowers & Co. LLC) 9.31 %, Savings Banks and Giro Association of Schleswig-Holstein 5.31 %

- Helaba** • **Landesbank Hessen-Thüringen Girozentrale (Helaba)**: Savings Banks and Giro Association of Hessen-Thüringen 68.85 %, State of Hessen 8.10 %, Rhenish Savings Banks and Giro Association 4.75 %, Savings Banks Association of Westphalia-Lippe 4.75 %, Fides Beta GmbH³ 4.75 %, Fides Alpha GmbH⁴ 4.75 %, Free State of Thuringia 4.05 %

- NORD/LB** • **Norddeutsche Landesbank Girozentrale (Nord/LB)**: State of Lower Saxony 59.13 %, Savings Banks Association of Lower Saxony 26.36 %, State of Saxony-Anhalt 5.57 %, Savings Banks Investment Association of Saxony-Anhalt 5.28 %, Savings Banks Investment Administration Association of Mecklenburg-Vorpommern 3.66 %

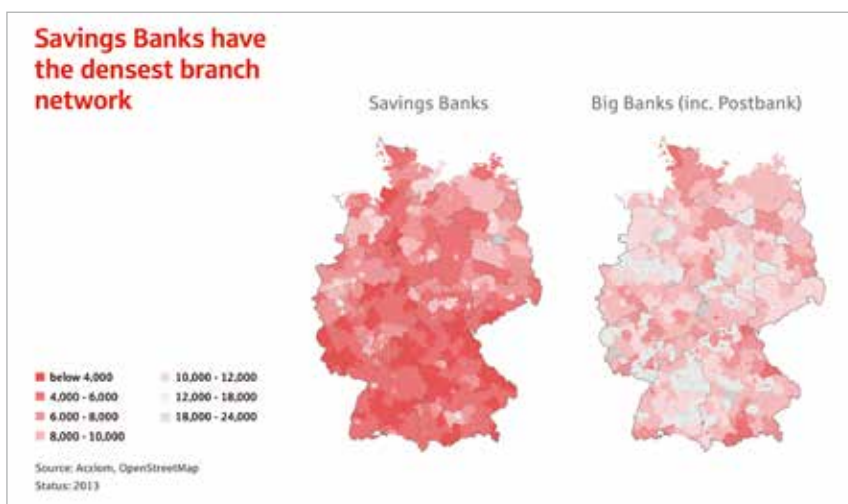
- saarLB** • **Landesbank Saar (Saar LB)**: State of Saarland 74.9 %, Savings Banks Association of Saar 25.1 %

- „DekaBank** • **DekaBank**:
 DSGV ö.K. 50 %:
 Savings Banks Association of Baden-Württemberg 7.71 %, Rhenish Savings Banks and Giro Association 6.56 %, Savings Banks Association of Lower Saxony 6.46 %, Bavarian Savings Banks Association

6.32 %, Westphalian-Lippish Savings Banks Association 6.18 %, Savings Banks and Giro Association of Hessen-Thuringia 5.81 %, Savings Banks Association of Rheinland-Pfalz 3.21 %, Savings Banks Association of Berlin/Landesbank Berlin 1.90 %, East German Savings Banks Association 1.83 %, Savings Banks and Giro Association of Schleswig-Holstein 1.78 %, Savings Banks Association of Saar 1.37 %, Hanseatic Savings Banks and Giro Association 0.91 %

Deka Erwerbsgesellschaft mbH & Co KG 50 %:

Bavarian Savings Banks Association 8.40 %, Savings Banks Association of Baden-Württemberg 8.14 %, East German Savings Banks Association 8.00 %, Rhenish Savings Banks and Giro Association 7.66 %, Savings Banks and Giro Association of Hessen-Thuringia 5.47 %, Savings Banks Association of Westphalia-Lippe 3.69 %, Savings Banks Association of Lower Saxony 2.04 %, Savings Banks Association of Rheinland-Pfalz 1.87 %, Savings Banks Association of Berlin/Landesbank Berlin 1.57 %, Savings Banks and Giro Association of Schleswig-Holstein 1.48 %, Hanseatic Savings Banks and Giro Association 1.27 %, Savings Banks Association of Saar 0.43 %.



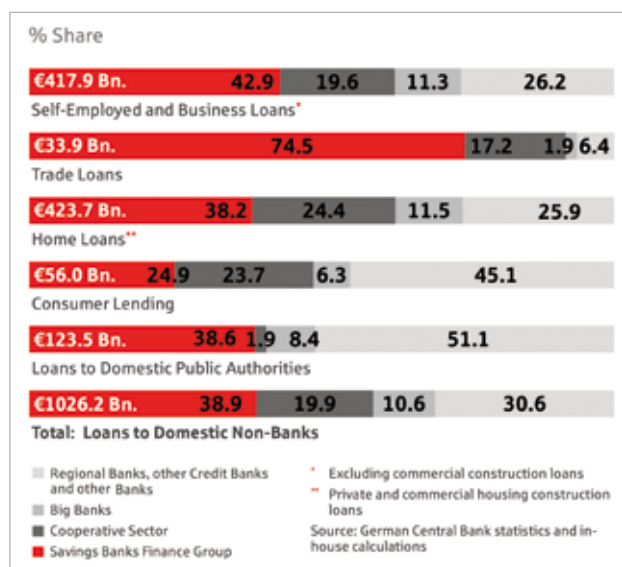
1 The Free State of Bavaria and the Bavarian Savings Banks Association hold their share through Bayern LB Holding AG.

2 Purchasing company of S-Finanzgruppe mbH & Co. KG 89.37%, associated company of S-Finanzgruppe mbH & Co. KG 10.63%.

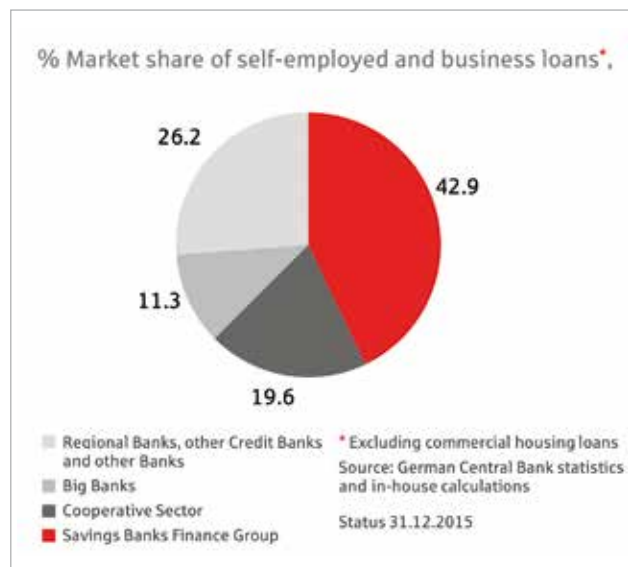
3 Trust company of the security reserve of the Landesbanken/central giro institutions.

4 Trust company of the regional Savings Banks support fund.

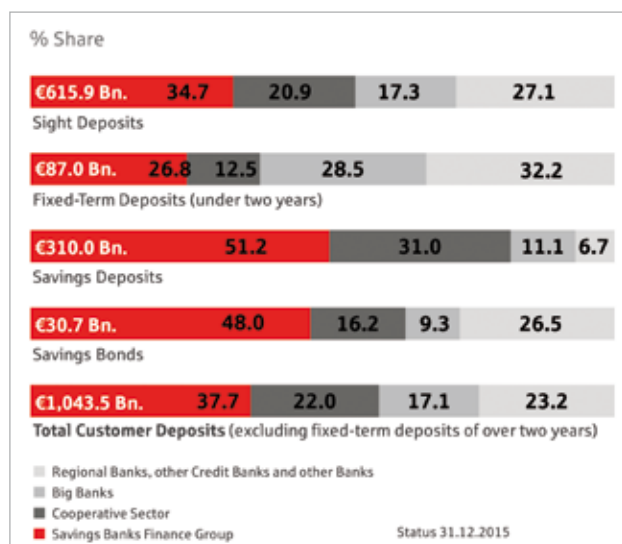
■ The Savings Banks Finance Group has an outstanding market position in lending business



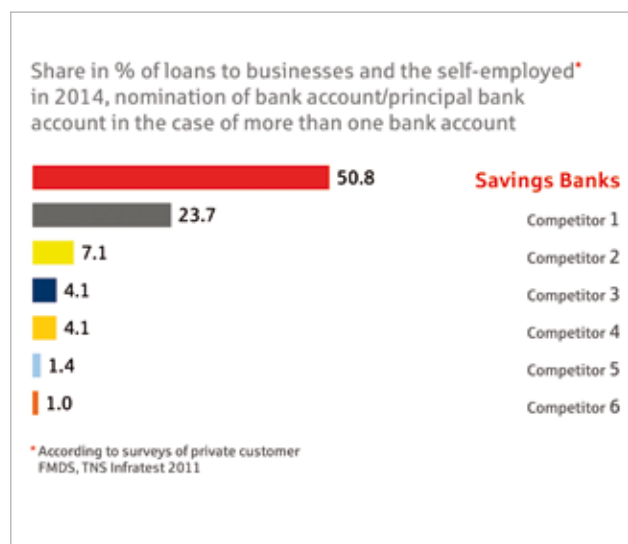
■ The Savings Banks Finance Group ensures business financing and prevents credit crunches



■ The Savings Banks Finance Group has an outstanding position in deposit business



■ The Savings Banks Finance Group leads the way in coverage for retail business



2 STRUCTURAL CHARACTERISTICS

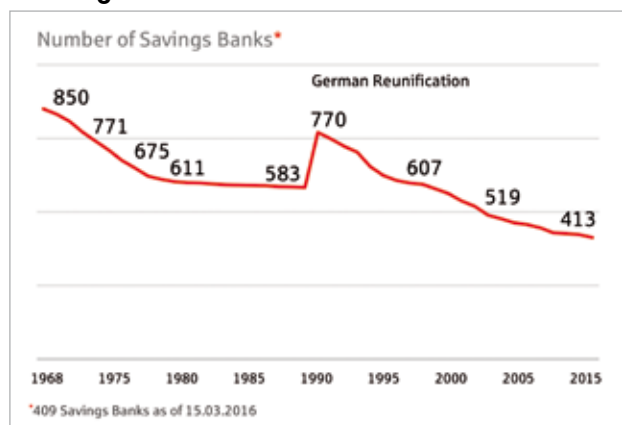
■ The Group's stability is ensured by its public mandate, operational efficiency and public legal form

- The institutions of the Savings Banks Finance Group have a public service obligation to offer financial services to the whole population in their respective business regions and to provide loans to companies, especially SMEs.
- The public mandate is enshrined in the Federal States' Savings Banks laws.
- The Savings Banks' public mandate is reflected in its public welfare-oriented business policy.
- The municipal trusteeship, ensured by its public legal form, strengthens the Group's solidarity.
- Increased efficiency is achieved by cooperation within the Group.

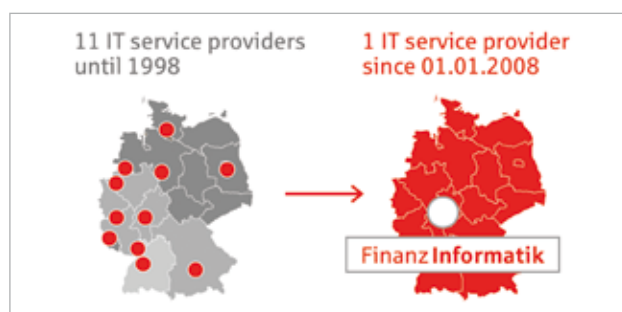
■ The common basis of the Group's structure ensures the success of its business model



■ Savings Banks' Consolidation 1968 - 2015



■ Consolidation of IT service providers increases efficiency and helps to reduce central IT costs



As a result of consolidation to one IT service provider:

- IT support for sales is standardised and increased;
- Economies of scale and further reductions in IT costs are achieved;
- Efficiency and integration levels within the Group are increased and faster roll-out is achieved.

■ Social Commitment

The Savings Banks Finance Group is:

- Germany's largest non-governmental sponsor of art and culture, and its largest non-governmental sports sponsor;
- one of the country's largest sponsors in the social sector and
- one of the country's largest scholarship sponsors.



3 RATINGS OF THE SAVINGS BANKS FINANCE GROUP

In their Credit Opinion of January 2016, Moody's reconfirmed its Corporate Family Rating of Aa2 for the Savings Banks Finance Group.

In January 2016 Fitch confirmed its rating for the Savings Banks Finance Group. This is a Group Rating of A+/F1+ for the Savings Banks.

In April 2016 DBRS issued a Floor Rating of A/R-1 (low) for the Savings Banks Finance Group.

- The Savings Banks Finance Group's successful business model combines
 - consistently stable returns
 - with calculable risks
 - and is strongly rooted in regional retail markets
- Sound diversification of risks due to the decentralised structure of the Group and the use of fully-developed risk management instruments.
- Good reputation of the "Sparkasse" trade name.
- High level of cooperation within the Savings Banks Finance Group.
- Institution Protection Scheme of the Savings Banks Finance Group.

4 THE SAVINGS BANKS FINANCE GROUP'S INSTITUTION PROTECTION SCHEME

- **Dual role:** Deposit protection and legally recognised institution protection.



■ Key elements of the Savings Banks Finance Group's Institution Protection Scheme in more detail

- 1 Institution Protection. Protects solvency and liquidity
- 2 Prevention. A proactive approach reduces risks
- 3 Decentralised Structure. Unity of liability and responsibility
- 4 Deposit Protection. Statutory fall-back solution.

■ The Savings Banks Finance Group's Institution Protection Scheme safeguards the solvency and liquidity of its member institutions

Protects member institutions' creditors from debt losses and payment defaults

- Strict chain of liability taking into account public body responsibility and legal restructuring.
- Mutual responsibility ensures the solvency and liquidity of member institutions.
- Target volume of 0.8 % of member institutions' covered deposits.
- Internal risk monitoring system with comprehensive early warning indicators and intervention options.
- Membership for all Savings Banks, Landesbanken and regional building societies.

■ Each case for the Institution Protection Scheme requires its own tailor-made solution

Intervention measures are decided on a case-by-case basis, stimulating risk awareness by member institutions.

- Each intervention measure is based on an individual case decision by the protection system:
 - On-going support of member institutions enables early intervention.
 - As there is no "insurance" for member institutions, the responsible public bodies and institutions remain liable.
 - Risk awareness is stimulated ("moralhazard").
- Integration into local processes: Institution protection as a complementary component of the statutory requirements
 - Accountability and recovery according to regulatory requirements area precondition of every support measure.
 - Measures according to Bank Recovery and Resolution Act remain an option.
- Broad range of tools: A variety of possible support measures, such as:

- Injection of equity capital.
- Assumption of guarantees and sureties.
- Fulfillment of third-party claims.

Separate rules apply for deposit protection

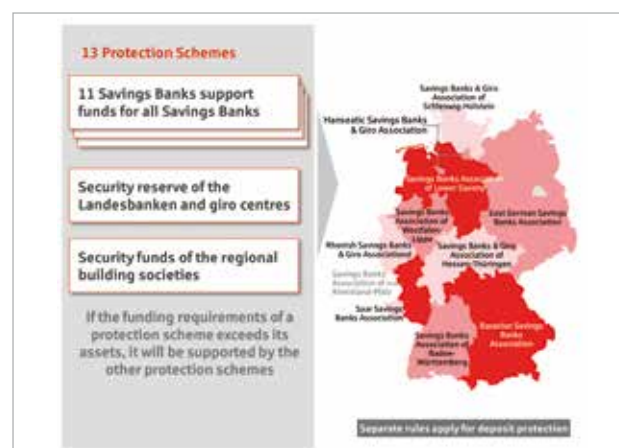
Since the creation of the Institution Protection Scheme in the 1970s, no member institution has ever defaulted on its financial obligations.

■ Prevention through uniform and close risk monitoring with early intervention rights



■ The decentralised structure of the Institution Protection Scheme ensures a unity of liability and responsibility

The protection scheme's decentralised structure and unity of liability (assets) and responsibility (assessment and monitoring) ensure a high level of risk mitigation.



■ Approved Institute Protection Scheme also fulfills the statutory deposit guarantee function





As the Catholic Social Teaching comes to life and becomes lighthouse on inclusive economy

The Maltese Development Programme in poorest village, in Hungary

Although Hungary does not belong to the poorest countries in the World, poverty, exclusion, geographical and social inequalities form part of everyday life here as well. Whole social groups, villages and suburbs have entered into material and moral crisis. Public utilities and services are poorly available in these places, community and family cohesion has weakened, and hopelessness and everyday survival has become a commonplace way of existence. For decades the Hungarian Charity Service of the Order of Malta (HCSOM) has been present at these localities, in the life of the communities living here, devoted to help these people, the families and communities. According to its mission the organisation strives to help with devotion, humility, righteousness, and above all, with respect for human dignity. The instruments of helping are: good words, attention, deliberate and continuous assistance. The helping activities manifest themselves in health care, education and housing programmes, social work, community development, employment, and the development of local economy. The village described in this article is Gyulaj/'djölaj', a place in Hungary that exists in absolute poverty, hopelessness and misery, where HCSOM has brought some light, faith and hope to the lives of the villagers, helping through social work, education and community development.

As part of the complex development programme of HCSOM in Gyulaj, this article focuses on the development of local economy. However, it is important to stress that the individual elements of the development process cannot exist without each other, they function in synergy and can bear fruit only when applied together.

■ Past and present

Gyulaj lies in Southern Hungary, in Tolna County, 60 kilometres south of Lake Balaton. The landscape is picturesque, full of forests and lakes, hills and valleys, with excellent quality soils suitable for agriculture. Before World War II, Gyulaj boasted 3000 inhabitants – it was a village flourishing having income from agriculture, making high standard of living possible for its multi-ethnic community. Today it has a mere 1000 people living here, most of them Gipsies, the majority of them living in deep poverty. Until 1990 there was a ban on building new houses in the village, while the neighbouring towns offered many possibilities of employment – mostly in the industry – also for the young people of Gyulaj. This resulted in large-scale migration; whoever could moved out from the village. The houses lost their value, and the empty houses were bought increasingly from cheap loans by the poor Gipsy families of the neighbourhood. Apart for some rare exceptions, even today local houses are only bought by the younger generation of the Gyulaj Gipsies. They do not leave the village, even though – until the start of the local development in recent years – there have been no possibilities of employment in the village, because they like Gyulaj, they like to live among their parents, grandparents and relatives. The forests of Gyulaj are owned by the state, the headquarters of the forest management company is in Tamási, a nearby town. It is a large company, managing thousands of acres of forests, and offers hunting grounds owing to its world famous fallow deer population. The village of Gyulaj does not see any profit from this: the forest is separated by barbed wire from the village, and only a couple of villagers are employed by the forest management company. The village also has 3500 acres of good quality plough land, but it is not capable to support the village under the present agricultural and economic conditions. All of the land is in one hand, and the owner applies only large-scale monoculture agro-technology: wheat, sunflower and oilseed rapeseed are grown in huge fields, with huge machines, with the application of

1. Pronunciation indicated by means of the International Phonetic Alphabet, see: https://en.wikipedia.org/wiki/Help:IPA_for_English

lots of synthetic fertilisers and pesticides. Human work is not really needed here, especially not that of the unskilled, untrained, poor work force of Gyulaj. Therefore the local economy of Gyulaj is not capable of supporting the village; the economic model of the two large companies who own a vast majority of the area of the village does not include elements that would make the employment and prosperity of the local inhabitants possible.

The 1990's had brought immense unemployment to the community. Parallel to this, the school achievements of the pupils got worse and worse, the number of children who acquired a vocation decreased and after a time, more and more of them dropped out of primary school before finishing it. The qualification level and ability to work of the residents of Gyulaj declined, the unemployment rate settled after reaching a peak, and poverty deepened: this vicious cycle was that determined the fate of the whole village up until recently. According to the data of the latest census ², Gyulaj has become one of Hungary's poorest settlements.

■ Social work, community economy

In order to improve the situation, intervention became essential in several fields: social assistance, spiritual reinforcement, the development of the instruments and attitude of the education system, large-scale employment, the development of local economy, and specifically the initiation of a social economy programme. The complex development programme comprising the above elements started in 2009-2010, and today its effects and results are visible.

In the beginning the development programme in Gyulaj was lead by the local government, which still today plays a determinative role in the development process. The village was lead by a mayor who had enough of drifting, impoverishment, insecurity, the weakening of public institutions, and wanted change. She mobilized all resources of the local government, and also sought help from others. Thanks to her calling, HCSOM started their work in Gyulaj in 2010, recognising the neediness and poverty of the village.

Between 2008 and 2010 unemployment peaked in Gyulaj: out of 600 active aged citizens 200 had no job, didn't go to school, but lived from state benefits and aid. One of the most urgent tasks was therefore to provide some sort of work for the unemployed. By 2009 the Government of Hungary also recognised this growing problem at national level, and started increasing the financing of public employment available for local governments. By 2010, this programme became a widespread and important instrument in the hands of local governments. Gyulaj made use of this possibility, and organised public employment in the village in a growing extent, focusing on activities that involved real

work and produced values for the village. This was beneficial for the village, since the streets, public spaces and public institutions became prettier, and it was beneficial for the villagers too, since they earned some – a little – income by doing meaningful work. From the beginning, one key element of public employment in Gyulaj was agriculture, open field horticulture, growing of herbs and animal keeping. Since the company that owns the land of Gyulaj does not sell any land, the local government performs its agricultural activities in inner enclosed gardens.

The original goal was to supply the public kitchen of the local government with enough vegetables, where 220 portions of cooked food is produced every day for local kindergarten children, school pupils, and the elderly. In 2010 the local government was nearing bankruptcy, and so they didn't want to pay for something they could provide themselves, namely these meals. This goal was reached within a few years, and by that time it was clear that this kind of economic activity had a wider perspective and effect. It became evident that the productive system is capable of growing a much larger quantities of vegetables, and at the same time, the participating workers became fond of this sort of work. They liked working in the fields, they took home their acquired knowledge, and tried gardening at home, which so far was not really typical among the Gipsy community. By year 2012, public employment became the largest programme of the village that gave employment for 100-110 people.

During this period, social work was started in the village under the supervision of the HCSOM, beginning with smaller projects and local actions, and continuing with a wide and continuous presence. Up until then, a great amount of social problems have piled up in Gyulaj, many citizens and families were in a grave situation. They were living in very poor quality houses, they had accumulated serious debts from bank loans and unpaid public utility bills, and for many families providing everyday meals, washing, heating and clothing proved to be an impossible mission. Regular charity actions and crisis intervention became as important in Gyulaj as establishing workplaces. It was an important recognition that the economical developments cannot be continued without social work and community development, because the villagers' ability to work will not improve after a time without improving their social status and solving their family problems. This also works the other way round: the results of social work are only temporary, if the family has no income, so the development of economy should accompany social work.

The local government of the community together with HCSOM decided on significant developments in both fields, so they applied for funding to European programmes with two project proposals in 2012. One project idea focused on community building, social work and special education, whereas the other one was targeted at the development of local economy, with the establishment of a Plant Area comprising a Vegetable Processing Workshop, setting up training courses, and the financing of acquisition of work experience.

2. 2011.

Both project applications had been selected for funding, so the Community House could be built in Gyulaj, from thereon housing everyday social work, social assistance and counselling. Almost 100 villagers had the possibility to participate in vocational trainings and courses, and after decades of neglect, the children and their families could once again go on excursions and camping... The development of the Plant Area could also be started, and the Vegetable Processing Workshop was built. The local government could involve further funding sources in the development, so the Plant Area could be furnished with an additional Meat Processing Butchery and Shop, to process the locally reared pigs.

■ Local Development Strategy

The development process took another direction from this point: a Local Development Strategy has been elaborated based on these interdependent elements.

The HCSOM keeps on operating the local Community House since 2013, where one or more social workers welcome the “clients”, trying to help in their various problems. Individual and group/family assistance also takes place outside the walls of the Community House. The social workers visit the families in their homes, aiming to help the individuals to stay in their job or in the school, and not drop out. The development of the community is done by means of organising activities (dance group, embroidery club, games room, board games), helping the schoolchildren in their studies, or organising events of the baby-mother club. With funding from HCSOM and the Government of Hungary, a futsal court with artificial grass was constructed in the village, so it can be used for futsal and football trainings and also the PE classes of the school. The village has revived its adult and youth football teams, which helps a lot – among other things – in rebuilding the self-esteem of the people of Gyulaj. This world class field in itself has improved the atmosphere of the community, but since the young football players can dress up in uniform shirts and equipment, and appear at various tournaments and championships, they look at themselves and each other with a different eye... A Maltese programme running in the Community House called “Szimfónia Programme” employs music pedagogy and musical development as a tool for integration, which enhances listening and paying attention to each other, the ability of working together, and nurtures self-confidence in the schoolchildren.

The HCSOM invests significant resources in the education of children, realising the fact that it is of crucial importance under what circumstances and standards the children study, what vocation they acquire, what competences they develop. In order to lay down the base of long-term development in education, HCSOM took over the operation of the local school and kindergarten from the state in 2015.

The individual economic activities were combined into a Local Development Strategy. Large amounts of vegetables

are grown in the framework of the public employment programme of the local government, and pigs are reared in extensive numbers. After the opening of the Vegetable Processing Workshop and the Meat Processing Butchery and Shop in 2015, the local government could be considered as a producer of commodities: all the produce grown by the public workers will be transformed locally to make products. To coordinate the production procedures, the local government and the HCSOM founded a new organisation capable of developing the local economy and the community at the same time, named “Hetedhét Határ Social Cooperative”, whose members consisted of Gyulaj inhabitants, the local government and the HCSOM, and experts who were committed to the development of the cooperative and the village. The scheme of operation of the social cooperative is the following: it processes the locally grown produce and livestock into products, urging the villagers to keep on growing and supplying the produce, by providing a steady market for their vegetables, fruit and pork.

The aim is to help the founding and strengthening of a number of family businesses in Gyulaj, and to let the members of the community have some extra income by producing raw material for the Vegetable Workshop and the Butchery. Parallel to this, the cooperative founded a number of work places, thus lessening unemployment. The founding of the workshops have a secondary effect too: after decades of isolation, the Gyulaj citizens can see with their own eyes real economy in operation, how production, logistics and processing is organised and done, they can be employed here, they can make business by selling their produce. This type of relation was completely missing from their lives, it was unthinkable that a Gyulaj inhabitant was told: “grow produce, so I can buy it from you”. Market economy was something missing from their sight and experience: two generations have grown up here without the slightest knowledge of the economy that surrounded them. In order to facilitate that this recognition would become real knowledge, the social cooperative founded and operates a Methodological Centre, where children and grownups can learn about and understand e.g. preserving vegetables: they can put their finger on it by watching how the work is done in the workshops. The school can organise special maths and chemistry classes here, when the pupils, teachers and the workers can calculate the needed amount of salt or sugar for the jams and pickles. The children can have a real-life impression about the vegetables, the tools and utensils, measurement equipment and can develop their basis of economic skills.

Today the social cooperative produces for the open market. The preserved meat and vegetable/fruit products leave the boundaries of the village and generate more revenues, under the brand name “Jováncai Hétpecsétés”³. The social cooperative runs its own shops selling its own products in

3. See <http://hetpecsetes.hu>

Gyulaj, Pécs and Dombóvár, and has contracts with several distributors. The goods are distributed by vehicles – a delivery van and a refrigerated truck – that were project-funded by the Global Fund for Forgotten People of the Order of Malta, the Meat Workshop processes 20 pork sides (half pigs, about 900 kilograms) weekly, and the production of the Vegetable Workshop will reach 30 tons in 2016. The revenues realised here contribute to the sustainable operation of the workshops, but the social cooperative is even capable of financially assisting the operation of the Community House and the football programme.

Finally we would like to mention a tangible result of unity, strengthening trust and synergies. In the recent months 60 job seekers from Gyulaj could find a position on the open market, in an industrial assembly plant. They work in 3 or 4 daily shifts in the plant that is about 50 kilometres away. They are transported by the company bus, solving the problem of mobility. Their earnings are 3-4 times that of the salaries of public employment, therefore these positions are attractive and dropout rate is very low. 30 people relocated from public employment to this company, “making room” in the public employment sector for those villagers whose working abilities and capacities are not yet ready for the open market and they need rehabilitation.

Unemployment in Gyulaj fell to half of the former figures since the development programme is in operation. This could not have been possible without public employment and the presence of the HCSOM in the village.

■ Catholic Social Teaching in the Economy

The case of Gyulaj emphasises the fact that the human endeavour is able to change bad structures. It represents that human values have preference over the economic, social structure, over the economic, social environment. In Gyulaj, a humanistic organisation and some brave and enthusiastic men and women could bring out the village from the deep poverty and hopelessness. Saint John Paul II, in his document “Reconciliatio and poenitentia” speaks about the phenomenon of “Structures of the sin”, emphasising that the final responsibility for the sin rests on the individual. However, the sin spreads in structure, the human person’s freedom and responsibility are the ultimate factors in the sinful acts or they are the key factors in changing the structure. So, it is possible to get out from a sinful structure based on free and responsible moral decisions. In Gyulaj, the “sinful” structure (deep poverty, suffering) was changed by the value driven human act.

The other notion from the Church’s Social Teaching that can be applied in the case of Gyulaj, is the word of “solidarity”, which was introduced by HCSOM and the helpers, to the inhabitants of the village. Solidarity means a special attention to the poorest, and this was introduced in Gyulaj, while executing the social and economic plan.

Pope Benedict XVI., in his encyclical “Caritas in Veritate” emphasises, that morality and knowledge should go hand in hand, because a pure discipline, without ethics and moral, can fail and develop towards a false goal. In Gyulaj we find ethical initiatives and execution, but together with a lot of knowledge and expertise in the field of economics, social work, team building and management, which means that the plan executed there can be viable in the present world and sustainable for a longer term, as well.

*Gyulaj is an excellent example that the principles of the Church’s Social Teaching are applicable in the praxis, as well, even more, they themselves are necessary for changing a bad structure into a good one. The good news are, however, that the case of Gyulaj can be spread into other regions of Hungary, as well, with the possibility to create more “good” structures in the future. This way Gyulaj maintains the economist Robert H. Frank’s statement: “Good behaviour is contagious” (Frank, R.H. [2004]: *What Price the Moral High Ground? Ethical Dilemmas in Competitive Environments*, Princeton University Press, Princeton and Oxford. xii).*

MEMBER ASSOCIATIONS

- Hungarian Charity Service of the Order of Malta.
- Association of Hungarian Christian Business Executives (ÉRMe) – regional organisation ÉRMe Bakony Club.
- Catholic Social Teaching in Economy (KETEG) – in co-operation of Hungarian Dominican Female Order and ÉRMe.



Changes and challenges facing the new work

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SUMMARY

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| 1 Analysis of present situation | 3 Hints on future out-look | 5 Conclusion |
| 2 Social costs | 4 A new business model | |

1 ANALYSIS OF PRESENT SITUATION

■ Unemployment

In Italy, the unemployment rate is at 11,5 %. This level has slightly reduced in respect of the peaks of years 2013 and 2014, but it will be very difficult to return to the Italian physiological rates of 4-5 %.

On the other side, the ILO – International Labour Organization – in its recent global report has estimated an increase of the number of unemployed in 2016 and 2017, even if with a substantial settling of the rate at 5,8 %. Globally, this means about 200 million unemployed.

We are therefore facing a structural crisis of the economical model which does not seem to withdraw; unfortunately, moreover it is suffering the effect of population growth.

■ Robotics

The latest estimates of World Economic Forum forecast a reduction of workforce globally of 5 million employed, not only due to robotics but with a significant contribution of it ². This represents however a temporary effect, since the unavoidable technological progress opens at the same time the way to new professions, services and initiatives.

■ Increase of life expectancy

In a recent research published on Lancet magazine (December 2012), which has involved 700 worldwide researchers coordinated by Washington University ³ the following results have been highlighted:

"In 2010 the global healthy life expectancy at birth was of 59,0 years for men and 63,2 for women, compared to respectively 54,8 and 58,7 in 1990. The difference between

life expectancy and healthy life expectancy was of 8,5 years for male population and 10,0 years for female population. Although life expectancy at birth has increased between 1990 and 2010 of 4,7 years for males and 5,1 years for women, the healthy life expectancy has grown of only 4,2 years and 4,5 years respectively, showing that the world-wide population is loosing in disability a greater number of healthy years than twenty years before. Although women keep losing more years in disability than men, in general the gap between genders both in life expectancy and in healthy life expectancy keeps enhancing, because the increases for women have been greater in both cases."

The research, which includes 187 countries, even if mostly addressed to the analysis of causes of death rate and the trend of some of these (cardiovascular illnesses and infectious diseases are reducing; Alzheimer's and diabetes' deaths are increasing), supplied some significant information for economy: the continuous rise in life expectancy with a relatively lower growth in healthy life expectancy involves a greater request of medical assistance though with lower public funds.

■ Loss of Welfare State notion

An expensive and broaden welfare is no longer sustainable because the possibility to finance it is progressively eroding, due to taxation on middle classes, which are progressively earning lower incomes. The end of European middle class corresponds to the period in which Nations can no longer assume to use taxation to rise wealth: on one side the population count is reducing, on the other the traditional welfare structure shows the necessity of being updated.

1. http://www.ilo.org/global/research/global-reports/weso720167WCMA_443480/lang-en/index.htm
2. http://www3.weforum.org/docs/Media/WEF_Future_of_Jobs_embargoed.pdf
3. [http://thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(12\)61690-0.pdf](http://thelancet.com/pdfs/journals/lancet/PIIS0140-6736(12)61690-0.pdf)

Logically not only the social framework of western Nations is changing but also the mechanism of social protection is becoming critical.

Furthermore, western companies are facing difficulties in providing labour protection to their own workers and at the same time are competing with emerging and developing countries' competitors that do not undergo these costs. In addition to this, the low yield of stock market is causing difficulties to health insurance companies that have to reduce their offer causing problems especially in those systems based on them.

Poverty has also been considered a high risk factor for both organic and mental health of entire populations.

■ Illicit activity spreading

It is worth to briefly highlight this aspect that, in the case of Italy, is contributing to spread a deep sense of discouragement in citizens and a low drive to change. Italy is rated at 69th place in the Corruption Perception Index with a score of 42 on a scale between 1 and 100.

■ Government-citizens Relationship

Still referring to Italy, the parting between citizens and political world/bureaucracy keeps broadening.

An alarming and important electoral fragmentation and a reduction in participation have distinguished the latest political elections, accompanied and ensued in the following months by a non-recognition and a rejection of political parties and their representatives, strongly supported until a short time before.

2 SOCIAL COSTS

■ Concept of "True Costs" for goods

Two examples are taken into consideration: food and clothing.

Examining the food case, *Food Tank* NGO, which has a variety of partnerships with associations, United Nations and companies, has issued a survey through a recent publication "The real cost of Food".

The report shows how food can have, on a large scale and long-term period, a negative impact, the cost of which is not supported neither by farmers nor by consumers, but rather by the whole society. This impact is not immediately visible and it may be difficult to appreciate the negative potentiality. For example, an average consumer would not recognize the link between the bargain of a cheap chicken and the conditions of workers in poultry industry, rather than the environmental impact of the avicultural production or the increasing predominance of antibiotics resistance caused by the massive use of them in avicultural breeding. It is not so simple to calculate the social cost of these

Dissolution of town councils are more and more frequent, due also to criminal associations, and the discovering of illegal cases in public administration seems to be endless.

All this is not contributing to create an atmosphere of general trustworthiness to convince companies in launching new economic challenges: a sense of egoism and desperate necessity to preserve own interests are predominant.

■ Consumerism and push for craving

Advertisement is inducing us, by transmitting images of perfect but unrealistic lives, to consume more and more unneeded products. Moreover it is not only focusing on selling products but it is promoting dreams, lifestyles to pursue or imitate, failing which it's leaving a painful exclusion or inadequate feeling.

On their side, economists ensure us that only through an increasing consumption we will build a solid and winning economy. The goods, which once could be repaired if broken, are today being replaced because economically more convenient.

Consumerism might be a phenomenon inherent in the mature development of western civilization, being it so sceptical, individualistic, and deprived of ideals and certainties.

Neuroscience has demonstrated that a person feeling linked to compassion, solidarity, connection, i.e. a pro-social feeling, is activating the same cerebral areas that are tackled during the purchase of a desired good or, most generally, in a situation of pleasure.

It is not so much the acquisition/piling up of extrinsic goods, as much as the self-motivation as an intrinsic good, that establishes a more long lasting well-being feeling.

aspects, but the report of Food Tank identifies some impressive figures:

- Overweight and obesity cost globally 2 trillion Dollar in sanitary costs;
- USA farmers benefits and assurances cost 20 billion Dollars to taxpayers;
- Subsidies in UE cost 58 billion Euro
- Resistance to antibiotics costs 10 billion Pound sterling in UK and 55 billion Dollars in US;
- Chemical substances present in pesticides which are dangerous to the endocrine system cost 157 billions Euros to UE
- The low salaries paid by companies such as McDonald's cost 153 billion Dollars to American taxpayers for government assistance programs.

In case of clothing, it is worth mentioning two cases:

- The documentary "The true cost", which was inspired by the collapse of the Rana Plaza production centre at Dhaka in Bangladesh on 24th April 2013, and which opened our eyes on the background of the 10 Euro T-shirts we are

used to buy regularly. 1133 textile workers perished and 2500 were injured during this slaughter, and they were only guilty of sewing clothes of very well-known brands, which we wear daily, for 14 hours a day with a 23 euro monthly wage.

- The book *Made in Italy – the unknown side of Italian Fashion* written by Giò Rosi in which the author (using a nickname), who has been working for years in this field, has seen with his eyes the miserable places where great part of our luxury is produced. And where he witnesses how slavery still exists, in Chinese factories as well as in the heart of old Europe.

Concept of social cost for business strategies

In the current system each company is free to operate following principles that mainly consider the economic growth goals, while employees have been negotiating for the last century better working conditions. Both sides have though lost the focus on the medium-long term effect the production activity would have caused on social costs. This is evidenced by the increase of family problems and generally speaking by the profound social disruption which has occurred with the rising of the well-being society.

Relational social costs

The productive model developed in the last century has caused the known scenario of the nuclear family. This event, already intrinsically adverse for the development of future generations has been loaded with the employment of both parents. The new generations have had and keep having only

one occasional parental reference presence with severe consequences for the raising of their personality and the development of their capacity to face future stressful situations. Only now, the productive world starts realizing that it is necessary to supply their own employees with an extra-working support and an adequate equilibrium work-family.

It is noteworthy that recent neurophysiology studies highlight that the lack of a parental presence dramatically shows to lead to severe consequences on future generations' resilience. Actually, a low affection development causes serious problems both on stress dealing and on physical and clinical conditions of those suffering from such conditions: today's predominant lifestyles do not allow preparing new generations with an adequate capacity of stress handling and of facing difficulties both in social and in professional life.

The costs of mental disorders in Europe are very high. Most recent surveys on psychopathology show that in Europe these are the expenses (in billion Euro): 113.4 on mood disorders; 93.9 psychotic disorders; 65.7 addictions; 74.4 anxiety disorders; 27.3 personality disorders; 21.2 somatoform disorders; 0.8 eating disorders (Olesen et. Al., 2012).

In WHO Action Plan 2013-2020 the following emerged for mental health: the exposition to stressful events in young age is an ascertained risk factor for the onset of mental disorders that could be anticipated. Moreover, vulnerable groups can involve: family members living in poverty, people with chronic illness, babies and children exposed to abuses and neglected, teenagers exposed to drugs, minorities, elderly people, people undergoing human rights discrimination and violation, i.e. lesbians, gays, bisexual or transsexuals, prisoners and people exposed to conflicts, natural disasters or other humanitarian emergencies.

3 HINTS ON FUTURE OUT-LOOK

■ New occupations

In opposition to the lack of traditional jobs, new job types are evolving, which were unimaginable until a few years ago and still today look more like science-fiction.

These are some provocative examples picked out from recent press articles published on this subject:

- space pilot, space tour guide, planet architect
- vertical farmer
- body spare part builder

It would be necessary to focus the attention to the enhancement of all professions, which have the responsibility of human capital, and to future workforce preparation.

In the meantime there is the need to improve all those jobs involving the lifelong people care and a good build-up and support of new generations skills or in other words all the services to individuals and to families, i.e. nurses, social assistants, sanitary and assistance operators. It would be better to focus on professions where personal relationship is important and not replaceable by automation. Presently,

investments are not focusing on relationship, being it considered not profitable while it is instead instrumental to organic and mental well-being.

Business welfare/CSR

The two topics are only apparently different.

In the last few years companies have clearly developed a trend to compensate public deficiencies by introducing policies of Social Responsibility and Business Welfare.

It is still unclear if the aim is really the Common Good or rather it is intended as a promotional goal and an easy way to achieve a mark of good "corporate citizens".

Incidentally it is worth mentioning the "cause related marketing", a partnership between a business company and a non-profit organization, having the mission to promote an image, a product, a service, gaining mutual benefits. We are still going round the concept of maximising profit using a socially correct action only as an appearance.

4 A NEW BUSINESS MODEL

The model is based on how human beings should develop as the main religions have described, that is a model for the complete man fulfilment in all his talents. Today that model is evidence based, i.e. based on evidence given by neurophysiology about the best developing of human beings. Today it is clear also to economists, but unfortunately not to enterprises, that the motivational reward is adequate only for mechanical jobs, but not for sophisticated and complex behaviours. The present economical system is based on this misunderstanding and this is the point on which, sometimes criminally, true cost is hinged.

The real motivation comes out from the ambition to keep improving ourselves in something important for us, from the drive to pursue what we do and from the necessity to lead our lives.

Cases like Google where people spend 20 % of their free time thinking limitlessly or like Wikipedia, which has overtaken Encarta, Microsoft's encyclopaedia, where a range of technicians and a quantity of billions had been invested, have demonstrated that it is not a reward or a bonus to enhance motivation but it is rather an interior motivation.

■ Ecologic economy or economy of Common Good

The capitalistic economy has favoured some values such as profit, shareholders value and, only marginally and recently, stakeholders value. It is therefore a matter of redefining the stakeholder value and broaden its meaning in order for it to become Common Good.

Companies should be measured on how much richness they are capable to produce in terms of support to the community in a wide meaning and not only with directly involved users.

Essentially, companies are no longer to be considered as isolated systems using primary goods and facilities at an apparently low cost, selling their own products on market, but rather as pieces of a more complex system, which should be protected and defended by all the members of the system itself.

The concept must be shared with deep belief by businessmen and this might require some time to develop a change of culture. In the meantime, a rewarding system, e.g. in terms of tax benefits, can be started acknowledging what each company does in favour of society by means of attitudes and initiatives not harmful but pro-active towards Common Good: actions focused on the reduction of social costs. These should be promoted towards not only company's employees, but rather involving the whole community.

As not all companies will be able to support these expensive extraordinary policies, it is important to identify, as said before, a range of priorities which will consider some factors, such as:

- measurable behaviour suited to favour, in addition to employees and their families' well-being, also the community where they operate

- recruitment of disabled and disadvantaged (invalid, ex-prisoners, etc.)
- support to social assistance schemes

as well as other widespread issues, such as:

- control of sub-suppliers
- energy saving
- raw material saving
- plans for environmental and natural resources protection;

There is though a great barrier: visiting the most important multinational companies websites, they all appear as the perfect image of Common Good creators: where's the trick? The trick might be hidden in the fact that companies mostly promote information that positively affects public opinion but avoid showing their potentially negative behaviour. A control and measurement system of website contents does not exist. Furthermore, companies decide on their own.

■ Leadership

Clearly, a deep transformation process is required to all industry leaders and managers who will no longer be tried on their economic results but also on the way their choices and decisions will affect society. New managers will be required to conceptualize new needs in terms of new occupations, new ways of working and most of all a new rationale for complex systems. We are speaking of meta-professions that will design new professions.

■ A new way to prepare the Balance Sheet

A confluence between Balance Sheet, as considered until today, and a Sustainability report is considered as a sound hypothesis.

It might be necessary to assign an economic value to the activities connected to a real sustainability, measured with universally valid criteria, removing all activities directly or indirectly related to own business and which are presented as a social activity.

AN EXAMPLE

Company X wants to establish a plant in town Y and in order to obtain permissions it undertakes the building of a gymnasium. The company will include the gym amongst the social activities, but has somebody verified which production processes will be applied in the new plant and if the company is behaving in a socially correct manner? Or is it more likely that the gymnasium is a further façade activity but a real social interest is not there?

■ The compassionate company

A new paradigm change is necessary which allows companies to start considering that the research of production boost is driving to a potential standstill: reducing job demand in favour of automation increase and with machinery replacing human labour also in service industry (consider home

banking case), for whom services and goods will be produced in a future perspective – planning, if most of consumers are not provided with economic funds?

A new model of company is required: the compassionate company supported by compassionate consumers.

Compassionate is not intended as charitable or welfare related, but as a consciousness that the ongoing revolution, disengaging man from the necessity to work, has the obligation to redistribute the acquired wealth to the benefit of everybody. Not only for a superior sense of justice, but especially because society itself is requiring, for the sake of environmental rationality, well performing members.

If these are not performing well enough, the society, which is a sum of members, will bear the consequences.

Accordingly, it is within the interest of industry leaders to find an earning compensation formula for lost jobs, to allow them to carry on with other activities.

The solutions might be the ones previously expressed in this document but also for example, a limitation of business profits, which can, over a certain threshold, be redistributed to the society.

5 CONCLUSIONS

All in all, it is strongly requested the capacity of generating and spreading around social capital, by gathering persons ready to engage themselves into economic projects with social impact, as it happened after the publication of the encyclical *Rerum Novarum*. Beyond the historical reasons which would justify this kind of initiatives, they will increase the resilience of the whole social fabric. The latter is in fact facing the growing impact of serious phenomena of people alienation and disintegration.

In other words it is important to realize that democracy is needed by the entire society, not only through the growth of widespread individual initiatives, but still more through collective initiatives, no matter of their juridical form (either partnership firms, companies, syndicates, cooperatives etc.). Indeed, the very quick evolution of the society, the huge flows of people between the continents, the presence of not censused companies together with the destruction or transformation of the existing ones, the technological innovation in itself (outsourcing and off-shoring) do spread around the feeling that it is nowadays impossible to know the reality in all its shades and trends, thus avoiding any attempt to watch at the society in a structural way, as to ease rational and agreed choices and decisions.

That is why its development reflects mainly a “journalistic” and short term orientation, based on emotions, which shifts from superficial enthusiasms to pessimistic attitudes, with the consequence, as above pointed out, of not understanding the reality as it is.

Nevertheless by watching carefully at the present social changes (and taking advantage of the updated new instruments) we would be allowed not only for less emotional attitudes (the main objective), but also for catching the opportunity

According to the press, a petition has been recently launched in France requiring the Government a law which could reduce the gap between the maximum and the minimum salary in a company that now reaches a ratio of up to 240 times: in old Olivetti the statutory rule was that the ratio could not exceed 10 times and in Banca Etica of Padova the ratio cannot exceed 6 times.

The Italian 2016 stability law has introduced the *benefit companies* concept that follows what has already been established in some American States, while it is not so diffuse in Europe, where only a mild form of Bcorporate is present.

Why not push to the generalization of this form of society which integrates social goals in business model, overcoming philanthropic and charitable aspects but engaging the enterprise itself and its management with a strong commitment, hence making it not dependant from any possible sensitivity of each individual manager? By the way, presently the Benefit Companies are not regulated by any taxation relief.

UCID and UNIAPAC could be the ministers of this new culture and UCID/UNIAPAC managers should be its apostles.

of launching collaborating processes among people, who are nowadays so culturally diversified that it would have seemed very difficult to reconcile them together (in fact, the differences in culture, race, social class, religion, professional skills would appear more suitable to divide people than to represent a specificity for a social and cultural wealth).

Therefore beyond the promotion of measures concerning the main mechanisms for the society and the economy governance, Christian business leaders should act with the purpose of replacing the economical subjectivity at the centre, together with a strong consciousness of the value of reciprocal collaboration.

Compassionate and mercy economy does not only mean only, even etymologically, to be directed to people in difficulty – what is in any case very important –, but it concerns as well partnership and collaboration processes with people whose value and different perspectives are recognized as really interesting to be caught.

A society in which coexist, side by side, big economic organizations (in manufacturing, in business control and in finance) and millions of artisans, small size companies, mutuals and cooperatives, is surely more capable to live actively and in economic security – even facing the present deep changes – than within a centralized model. Indeed the latter reduce the leading character of people and the consciousness of their mutual interrelationships, justified by the Christian joy of sharing our brotherhood in Christ towards God. It is thus of the greatest importance to study and support all the possible ways of social capital enrichment and of a real unit in facing the threats and opportunities of the social and political scenario.



Project between Milan Diocese and Gi Group to fight against unemployment

The increasing instability of the economy has heavy, unavoidable repercussions on the less secure jobs. Thus, there's a need for employment policies that focus on employability and on actually enabling the potential employees, growing past the old paradigms of indefinitely safeguarding jobs with passive policies.

A system that has proved very effective so far is the Dote Unica Lavoro program, set up by the Lombardy Region, and focused on supporting the reintroduction into the workforce of those who seek a job.

■ How does it work?

Those who are unemployed and are willing to find a job can turn to a qualified employment services operator, either public or private, recognized by the Lombardy Region.

Based on the subject's situation, the system will automatically assign him to one of the different degrees of intervention provided by the program. The criteria are: time passed since the last academic certificate/time spent unemployed, age, level of education and gender. Within the boundaries of the funds assigned to him or her, the job seeker, guided by his operator of choice, selects what services are most useful given the current situation, such as competence assessment, scouting for open jobs, review of his or her resumé, and even professional training if needed.

All of the Dote Unica Lavoro services are free for the beneficiary, as their expenses are covered by the funds granted by the European Social Fund to the Lombardy Region, and remitted to the operator in charge of handling the beneficiary, based on the services provided and on the goals reached, which cannot be shorter than 6 months of subordinate employment, including staff leasing agreements, or even entrepreneurship.

■ UCID and the cooperation with the Diocese of Milan's "Famiglia-lavoro" Fund

The "Famiglia-lavoro" (Family-job) Fund was established in 2009 by Cardinal Tettamanzi, with the aim of helping the many families in need after the unemployment rate skyrocketed as a consequence of the financial and economic crisis that began in late 2008.

After a first phase, where the interventions were mainly targeted at the immediate needs of those families who suddenly found themselves in dire straits, especially with dependent minors, the Fund is now evolving under the guidance of Cardinal Scola, and taking into account the progressive improvement of the economy and the job market. The main aim is to be more proactive in helping and guiding the jobless while they re-enter the workforce.

Given these circumstances, and following talks with UCID Milan, the Fund has started an experimental cooperation with Gi Group, the employment services agency recognized by the Lombardy Region, which has the ability to provide the aforementioned services needed to actualize the Dote Unica Lavoro regional program.

This experimentation is scheduled to take place between September and December 2016, and will involve about twenty beneficiaries assisted by the "Famiglia-lavoro" Fund and deemed ready to rejoin the workforce, so that an adequate *modus operandi* can be found along the way and that this collaboration, with its righteous premises, can take off in full in 2017.



Young Professional Exchange - YPE



■ Introduction

Discussing the different projects of Uniapac within the Swiss organisation VCU (Vereinigung Christlicher Unternehmer) – we realized that most of the Uniapac activities have rather a theoretical background. Producing papers is nice – but as we said already during the Uniapac meeting in Zürich 2014.

“More doing and less talking” should be our guideline.

What is missing are practical projects supporting directly the international cooperation between the different national organisations and their members.

The goal of the project “Young Professional Exchange - YPE” is therefore to:

- establish a reinforced cooperation between the different national organisations and their members,
- to approach young future entrepreneurs to widen their horizon with international experience and contacts.

One of the Swiss advantages is our small country. This sounds strange – but it forces our young entrepreneurs automatically to cooperate on international level. And we think this is one of the major elements of success of the Swiss economy, their international orientation.

■ Objectives

- Member benefit for Uniapac-/VCU-Members and their children/friends below 30,
- Start-up support for future executives,
- Promotion of professional know-how and cultural competencies within the Uniapac organisation national and international,
- Platform for international contacts and exchange of relationship between

young man-agers and Uniapac-/VCU-Members,

- Start-up for recruitment of future new Uniapac-/VCU-Members,
- Practical task resp. project for Uniapac.

■ Frame Conditions

For the Applicant

- Applicant or nearby acquaintances/relatives (e.g. parents) are member VCU or Uniapac,
- Age < 30 Years,
- Completed Professional Training, matriculation examination or academic studies,
- Is already or will be in the near future active in a responsible managerial function,
- Submission of a letter of recommendation of an independent VCU or Uniapac member.

For The Entrepreneur

- Entrepreneur is member VCU or Uniapac or friend of a member,
- Summary of the profile of the company is on hand,
- Working place and – team has an international orientation, i.e. generally the working language is English or the applicant has a basic knowledge of the national language,
- Profile/Description of the Job is on hand (e.g. similar to the Stagiare program of the Swiss Government – www.bfm.admin.ch).

General Frame Conditions

- Period of the Exchange is normally fixed and is generally between 1 month and at maximum 1 year.
- Normally there is no compensation paid for the achievement during the exchange – however there is a

possibility to support the expenses concerning accommodation and cost of living in the form of payment in kind or financially.

- In case of expanded stay the national host organisation nominates an advisor, who helps to organise accommodation, contacts for language training, cultural and sports events, social integration. Generally the applicant participates in the program of the local Uniapac-/VCU-group. The advisor supports the applicant for all kind of problems.

■ Organisation of the Project and Project Introduction

Project-Lead

- VCU Schweiz, Project Leader = Uniapac Deputy together with the VCU office.

Project Participants

- during Phase 1 (1.- 3. Year) – Neighbouring Countries of Switzerland
- during Phase 2 (4.- 5. Year) – Countries in Europe
- during Phase 3 (from Year 6 onwards) – world-wide.

Task of the Country Organisation

- Establish of a list of Entrepreneurs/Companies with job description,
- Nomination of an Advisor for the YPE project.

Project Introduction

- Decision VCU/Decisions of the Uniapac – Country Organisations addressed,
- Announcement to the Members by Mail / Email, etc.
- Kick-off meeting starts only with a minimum number of national organisations interested and a minimum number of exchange places confirmed.



Inclusive economy

Inclusive productivity for a sustainable economy



■ In search of inclusive sustainability

Until the seventies of the past (last) century, the phenomenon of exclusion was not a central concern in the developed world, characterized by fairly homogeneous societies, with strong (high) upward mobility. This did not prevent a large part of humanity living in extreme poverty.

The (T) technological revolution and the massive entry of China into the world economy, among other phenomena, generated an important change in the world. While masses of the underdeveloped world and the best prepared layers of the developed world saw significant improvement to their income, consumption and saving possibilities, important parts of the middle and lower classes of the developed world experienced stagnation and eventually exclusion.

Currently, the advancement of technology, globalization of organizations and information are causing a dramatic transformation in labour and employment, with contrasting effects on economies and societies around the world. Globalization has led to a decrease in the total number of people living in absolute poverty, but also to growing inequality, globally and nationally.

The role of the private sector in social and global economic development is crucial in promoting full and productive employment, as well as joining efforts to reduce poverty. We believe that the most effective route out of poverty is the promotion of decent work, encouraging entrepreneurship and innovation.

■ The unsolved tension between social inclusion and productivity as a limitation to development

Sustainable development presents major challenges today for Argentina and also for the rest of Latin America. In the economic and social field, the key challenge is to achieve a growing productivity together with just social inclusion.

Work represents a fundamental dimension of human existence: it is a right and a duty for any human being. It is a source of dignity, enabling people to acquire the material resources needed for a decent life. Through work, man develops his skills, apply their intelligence and will. On

the social level, work is a moral obligation which allows each person to contribute to the common good. In it he is able to express and enjoy their dignity. As St. John Paul II emphasized: *“Human work is a key, probably the essential key, to the whole social issue, if we truly try to see it from the point of view of good of man”*.

Today, the challenge is how the economy can extend the benefits, reversing inequalities and exclusion. The Social Catholic Doctrine (SCD) (of the Church (SDC)) is not contrary to a market economy, if it is oriented towards the common good – not just total good or wealth – and is developed in a framework of inclusion stability, transparency and democratic institutions (processes). This implies an economy that cannot be separated from its ethical and political foundation.

Even with the best governance and visionary leadership, if there is no inclusive development allowing people to cooperate with each other, these institutions might fail (will not work well). It is accepted that the most effective route towards inclusive solidarity is the promotion of decent work for all workers in all sectors of the economy, including the informal economy.

No country in the region has managed to generate a large number of (enough) of economic activities that at the same time are highly productive, internationally competitive and not related to (dependent on) natural resources. Only a few have been able to make good progress on this path. The independence of these resources is not an ideological question: even considering their value chains, they are insufficient to generate enough jobs.

■ Economic Populism: inclusive and sustainable?

This phenomenon has resulted in the emergence and growth of populist leaders and movements in many developed countries, which exploit the discontent of the people who feel excluded from the “mainstream”.

1. Juan Pablo II, *Laborem exercens*, Libreria Editrice Vaticana, 1981.

Many Latin American countries, Argentina as a leader, attempted to circumvent this conflict by resorting to economic populism. The future was sacrificed maximizing present welfare, either by taking advantage of a bonanza of natural resources, or by resorting to borrowing and/or inflation to finance consumption.

We must celebrate that several countries in the region overcome this economic populism. But even countries that had not fallen into that trap, as Chile or Bolivia, more recently encounter difficulties without having been able to generate a sufficient basis for development.

Distortions in relative prices – via tariffs or the currency exchange rate – have been a constant in these populist experiments, and therefore their end, as the recent of Argentina, are inevitable and costly. (In this case, they have) There has also been notorious violent swings in the exchange rate and wages in foreign currency. Frequent policies of drastic and simultaneous exchange rate, monetary and fiscal imbalance adjustments, could not (never) be sustained over time in a democracy due to the foreseeable social and political reactions to the negative impacts on levels of economic activity, employment and poverty. This led most often to policy reversals.

For various reasons (,) and according to the history and idiosyncrasies of each country, the proposals for pro-market policies or drastic adjustments are very difficult to apply today. Instead, maintaining employment levels appears as an essential goal from which to build a social inclusion policy focused on achieving full employment in formal and increasing quality jobs.

The alternative paths, such as inclusive productivity, are not easy by any means (as is not either). Anyway, we they have to be tried, because despite being the approach chosen by the vast majority of developed countries, in the best case they have not been attempted in a very long time.

As evidenced in the following list of policies that could be part of such an effort, this is a complex undertaking.

■ **Inclusive Productivity, in order to steadily reduce poverty and exclusion**

We hope to encourage reflection and discussion on the mechanisms that we can build together to help achieve an inclusive and sustainable economy that develops human dignity; which integrates the excluded and the poor to general prosperity by using subsidiarity, through the joint efforts of governments, civil society and the business community. Just over 30 years ago, in 1985, then Cardinal Ratzinger warned about “moralism” at a conference titled “Church and Economy in Dialogue”: *“Today we need a maximum of specialized economic understanding and a maximum of ethics so that specialized economic understanding can be of service to the right objectives. Only in this way their “knowledge” will be politically viable and socially acceptable.”*

Pope Francis in *Evangelii Gaudium*, recalled that « we are not talking simply about ensuring food or “a decent living” for all people, but also about its « general welfare and prosperity. *“This means education, access to health care and especially employment, because it is through free, creative, participatory work and supporting each other that human beings express and enhance the dignity of their lives”*.²»

Labor relations and employment

- **Formalization** : through reductions in labour taxing for the first job and/or in the neediest areas.
- **Labour reform** : this is not to promote a simplistic labour reform, but to foster practices that manage to internalise until it is a habit the issue of productivity, both in the private sector and the public (see below). This should be generated more from companies than from a law, whose only announcement could derail the whole process.
- **Disaggregation** : achieve from union negotiations a greater disaggregation, all the way to enterprise level, of the issues that directly affect productivity, from absenteeism to quality circles³ and similar practices, through different variants of flexi-time work, the workplace, etc. Productivity incentives should be part of this policy.
- **Technological change** : risks to employment arising from technological changes in many sectors should not be excluded, as they are the most decisive factor in falling employment levels.

Productivity in the public sector

- **More jobs** : in Argentina, the (large) increase in public employment in the last 12 years was close to 75 %: from 2 to 3.5 million jobs, much of it generated as a “political award” rather than actual need. This meant an additional burden for the rest of society who must pay taxes to support this structure.
- **Productivity** : although there are no detailed studies, it appears that employment was not in line with the increased production, resulting in a significant drop in productivity. So there is a great opportunity to increase productivity in the public sector, at all levels of government.
- **Measurements** : this can be achieved both by reducing absenteeism – enabled by the actual legal frameworks – and by technological improvements (training programs) and staff turnover among or between sectors.

Education

- **Linking** : substantial increase in linkages between education and the world of work and enterprise.

2. Francisco, *Evangelii Gaudium*, noviembre de 2013, § 192.

3. https://es.wikipedia.org/wiki/C%C3%ADrculo_de_calidad

- **Teaching of Labour skills**: in secondary education, beginning with the neediest areas.
- **Model Tertiary Technological Institutes**: at least one per province targeted and specialized on necessary local production skills.

Social policies

- **Single register of beneficiaries**: for social programs, overcoming all kinds of patronage and clientelism.
- **Local integration**: development and implementation of frameworks of locally integrated social policies, with the participation of the Nation, the provinces, municipalities and civil society.
- **Monetary stability**: based on a sound fiscal solvency, a condition which is presented by populism as an excuse to deny the masses their “rights” to consume without effort. It is a necessary condition for credit growth and to achieve competitive prices as well as to allow saving to low-income sectors.

Entrepreneurs and investment

- **Investment**: if we talk about productivity, the role of investment is key, as it should significantly increase capital per hired person.
- **Business and investment climate**: Government must strive to create the right conditions for investment, for example, eliminating distortionary taxes that directly affect costs or the price of products, and reducing bureaucratic weight.
- **Leadership**: entrepreneurs and the organizations that nucleate them must assume their role regarding investment and the creation of a suitable climate for investment.
- **Entrepreneurism**: it must be developed from basic education, to vocational training, colleges and universities.

■ Our commitment

As business leaders, we must propose ourselves to:

- **Continue our efforts to ensure** that justice, solidarity, respect for human dignity and the common good, values that inspire us, are incorporated into the daily practices of our companies.
- **Seriously discuss how to create opportunities** for more people to participate and benefit from the economy; to improve the lives of low-income groups through participation not only as consumers but also as producers.
- **Promote the use of skills** and underutilized talents, overcoming barriers that prevent them from contributing to the economy and improve their living conditions. Also create an economy that respects social needs of local communities and the natural environment.
- **Create a work environment** based on reciprocity between solidarity and subsidiarity, where people can be their own agents to achieve a better quality of life.

- **Clear the way for new sources of productive employment** and translate economic growth in progress to improve living standards and lead to a more comprehensive prosperity.
- **Find the best possible framework** that encourages investment and work, without stifling the initiative with tax burdens and inflation, working together with unions, legislators and jurists.
- **Boost competition** and a legal and regulatory framework that protects the consumer and the environment without creating unnecessary barriers to competition and innovation.
- **Recognize that the most effective and sustainable route** out of poverty is productive work, fairly remunerated. And identify the most effective for businesses to generate improvements in the issues that affect the lives of people and make this, indeed, happen.



The attitude of the Parish St Joseph transforms lives

Members of ADCE (Association of Christian Business Leaders) support the implementation of the first unit of the Pescar Project in a parish in Rio Grande do Sul – Brazil.

The St. Joseph Parish from Caxias do Sul/RS, developed a unique and pioneering experience in the Dioceses of Brazil. Four years ago, the community joined the Pescar Social Program, maintaining a free space to young people in socially vulnerable for personal and professional training. The project has trained more than one hundred teenagers as aids mechanical production.

Members of the Association of Christian Business Leaders – ADCE of Caxias do Sul saw in partnership with the Pescar Project Foundation, a social service organization with national and international operations, the opportunity to integrate a socially responsible collaborative network, expanding the horizons of adolescents aged 16 and 19 and contributing to enter to the labor market.

This design model can be implemented in other parishes.

The experience can be multiplied in every diocese. In Caxias do Sul/RS, it started in the premises of St. Joseph Parish with the participation of fifteen companies. Termed maintainers, they contribute monthly with a value agreed between the parties concerned, in the form of donation.

Since deploying, the average monthly donation of each company has been a minimum wage. The unit also has five supporting companies responsible for investment in unit structure, such as the purchase of tables and chairs, walls to the living room, bathrooms, locker rooms and refectory. Thirteen of the sponsors and supporting companies are part of the ADCE of Caxias do Sul, as well as the Director of the articulator and the unity of teachers who are also members of ADCE.



The Pescar Project unit Parish St. Joseph serves 40 young people a year, and has received over a hundred families, bringing hope and sure that better days will come.

■ Methodology

The course, Professional Initiation in Mechanical Production has a workload of 800 hours. Sixty percent of the course is designed on personal development and citizenship. To complete, the others forty percent, on issues related to training on the technical side.

The project provides 40 students per year. To enroll teenagers need to be studying from the 7th year of elementary school, have family income of up to half the minimum wage per person and must be willing to participate of the course. Teachers conduct individual interviews and have a moment intended to meet family and community reality of the teenager and compromise the family, creating the first link with the beneficiaries.

In the course they have lunch, receive free uniforms, all the necessary materials, certification of Pescar Project Foundation and the SENAI, and half the minimum wage as shareholders of the young apprentice program through partnership with other companies. In addition, they participate in the community activities, developing solidarity spirit. Family members participate in the course of the Parent School of Brazil, which provides a line, with what is offered to teenagers in the course, thus stimulating the support and the necessary understanding for the development of the classes.



Bishop of the Diocese of Caxias do Sul, Bishop Alessandro Carmelo Ruffinoni, accompanied the inauguration of the Unit.

■ Testimonies

According to the Priest Jadir Dagnese, the Church has shaped Western civilization in all its fields: art, music, architecture, law, economics, morality, science, letters, languages, etc. Nevertheless, the most outstanding point was the charity. It would be impossible to write a complete history of the Church charity, since Jesus taught his disciples “to love your neighbor as yourself”. *“The Pescar project of St. Joseph Parish is the extension of this term of Jesus being carried out in the XXI century. I am happy to see and participate of the transformation of adolescents that is thanks to the generous hearts of many people.”*



For the entrepreneur Agenor Fortuna de Carvalho, director of the Unit and member of ADCE since 1996, with the course, teenagers are targeted to be good people with ability and security to pursue their goals:



“These teens are accustomed to the violation of rules in their day to day and are not charged for it. Into the Pescar project, every action has a consequence, and through many examples they receive there, they realize that the correct and fair brings people well the great achievements.”



“What made me give up going the wrong way, went to the Pescar project as the basis of everything.

Today, what I have in my life, if I can help my mother pay the land, fight, fight and chase my dreams, was the Pescar Project, which provided.

I always say that the maintainers and developers do not know the difference they make in our lives. Because of the salary that helps us, also contributes to the family. I have no way to compare who I was for what I am today. Everything changed with the project.”

Júlia Carolina da Silva



■ Numbers of Pescar Projects

- 98 PES Project Units in Brazil
- 11 states : RS , SC , PR, SP, RJ , MG, GO , TO, PA , EC , PE
- 27 Units PES Project Abroad:
 - Argentina , Paraguay, Angola and Peru
- Formed Adolescents: 27,138
- Attended Adolescents: 2,150
- Volunteers: 2,597
- Average frequency in the courses : 94.9 %
- 91 % of young people have completed courses
- 92.1 % of Employability



Breaking road barriers to inclusion

■ Breaking road barriers to inclusion

While the participation of women in the Chilean labor market has steadily increased over recent years (in 1990 it reached 32.5 % and in 2014 it reached 48.4 %¹), Chile continues to be below other Latin American countries, which in 2013 had a 54 % female insertion (INE, 2015), while in the countries from the Organization for Economic Cooperation and Development was at 63.8 % (OECD, 2011). On the other hand, the highest level of female participation is observed in the Netherlands, which in 2013 reached 79.9 % (OECD, 2014)².

“To understand the low participation of women in the workforce, you must first understand how we organize ourselves as families and as a society. In Chile, a significant percentage of women are not in the workforce because they do not have someone to leave their dependent with”³.

Along with this, in Chile there are still significant salary differences between men and women in positions with equal roles and responsibilities. When comparing the average income of both genders with primary education, they receive 42 % less than their male counterparts, while graduate professionals receive on average 36.8 % less than men with the same level of education⁴.

In addition, a significant gap remains in the participation of women in executive and senior management positions. The percentage of women that are on a board of directors represents only 3 % of active women versus 97 % of male managers (Tokman, 2011)⁵. Differentiating this by productive sectors, shows that in Chile the majority of women on a board of director is concentrated in financial companies (52 %), services (12 %), manufacturing (11 %), trade and distribution (11 %) and other companies (5 %) (Tokman, 2011)⁵.

■ USEC interest

For the Association of Christian Business Executives and Entrepreneurs (USEC), presenting this issue in the public arena is important because it responds to its mission, which is *“to contribute to the human development of society, encouraging entrepreneurs, executives and businessmen, to be guided by the Social Doctrine of the Church and be*

committed to personal improvement, their organizations and the business world», and its vision, which seeks to «illuminate business awareness so its leaders promote a more humane, just and solidary society”.

This was also raised by Pope Francis in his Encyclical *Laudato Si'*: *“Business activity, which is a noble vocation oriented to produce wealth and a better world for all, can be a very fruitful way to promote the areas where their ventures are established, especially if you understand that creating jobs is an inescapable part of its common good”⁶*. Pope John Paul II supports this doctrine as well in his Encyclical *Centesimus Annus*, referring to the responsibility of a company as an actor in the labor market: *“A company cannot be considered only as a ‘society of capital goods’; it is at the same time, a ‘society of people’, in which they become part by diverse ways and with specific responsibilities, contributing with the necessary capital for their activity and those who collaborate with their work”⁷.*

Finally, an increased participation of women in the work place, not only benefits themselves in terms of their overall development in the professional and personal field, but it also responds to the challenge posed by the concept of an inclusive economy. It also promotes sustainable and equitable economic growth in a responsible manner, through the promotion of decent work, social cohesion and environmental protection, where prosperity is founded on human dignity and the search for common good⁸.

■ Proposed initiatives

To disseminate and promote awareness about the importance of promoting the employment of women in Chile, through concrete actions such as :

- **Cycles “Coffee with”** : monthly meetings in which a person of a political, economic or social sphere addresses contingency issues with a value-based approach, and shares a conversation with the audience. In the second half of 2016, USEC has organized two “Coffee with” sessions related to the subject matter contained herein. One with Monica Reyes, founder of Women’s Leadership Makers, and one with Maria Jose Bosch, academic director

of the Center for Work and Family Security Group, from the ESE Business School of University of los Andes.

- **Opinion Columns** : written by different USEC spokesmen, including its Executive Director and some Board members, in order to support this topic and contribute to its visibility in Chilean society. Specifically, in the business world and its leaders who are called upon to increase the participation of women in the working world, leveling wages between male and female employees by encouraging policies of labor flexibility and adaptability, among other things.

■ Women's labor market impact

Female participation in the labor market is very positive. *"It has been demonstrated that balanced teams, composed of men and women are more productive, make better and more effective decisions. In addition, there are certain skills from female leadership, such as, empathy and how women handle interpersonal relationships, how to integrate people in decision-making and the ability to consider different fronts when deciding, all of which are very valuable within the company. They have a lot to offer and the male-female complement is something that has to be represented in the working world, because we are different and bring different views, which are complementary and enrich the discussion of any team,"* says **Francisca Valdes**, executive director of Women Entrepreneurs and director of USEC.

Maria Jose Bosch, meanwhile, agrees: *"In Chile, like in the rest of the world, the massive incorporation of women into the working world has led to a fundamental change in the company and how they work in them. This change is very rewarding, but also challenging, since it requires finding new forms of organization, work, and adapting the roles that men and women play in society"*⁹.

Also, *"there is evidence that female participation in senior management is beneficial for the company. McKinsey studied the case of Latin America in 2013, evaluating 345 listed companies in six countries. The results showed that those companies with one or more women on their executive committees obtained 44 % higher capital gains as well as 47 % higher interest and tax margins than companies with committees composed of only men"*¹⁰.

In turn, **Alvaro Pezoa**, professor of the chair of Ethics and Corporate Responsibility at the ESE Business School, said that the contributions of women in the workplace are essential, especially because *"they bring harmony and cooperation in teamwork, have greater inclusiveness, promote respect and care at work, they are responsible, committed, have a spirit of service, are generous, supportive and intuitive"*.

Outside the company, the impact of female labor force participation is significant because the economic contribution of men and women is very necessary for economic growth and social development. *"The generational*

change over increasing initiatives of companies that want to promote the participation of women in its senior management, developing policies that enable families to reconcile their professional and work life without having to choose between the two, will accelerate the necessary changes, allowing more women to participate in positions of power, thus contributing to the growth and diversity of vision of our country," said Maria Jose Bosch¹¹.

■ Participation of public authorities and civil society

In Chile, there is more awareness every day of the urgency to overcome the wage gap and participation of women in the labor market. The State *"has made important decisions to improve the provision of childcare and extend the period of maternity leave. Such measures, which have already proven effective in other OECD countries, can promote the incorporation of more women into the labor market"*¹². In public administration there has also been a concern in this regard. Thus, in 2015, female representation on the boards of public enterprise systems was 29.3 %¹³. However, these efforts still appear to be insufficient and it is imperative that the Chilean government takes a more active role in promoting measures to promote women's employment in the country.

There have also been broad discussions about the need to enact a Quota Act *"a set of governing laws to encourage a more equitable gender distribution level in the elected positions at the state or enterprise level in order to obtain a greater presence of women in these positions"*¹⁴. Although this is a positive tool which can act as a catalyst to ensure the effective integration of women on boards and in political office, it should be viewed as a temporary mechanism, so that it does not become a forced measure to ensure female representation because of a single matter of gender and not a matter of merits and abilities.

On the other hand, there are various civil society organizations aimed at examining this issue in order to raise awareness among women about their abilities and demands; and among leaders with respect to the female gender in the labor market. These include:

- **Community Women** : an independent organization that promotes the rights of women, to achieve greater equity in education, in labor and in politics¹⁵.
- **Red MAD** : a network of professional women committed to bringing value to public and private organizations, incorporating female talent to high positions¹⁶.
- **Women Entrepreneurs** : a network supporting women in business management, to promote the inclusion of businesswomen, professionals and entrepreneurs in the business world¹⁷.
- **There are Women** : an organization that promotes the visibility of women through their opinion as leadership dimension¹⁸.

- **Women's Leadership Makers** : an organization that seeks to create learning and professional growth opportunities, and strengthen the network of contacts of executives ¹⁹.
- **Women's Lobby** : an initiative of the Center for Work and Family Security Group from the ESE Business School oriented to training female managers ²⁰.

■ A reality in development

Although the insertion of Chilean women in the labor market has evolved over the years, there are still some obvious barriers - basically salary differences compared to men, lack of presence in executive and senior management as well as a lack of strategies to better reconcile work and family- that need to be changed to continue advancing.

"We need flexibility, adaptability and job responsibility, greater incorporation into the formal working world, permanence over time, representation in decision-making at all levels. It is urgent to achieve greater family, social and economic balance. In this respect, companies have a key role in generating new and better practices to achieve this goal," says **Monica Reyes**, founder of Women's Leadership Makers and director of PwC Clients & Markets Chile.

■ Opportunities and risks

The main opportunity represented by our initiative is to position USEC as an intermediate actor capable of influencing the business world, their leaders and executives to get them to open up spaces for women in senior management, to be aware of their significant contributions in the labor market and in team work, and to strive to develop strategies to harmonize work and family size better. However, there is a risk that our work will be perceived by the community as a mere gender struggle, when it is not.

■ Conclusions

To finalize this document, we can conclude that:

- The female labor force participation in Chile has increased in recent years, but is still below other Latin American countries.
- A significant percentage of women are not incorporated into the workforce, because they do not have someone to leave the people dependent on them with (children, elderly, etc.).
- In Chile there is still a significant salary difference between men and women in the same position.
- Women's participation in executive and senior management positions is still low.
- A Quota Act could serve as an accelerator to ensure greater employment for women, as long as it is used as a temporary mechanism and is not transformed into a requirement that fosters this means only because of gender and not the merits of each person.

- There are ways to promote the employment of women, with applicable policies within companies, such as:
 - Flexible hours (deferred starting and ending times, part-time, compressed week, etc.).
 - Labor Adaptability (agreements one on one, between employer and collaborator, to define labor policies on a case by case basis).
 - Reward productivity and not the « presenteeism » (i.e., the achievement of goals and objectives, not simply the fact of sitting behind a desk).
 - Have empathetic leaders who recognize the need to reconcile work and family, and effectively implement policies that in this sense has defined the company.
 - Clarify what is important within the company, continually experiment with new ways of doing things, recognize and support the person as a whole.

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World Conference about Inclusive Economy

■ Name of the National Association Member (NMA)

Asociación Cristiana De Empresarios (ACE).

■ Chosen research area, with its specific theme and sub-theme

- **Theme** : Was selected area "Welfare to the Common Good" that focuses accordance with the principles of subsidiarity, in the broader public space - private social needs.
- **Sub-theme** : Welfare towards the common good, we understand it as the right balance between work life and employment opportunities in line with the personal and social development.

■ The purpose of the contribution could alternatively be:

Comprises a concrete initiative already underway from the 2,010 that the project began.

■ Project development

- **The name of the company mentioned** :
Procesadora Nacional de Alimentos Pronaca C.A.
- **Brief description of any specific initiative or a specific proposal**
"The wheel of success".



Development program of small farmers of corn.

For more than 25 years PRONACA works with farmers corn, incorporating them into their supply chain in a win-win.

Within this program include the so-called "Producers Integrated Inclusive" (PII) they are farmers who grow corn in areas of less than 10ha and who live near the collection centers of the company.

This inclusive agricultural program is called the Wheel of success and consists of 4 stages:

- 1 **Direct Credit** : PRONACA provides farmers with certified seeds, fertilizers and other agricultural products that guarantee the effectiveness of the crop.
- 2 **Provision of seeds and agricultural inputs** : PRONACA provides farmers with certified seeds, fertilizers and other agricultural products that guarantee the effectiveness of the crop.
- 3 **Technical Consulting** : PRONACA technical team regularly visit farmers, advising them before, during and after planting.
- 4 **Total purchase of the crop** : PRONACA acquires the entire harvest at the official price set by the government.

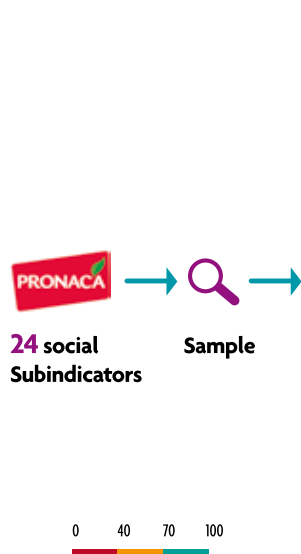
The program began with farmers PII in 2010 with 58 farmers participated in the same 2015 480, ie an increase of 534 % in 5 years.

AÑO	# FARMERS PII.
2010	58
2011	159
2012	355
2013	477
2014	668
2015	480

a productivity of 4.33 MT/ha, this was incorporated into the corn supply chain Pronaca In 2015 PII 480 farmers cultivated 3,646 hectares in the provinces of Guayas and Los Rios, with a yield of 13.240TM what it represents.

Socio-economic indicators

PRONACA INDICATORS



SOCIAL INDICATORS

Unsatisfied Basic Needs

- Adequate housing
- Housing Services
- Overcrowding
- Economic Independence
- School attendance

4%

Income

- Incidency of no poverty
- Equity income
- GINI coefficient

100%

Life conditions

- Knowledge
- Lack of access to health
- Lack of drinking water
- Malnutrition

66%

Human development

- Literacy
- Schooling rate
- Education index
- Income index

81%

Regarding the indicators baseline a positive impact on revenue and corresponding human development is appreciated. Within the social plan is Pronaca has spaces for human development both unsatisfied basic needs and living conditions.

Regarding the Sustainable Development Goals (ODS) the program has aligned 5 ODS:



1. End of Poverty: Employment generation, shared with farmers growing food safety awareness.



2. Zero Hunger: Doubling agricultural productivity.



4. Quality education: technical training inputs and crop management, financial education training to better manage their resources.



8. Decent work and economic growth: to achieve high levels of productivity with technical advice and paying the purchase price and weight corn fair.



12. Production and Responsible Consumption: with technical advice efficient production and use of production methods, with the training we provide advice on waste management and responsible use of water.

What is the impact on employment and welfare within and outside the company?

- The program generates direct employment for farmers and their families welfare by having a relationship of trust

with PRONACA from planting to harvest direct purchase.

- In 2015 2197 farmers and their families have benefited from the program, it is noteworthy that social dynamics has strengthened their relationship by sharing cultural practices of maize, mainly in the exchange of wages.
- The planting activity is considered a collective, joint and shared action where wages involved are mostly people of the same circle as neighbors, friends and relatives come together between crops, thus they cheapen costs while generate income.
- Socio-economic indicators regarding income (100 %) and human development (89 %) show a positive impact of the program is clear evidence of the trust relationship between the farmer and Pronaca.
- One aspect to improve is overcrowding due to lack of household units 6 members, taking into account that the country average is 3.8 persons.
- The program Inclusive Integrated Producers IIP has contributed positively to food sovereignty and the self-supply of corn and also to change the social and economic reality to farmers, for this relationship « win-win » through the wheel success has been the key factor for the sustainability of the project.

Public authorities and civil society involved.

The public-private relationship is manifested in the program, the Ministry of Agriculture and Fisheries (MAGAP) and PRONACA have been able to align their approach to rural agricultural development, there is a government subsidy, technological kit that provides the company under cost.

Other groups have been integrated into the supply chain such as farmers over 10ha, external farmers, unions, trade and the government of National Unity Supply UNA. The defendant volume of the different channels responds to sourcing strategy outlined by the company that directly benefits the producer.

Is a past performance or is still ongoing experience? In progress.

While Pronaca works with farmers for more than 25 years ago, the program itself began in 2010 with 58 farmers.

Table old farmers, ha, ton, productivity

YEAR	N. FARMER, PI	HAS	TM	PRODUCTIVITY
2010	58	415	2.648	
2011	159	1.386	5.033	
2012	355	2.288	16.536	6,40
2013	477	3.438	18.403	6,00
2014	668	4.706	19.284	5,40
2015	480	3.646	13.240	4,33

Opportunities and risks of the initiative or proposal.

Opportunities.

- Contribute to develop the agricultural potential of the country through a program that benefits the farmer and the company, trying to expand these good practices to other regions of the country.

- Lower unemployment, the program is given local employment opportunity preventing migration to large cities combat unemployment, underemployment and social implications.
- It has improved fidelity and fulfillment of commitments on delivery of the harvest as they purchase 100 % to the price established by the national government.
- Other *Opportunities* would ensure volume in corn supplies, provides technology transfer through technical assistance from field to integrated farmers, provides quality inputs to integrated farmers, generates dynamism in the economy of the agricultural sector, which makes coherence to the purpose of the enterprise: « Generate development in the agricultural sector ».
- Among the risks they can be seen in the lack of flow for these social programs for human development and payment of credit to farmers integrated.
- The weather conditions are also a risk in countries like Ecuador that has affectations as the “El Niño” or “La Niña” phenomenon.

• Conclusions and suggestions

- Since 2010 the model of “The wheel of success” has benefited both 2197 small farmers as well as the supply chain Pronaca in a win-win.
- The productivity of small farmers has been improving, with an average of 5.33 tons/ha in the last five years.
- The social benefit of the program has had high impact as indicators revenue 100 % has a direct benefit on human development and 81 %.
- There are two issues to work as Social Plan Pronaca agricultural development, the first regarding unsatisfied basic needs and the second living conditions as same improvement plan.



Christian Association of Business Executives, ACDE, UNIAPAC in Uruguay



Executive Summary. ACDE, together with the Catholic University of Uruguay, works in Corporate Social Responsibility. With this technical support, we present a conceptual framework about what we mean about inclusive business and one business case. This case is related the mall “Portones Shopping” that since 1996 supports a group of waste classifiers that come for its waste, helping them to get associated and work in a coordinated, efficient and sustainable way, dignifying their work and contributing to the common good about treatment of waste.

■ What Inclusive Businesses (NI) are ?

Basically they are enterprises that have as protagonists low-income people (Bottom of Pyramid), that are created with the support of companies, social organizations, and even public actors.

For a venture with this population to be considered an NI, it must meet four requirements:

- **Operate within the market economy and enforce its rules:** products that have real demand, quality standards commensurate with the market, etc.
- **Be economically self-sustaining, although in these cases it requires relatively long periods** (compared to ordinary companies) to reach to the breakeven point. It is needed what is called “patient capital” which is another name for “long term capital”.
- **Be environmentally responsible.** This requirement derives not only from a requirement associated with CSR, but also (and primarily) because environmental problems hurt more to the poorest.
- **It must generate a real improvement in the life quality of people.** Therefore, ventures promoted to outsource in order to lower the production costs of inputs or the provision of services, don’t fall into this category, and neither where people receive income that don’t help them to overcome their poverty.

■ How can companies contribute to the development of NI in Uruguay?

Basically, there are four ways to do it:

- Develop a provider that is incorporated into the value chain, being the company the main customer of NI.
- Buy services and goods from NIs already in operation.
- Facilitate access to supplies or markets to NIs already in operation.
- Support the creation of NIs in the framework of its commitment actions to the community, even though such NI wasn’t a supplier or customer to the company.

The case presented thereof is related to an NI within the scope of letter d) above.

■ The “Portones Shopping” business case

• The Company

Portones Shopping (www.portones.com.uy) is a Mall in Montevideo, Uruguay, with 145 shops and an area of nearly 28,000 square meters located in Avenida Italia and Avenida Bolivia.

• Portones Shopping NI. Waste Management Program

Through this program, Portones Shopping led in 1996 the formation of an association of public roads waste classifiers, training them for the classification of waste generated at the mall, also providing a workplace, energy, water and related machinery, among other supports.

Inorganic waste like cardboard, paper, plastic bags, are classified, compacted, baled and stored by this organization. They are then sold to companies that use this raw material for their business. In this way they formalize their work and contribute to their social inclusion.

• Social impact

The Civil Association that Portones Shopping helped make within the waste classifiers, works as a company: It is responsible for sorting, transport and market the mall waste for recycling. These people distribute the income of the sales, obtaining revenue for themselves and their families, as well as for the payment of the corresponding social security fees.

The company Portones Shopping includes these persons within its own organization and disseminates its recognition. For example, businesses that have commercial premises in the Shopping sign a contract by which they have to sort their waste before its final disposition.

Also, this example, the first worldwide experience in waste treatment by commercial centers, has been followed by other similar centers, and is subject to visit and study by school and high school students and also university students.

• Environmental impact

Normally, treated waste would go to a landfill, final destination of waste. However, this treatment allows its recycling, getting more value out of them.

Organic waste is destined for pig farms and oils to laboratories that used them in the manufacture of products for the leather industry. In almost 20 years of management it was able to classify more than 1,700 tons of waste by reducing to 50 % the volume to be delivered to the municipal landfill.

Portones Shopping has recycled the equivalent of 25 million of paper and card notebooks that means avoiding the logging of 75,947 trees.

More than 50.000 kg of nylon have been recycled and that prevented the fabrication of 473,684 plastic bags that could have taken more than 150 years to disappear.

▪ Waste management

Waste generated at the mall is very similar to the waste of a house, the only thing that is different is that the volume is much higher. So they try their best to reduce waste, so as to cause the least environmental impact.

▪ Organic

They are those arising mainly from food waste. After being sorted, they are derived as feed for pig farms.

▪ Plastic

It is one of the most recycled materials in the waste management plant. They are composed of bottles, foam-plast, wrappers, packages, etc.

▪ Paper and card

These elements are one of the most important for the sorting and recycling system, either be by its quantity and by its result, both economically and socially. In the waste management plant, they are separated by type and then baled to reduce its volume.

▪ Plastic bags

They fulfill a similar cycle to the one of paper and cardboard, because they are recycled to make new bags and reduce emissions and use of hydrocarbons.

▪ Metals

They come from the activity of shops and their infrastructure, either shelves, electronic equipment, counters, etc. Recyclers classify parts that can be reused and the ones that must be disposed are sent to a metal casting process.

▪ Batteries

They are gathered in the waste management site and delivered to the municipality, which buries them in concrete blocks to prevent the release of its potential contamination.

▪ Woods

Wood from drawers, shelves or pallets is received in the waste management plant in order to be reused and or make it available to the staff in case it is needed.

▪ Other items

Glasses, cooking oils, lubricating oils, aluminum, among others, are the fewest, but also have a destination that seeks to promote the environment.

For all these reasons we believe that the business case Portones Shopping should be presented to other companies with similar characteristics for its consideration.



Young Lebanese, looking for their first job...



Beirut, September 13, 2016, 11 am, outside temperature 34 °C. The two friends enjoy a well-deserved chill by the swimming pool: the memories from their engineering graduation last June are still fresh in their minds. We are in West Beirut, a predominantly Muslim area, and Elie is Ahmad's guest. Later tonight, it will be Elie who will invite Ahmad to dine and sleep over, in his village up in the mountain, a Christian village. Ahmad and Elie have been schoolmates for over fifteen years, and enjoy a strong friendship bond.

Both have been looking for a first job for over two months. Elie tells his friend Ahmad that he has addressed over 150 job applications to industrial companies, and received only a dozen replies, all of them negative. Ahmad admits that he has sent out only a hundred, without a single positive response, not even a call for interview. Yet, their professors had ascertained that they would find a job easily!

Near 2 pm, the two friends head for Ahmad's home, for lunch. Ahmad's father was awaiting them. Though the father congratulated Elie for his brilliant success, the dispirited two expressed their frustration for the bleak job opportunities offered to them.

- Ahmad's father attempted an explanation: *« as a result of the ongoing war in Syria and Iraq, companies have become unable to channel their export towards their natural markets: to the Arab Gulf, deliveries can only be carried out through the long path of sea shipping; meanwhile, no orders are flowing in anymore from war-stricken Libya. »*
- In a voice tone altered by sadness, Ahmed asks: *« Why all this, dad? Where are we heading to? »*
- To this, his father replies: *« My son, you do know that great powers have invaded Iraq based on false justifications. They tried to implement there their democracy, as if an imported western democracy could fit all countries, and at all the stages of their history. In many countries of this region, revolutions are being infiltrated by a radical fundamentalism, which could well spread to reach Lebanon and Jordan, washing away openness and fraternity. And who knows, this fundamentalism could also reach Europe later on. Don't get me wrong, Elie, but the official circles of Europe seem to focus on their immediate interests rather than their future, carefully ignoring their Christian values... »*

- *« Then what, dad, should we leave our beautiful country, and go join the millions of Lebanese emigrants in the world? »*
- *« No my son, we are fortunate that, in our country, the civil society comes up with so many initiatives to make up for the shortcomings of public authorities: micro-credit organizations, protected workshops offering jobs to those with special needs, training centers, handicraft workshops, innovating entrepreneurs, there is a long list of them. Those NGOs open horizons for those who have none, and without them, entire population portions would be excluded from the economic life. »*
- *« You see, my boys, the civil society here boasts an unbelievable energy. And when speaking of the civil society, you're speaking of us. It is therefore our duty to ensure the survival and the growth of those initiatives. It is true that at times, we get no longer able to fight, our faith weakens, and the temptation to give up is strong, because the burden is heavy on our shoulders, and the going has been getting tough for much too long. But let's not despair, let's remain in our country, let's be patient, and if the job doesn't come to you, go get it, be creative, innovative, and fight your way through. But please, don't give up on our country! »*

After lunch, Elie drives his friend Ahmad to his village, for dinner and sleeping over. The night of September thirteen is the eve of the Celebration of the Cross, and the Christian Lebanese countryside sparkles of a thousand limelights. As tradition wants it, Emperor Constantine signaled his discovery of the Cross of Jesus, by having campfires lit in each fort, from Jerusalem to Turkey.



Arriving home, Elie kisses his mother, and shares with his father his amazement at the large number of Syrians met on the road. Abou-Elie (i.e. Elie's father) explains: « *these are refugees* ». He then hammers with sadness: « *today, the number of Syrians in Lebanon approaches 2 million; add to these the Palestinian refugees: initially 300,000 in Lebanon, they became 600,000 when rejoined by their brothers from Syria; also count in another 400,000 foreign workers. All in all, some 3 million foreigners in a country with a national population of nearly the same size! Note for instance how currently, in the Lebanese public schools, the number of Syrian students exceeds that of Lebanese children. With such an influx, our country is at risk of exploding or imploding!* »

« *It is an honor for Lebanon to be a welcoming country. However, should we secure employment to Palestinians and to Syrians, while one third of our Lebanese youth is jobless? This dilemma is the base for contradictory economic visions. An exclusive approach would say: « I secure jobs only to the Lebanese », while an inclusive approach would state: « with the availability of Syrian labor, a competitive economy can be implemented ».*

« *We, Christians of Lebanon, how could we leave this country, after His Holiness Pope John-Paul II has dubbed it "the Message Country"? We are the mouthpiece of the Christians of Orient. We also entertain a genuine and privileged relationship with the Muslims, to whom we are bound by a brotherly, secular and rooted coexistence, and with whom we are yet to build a strong citizenship. There is unfortunately obvious evidence that we are left to our fate in this multicultural Middle-East, amidst destabilizing wars which sole motive seems to be the oil economy, a particu-*

larly exclusive economy. The Jews have vanished from the Arab Orient. In Syria, where Christians amounted to one third of the population back in 1950, they are nowadays a mere 10 %. The number of Christians in Iraq has dropped from 3 million to less than 300,000. The Copts, while they constitute 14 % of the population, are represented by only 2 % in Parliament... The Christians of Lebanon, who were traditionally half the population, are nowadays an estimated 35 %. It is becoming urgent that the Church and the Christians in the West become aware of how important is the coexistence of pluralistic religious and confessional identities in our battered Middle East. They should pressure their politicians to consider this issue at least as important as the economic stakes, when taking geopolitical decisions. »

The next day, in Church, the Priest reads the Gospel of the Good Shepherd, according to Luke. In his homily, he states and wonders: « *The Christians in Orient have always innervated their countries with acknowledged economic and cultural projects. True, they now account for only 1 % of the Christians worldwide. But which Good Shepherd wouldn't leave the 99 sheep of his flock, to go looking for the hundredth lost?* » He adjourns in Latin: « *Nolite timere! Don't be afraid!* »

Ahmed recites to himself: « *God (Allah) is great! He loves the patient ones!* »

On the forecourt of the Church, under the huge oak tree, the two friends greet the villagers in their celebration. They stare at the rocky hills: now it is clear to them that, just like Moses surged water out of the rock, they will have to build their future on the land of their ancestors, enlightened by the grace of their hopefulness.



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