

XXVI UNIAPAC World Congress LISBON PORTUGAL

Business as a Noble Vocation

22nd to 24th of November of 2018
Universidade Católica Portuguesa
Lisbon, Portugal

A STORY TO REMEMBER

Uniapac



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XXVI UNIAPAC World Congress
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Título

Business as a Noble Vocation – XXVI UNIAPAC World Congress

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BUSINESS AS A NOBLE VOCATION



INTRODUCTORY NOTE

UNIAPAC aspires to be recognized worldwide by its distinct promotion of business as a noble vocation. The underpinning insights of this vision are based on the conviction that 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. In light of this conviction, three key requirements can be distinguished in this quest for the transformation of business into a noble vocation: (1) the personal transformation of the business leader; (2) building more humane organizational cultures; and (3) businesses serving the common good.

These three requirements are the keystones on which the agenda of UNIAPAC's XXVI World Congress has been built.

PANEL 1

A Personal Transformation to assume Business as a Calling

In order to be able to lead the transformation of business into a noble vocation, business leaders are required to seriously undertake a personal journey allowing them to see themselves challenged by a greater meaning in life, i.e. willing to adopt a broader view of their role in society by transcending the quest for short-term profits to become builders of the common good and promoters of a new humanism of work.

PANEL 2

Promoting Inclusiveness in Business

This panel reacts on ways 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 the need to help them, as though all this were someone else's responsibility and not our own. Reacting on better ways to create a working environment based on reciprocity, solidarity and subsidiarity and recognizing that the most effective and sustainable route out of poverty for the working-age population is a productive, fairly paid job, the challenge is to identify effective ways for the business enterprise to bring about greater improvements across the range of outcomes that matter most to people's lives and to make them happen.

PANEL 3

Inspiring Principled Business Performance

It is expected that this panel will inspire and promote a culture of performance, accountability, integrity, trust, and communication and provide insightful practical examples on ways to unleash performance in today's changing world by fostering values-based and ethical behaviors. It addresses the importance of dening the highest purpose of the business firm – the most basic starting point for principled performance – ensuring that its mission, vision and values guide everything that the organization does in a manner which is respectful of the human dignity and that serves the common good.

PANEL 4

Fostering businesses that positively impact the Common Good

This panel embraces the idea that nowadays the enterprise needs to play a much more active role to help tackle socio-economic changes to address the key issues the world is currently facing. It discusses about how business can support the implementation of policy agendas for smart, sustained, sustainable and inclusive growth, contribute to quality job creation, and to a more inclusive economy with better labor markets, environmental awareness and ethical deployment of technology. The panel pays especial attention to business practices required to ensure that business serves to improve society and that business leaders guide their work with ethics as a compass.

PANEL 5**Addressing the Challenges of the Future of Work**

This panel attempts to imagine the work of the future and to react on the new context of labor –as an important driver toward social justice—in light of the following four critical dimensions: ecological crisis, society crises, demographic and migration crisis and technological changes. It discusses the requirements for a decent work for all, in light of the UN Sustainable Development Goals for 2030, especially Goal #8: “Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all”. It also addresses the business leader challenge arising from an increasingly-connected world where mutual understanding and harmony are more important than ever, so that business leaders need to collaborate across organizational and cultural boundaries and to build consensus and commitment among groups with different perspectives and values.



I - THE UNIAPAC WORLD CONGRESS

DREAM MUST BE BIGGER THAN FEAR

450 leaders were present during three full days. The heavy agenda was meticulously fulfilled by almost forty speakers, gathered in the UNIAPAC World Congress in Lisbon. Many proofs were given by thinkers and makers attesting that the entrepreneurial world may accomplish the three new KPLs in management: performance, purpose and people. It's enough to have the courage to surpass fear and understand it is possible to do something useful and earn money instead of doing something merely to earn money

If Milton Friedman had been invited to be present in the UNIAPAC World Congress that took place the previous week in "Universidade Católica" in Lisbon, very probably he would have felt indisposed and uncomfortable. Actually, for someone who

has repeatedly said that the only social responsibility of the enterprises would be the maximization of profit, to have almost 450 people attesting the opposite, it wouldn't have been easy to bear.

The truth is that entrepreneurial leaders, thinkers, academics, representatives of the Church and of the civil society, believers and non believers, from rich and poor countries, from Europe, Asia, America(s) and Africa, with big and small projects, known or unknown, discussing multiple ways to add value and values to businesses, they would have most certainly smashed the reputation of the American economist who considered the idea of social responsibility of the enterprises as "a subversive doctrine", as the headmistress of "Universidade Católica" so clearly recalled in her welcome words.

Under the idea "business as a noble vocation", what "wasn't a mere congress but rather a transformational experience", according to the words of João Pedro Tavares, president of ACEGE (Christian Association of Businessmen and Managers), a co-organizer of the event, it was also an exercise of reflection, synthesis, sharing, motivation and, above all, conviction that it is demonstrably possible to humanize the organizational cultures and work for the common good, two of the great themes in discussion during three fulfilled days.

As the president of UNIAPAC, Rolando Medeiros, also declared in the opening words of the congress, and as long as "this is an urgent journey regarding the tremendous challenges we face", no enthusiasm and faith failed in the words of the almost 40 speakers who, on stage, shared their ideas and presented their projects, declaring that even in a society devastated by a "globalized indifference" – as Pope Francisco never gets tired of alerting – it is possible and compulsory "to change our enterprises, not because they are rotten, but because they are obsolete", as the economist Stefano Zamagni, the invited speaker for this same session assured in his well known high intellectual maturity.

To report everything that was discussed and analyzed in this meeting would be a tremendous and unworkable task; however, it is possible to share some of the ideas and narrations (they will be more developed in the following week) of the already many people who believe that the entrepreneurial activity may be lived as a noble vocation, not pressed by the greed of the immediate results, not accounted for the dimension of the profit, but for the positive impact it has in all its stakeholders, and, moreover, not free from a sense of responsibility and accountability inscribed in a trilogy – solidarity, subsidiarity and service towards the others. So far, just a synthesis of the main themes in debate.

The new KPIs in management: performance, purpose and people

As the president of UNIAPAC referred, the opening session had truly inspiring speeches by three important personalities, who, as to say, “announced” what the congress would be about. Through specifically recorded videos, Marcelo Rebelo de Sousa used words that “are close to our mission”, as Rolando Medeiros referred; Cardinal Peter Turkson summarized what the meaning of facing businesses as a noble vocation is. Last but not least important was the special message from Pope Francisco brought by monsignor Bruno-Marie Duffé, urging all present “to promote a more human economy”. The first day would come to an end with the golden key, with economist Stefano Zamagni’s speech, who opted to “elect his main challenges”, instead of translating this “noble vacation”, as also the president of UNIAPAC stressed. Or, in short, the crowded opening session was also used as a kind of blessing and inspiration for the following works.

On the second and more intense day of the congress, Rolando Medeiros called everybody’s attention for the fact that if “the market gives us many choices” the world gives us “little meaning or purpose” and that is one of the realities that has to be reversed. And it was a personal sharing to find that purpose in life that gathered input for the interventions of the second panel, with completely different speakers coming from equally different countries, as Morocco, Indonesia, Philippines, Senegal and Slovakia.

In turn, and while one of the main speakers of the congress, Randy Lewis, ex-vice president of Walgreens and founder of NOGWOG Disability Initiative – dedicated to recruitment of people with incapacity in the higher possible number of enterprises, having as inspiration the well succeeded experience in the second biggest chain of pharmacies in the world – presented “a true business case” and, brilliantly opened the way for the second view, proving that it is “fear that makes us smaller” and that it is possible to include all different persons in enterprises that are supposed to be less and less equal.

After examples of people and projects that fight for organizational inclusion and diversity – even in a time of “rejection and hostility globalization” – the following panel presented the third “P” of the above referred trilogy (after people and purpose) and was about entrepreneurial performance moved by ethical and unchangeable principles in the form of an inspired debate that, as Rolando Medeiros had summarized, makes us believe that organizations are on the right way so that their cultures may be more human and their mission may serve the common good.

The main theme of the following panel was how to make the enterprises grow with a positive impact in this so much necessary common good, conducted by Raj

Sisodia, the co-creative of the concept of the conscious capitalism that now elects the “healing” as “the ultimate goal” of our times. As a “preview” of his new book that will be published in 2019 with the title “The Healing Organization”: Awakening the Conscious of Business to Help Save the World, Sisodia alerted that the human costs when making businesses the “normal” way are tremendously high and that there is no bill for all this suffering. Therefore, “it is urgent”, at this precise moment, to heal the past and prepare “the stage to cure the future”.

And this event was closed talking about the future of the labour context, in a debate fulfilled with different and pertinent perspectives, among which the most striking one was perhaps the idea that we are facing an enormous changed paradigm – that will force us “to re-learn how to work” – together with an inconvenient truth one of the speakers referred: “it seems we are more worried about the future of work than about its present”.

In his final notes, the President of UNIAPAC, Rolando Medeiros, didn’t hide his satisfaction concerning the success of the gathering of more than four hundred entrepreneurial leaders, feeling sorry, however, that its format hadn’t allowed a wider participation of the public, and also that, although the organization he represents had tried, there hadn’t been a panel only composed of young leaders, something that, he hopes, will be different in the next World Congress that will take place in 2021, in Philippines.

As congresses are no longer what they used to be, or because the apps have begun to integrate any event, it was João Pedro Tavares’ task to do the closing and ask the participants to express themselves and say what they had kept in mind from the event. Immediately, a “cloud” began to take form on the screen of the Cardinal Medeiros Auditorium, and the results left no doubt. “Inspiration” was the most voted word, (per)secuted by hope, commitment, love and... no fear. Actually, as the President of ACEGE reaffirmed, the idea is to overcome fear and bear in mind that greatness doesn’t exist if not together with goodness. And he finished promising that “this is not a closing session, but the opening for a new future”.



II - OPENING SESSION

WELCOME TO UNIAPAC'S XXVI WORLD CONGRESS Rolando Medeiros

Lisbon – and Portugal in general - has been the start of impactful long-range journeys to every corner of this Earth, many of which have transformed the world into what we know it today. Hosting our XXVI World Congress I do expect that Lisbon will also be the start of our personal journey into the quest of transforming our businesses into a noble vocation... a quest which is as appealing, challenging and compelling than many of the journeys that started here... but much more urgent given the current challenges we are facing and what is in front of us in this XXI century.

As the Polish poet Ciprian Norwid wrote in the 19th century, “to be what is called happy, one should have (1) something to live on; (2) something to live for; and (3) something to die for. The lack of only one of these elements results in drama. The lack

of two results in tragedy". We truly hope that the content of this congress testifies the wisdom of those words.

On the basis of the Christian anthropology –a relational anthropology—no profit is legitimate when it falls short of the objective of the integral promotion of the human person, the universal destination of goods, and the preferential option for the poor. Is this utopia or is it challenging but achievable? How could our role as business leaders –typically understood as profit maximizers—be reconciled with these requirements? What a challenge... What a journey!

Frequently many considerations for an ethical discernment regarding some aspects of the present economic system focus their attention mainly on a sound critique of it and in propositional changes to its structural factors. Nonetheless, the individual characteristics of the main actors and decision makers in the system – namely financial and economic business leaders and market participants—do play a significant role as catalysts of a new social behavior and the way they interact with the existing structures and how they will react to new ones become critical in shaping actions to the search for the common good and to the establishment of these actions on the sound principles of solidarity and subsidiarity.

By analyzing the key underlying concepts of the noble vocation of business, UNIAPAC's XXVI World Congress aims to provide such a supplementary emphasis by expanding on the requirement for a personal transformation by all those engaged in the business. In a very dynamic economic-financial system, with an extremely rapid pace of change brought by innovation, creativity and instant communications, adequate regulations will tend to lag no matter how quickly they adapt to new circumstances or how rapidly abuses or surpasses become known. Self-regulations based on a principled business performance are of paramount importance in these cases and the ethical conduct of the business leader is key to ensure an unconditional respect of the human dignity.

Consequently, current and future business leaders are required to be exposed to a broader understanding of the economy and finance in light of a vision of the totality of the human person which avoids its reduction to only some of his or her dimensions or, in our context, to just an *homo oeconomicus*.

Consistent with the foregoing considerations, UNIAPAC aspires to be recognized worldwide by its distinct promotion of business as a noble vocation. The underpinning insights of this vision are based on the conviction that 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.

In light of this conviction, three key requirements can be distinguished in this quest for the transformation of business into a noble vocation: (1) the personal transformation of the business leader; (2) building more humane organizational cultures; and (3) businesses serving the common good. These three requirements are the keystones on which the agenda of this UNIAPAC's XXVI World Congress has been built.

We, as business leaders, as any other human being, flourish when we not only meet our needs of sustaining and reproducing our bodies, but when we also meet two higher-level needs: our need to belong, and our need for significance, for meaning, for noble purpose... And we truly believe that not only in our families, in our communities, in our churches, etc. we can find a source of flourishing but also in our daily business endeavors if pursued as a noble vocation.

Welcome to UNIAPAC's XXVI World Congress.



WHEN GOODNESS IN MANAGEMENT OVERCOMES GREATNESS

João Pedro Tavares

“God wants, man dreams and the artistic creation is born”, as Pessoa said, and similar was the UNIAPAC WORLD CONGRESS – Entrepreneurs and Managers’ International Catholic Union – that took place last November in Lisbon. To explain what this congress represents is like telling a story, an open story in eachone’s heart. The truth is that it has not finished yet, keeping on alive inside us, through images, affections, reflections...

During the last five months we, ACEGE members, have been defied to be co-organizers of this congress. From blank, we kept on building from the title “Business as a Noble Vocation”, what we intended it to be: more than a mere event, an innovative experience, containing a before and an after.

Together with ACEGE associates, particularly with the reflection groups “Christ inside the Enterprise”, we have meditated on this vocation (from Latin vocation, appeal), living in Mission, in an united life, in the reality of our work, in our profession, in our enterprises or in the multiple ways we serve the ones around us. And always conducted by our exceptional president, Rolando Medeiros, an entrepreneur from Chile, a disposable man, an engaged disciple, an entrepreneurial and personal leader, sparkling energy, will and desire, exceptional in his work and reaching all corners of the world with his generosity, always close to the others. So, all together, we proceeded, supported by a great local involved and dedicated team that organized all the initiative, never abandoned, but determined in reaching an objective shared by everybody.

The leader’s role in work is determinant as he is the one who sets the guidelines, contributing for a virtuous work environment. But coming from a leadership not lived as an exercise of power, of influences, of own merit, , but preferably as the practice of a service, of a delegated power and, precisely because of that, of mission, with a purpose that goes beyond the “I”, centered on the other, the others. Considering all of this, it’s a vocation , a noble vocation.

And the truth is that we assist to testimonies of leaders who have allowed others to transform them, who stopped worrying about their ego, choosing to confide on the idea that it’s worthy to search for a Bigger Good as a purpose of life. This transformation is not an improvement of what exists, but rather a profound renovation, a new beginning, concerning the way one looks, gestures, attention upon others – on thinking, on the way one decides and acts. Also on the authenticity and on the pursuit of new ways of living the unity of life, the search of happiness.

And from these leaders, this path, there are multiple examples of enterprises whose purpose goes beyond the aim of their performance. They may act, for example, on the industry field or on construction, but the purpose, the mission, is to contribute for the integration of ex-prisoners in the workforce, training them, giving them skills and offering them work since the very first day. Enterprises whose center is people and the defence of their dignity. Not just people’s dignity but also their families’, enlarging the perimeter of responsibility of the organizations and of who leads them. That dignity is nourished by the offer of dignified and fair life conditions. But also from a self-evaluation of the families, aiming a conscience of their real situation, their needs, training ,materials, education , health, settled habits, among others. The purpose of living in a world of enterprises without poverty (www.pov-ertystopligh.org), similar to the developed initiative born in Paraguai and spread all over the world.

These leaders and these enterprises don't have the primary purpose of profit, the financial result, in short meaning, but the one of going beyond their aim, on the sign they set on the mission, more noble than their activity. The activity itself tends to be a means towards that superior purpose.

Adding that there are various models, socially innovating, that may lead to absolutely extraordinary results, such as the case of Walgreens with the incorporation of handicapped people in their logistic chain that became a reality after the decision of a leader, an handicapped person's father, who tried, this way, to create work conditions for handicapped people. Randy Lewis showed that Goodness may be a management criteria which comes over Grandiosity.

Business lived this way- people respecting one another – , promoting inclusion and equality of conditions, may lead to results that overpass economically the results obtained by the so called "normal people". And maybe we have never thought that the number of problems of the people with deficiency seems to be minor , as they are more humble, more open to learning, more involved, trying to give the best of themselves in details; when they make mistakes, they see in that the opportunity to grow, and not to punish themselves; they are more generous and attentive to others and create a better team spirit; they compete based on mutual esteem and help and not on the obsession of being "the first one"; talent is not individual but collective and they complement themselves in their needs; they are more faithful and their rotation is minor; they are more resilient towards problems and smile when facing difficulties. Understanding, help, common good and happiness become part of the present culture. They dance and invite others to dance. They do not complain.

These new models, where truth and love may be central, aren't easier to execute, but bigger. They aren't more relaxed but tenser, as they are more demanding. They do not exclude, but, on the contrary, they include new variants that apparently complicate, but are afterwards more inclusive. They aren't less rigorous, and they aim higher goals, as they imply a vaster and more lasting culture of values. And they allow the rebirth of new values, new forms of seeing, acting, thinking, judging and operating.

This is, no doubt, the most virtuous management model. The one which promotes the Common Good beyond the individual good. Common because it is collective, more extensive and doesn't get completed inside the walls of my enterprise or, worse, "my-me". It is associated to subsidiarity, to the availability of having less so that others may have more and everybody may be better in a wider collective view. With that, it's solidary, it makes the lens of the heart and intelligence change, in or-

der to go further in the obvious and the immediate. It is so the most dignifying one, for it promotes the person in the center of everything. This is the most inclusive of all models. The one that aggregates the other, but also the person as a whole, such as me myself, "excluding" either visions, judgements or values.

This is the entrepreneurial leader's vocation and the noble vocation of business. Based on this ethics we will be able to look at the future with an even bigger hope. This way, the technological and scientific developments will by sure provide a significantly much better world, bearing in mind that ethics will always be in the person and not in the technology. Such as Love and Truth, relation and commitment.



*To Participants in the XXVI World Congress of UNIAPAC
Lisbon, 22-24 November 2018*

*I offer a cordial greeting to all of you, business executives and leaders of economic life, who have gathered for the 26th UNIAPAC World Congress, on the theme of *Business as a Noble Vocation*. From its origin, some eight decades ago, your federation has sought to translate into economic and financial terms the principles and guidelines of Christian social doctrine in the light of changing times.*

MESSAGE TO PARTICIPANTS

Pope Francis

Ladies and Gentlemen,

I offer a cordial greeting to all of you, business executives and leaders of economic life, who have gathered for the 26th UNIAPAC World Congress, on the theme of *Business as a Noble Vocation*. From its origin, some eight decades ago, your federation has sought to translate into economic and financial terms the principles and guidelines of Christian social doctrine in the light of changing times.

Today's context of the globalization of economic activity and exchange has profoundly affected outlooks, goals and ways of conducting business. Your decision to reflect on the vocation and mission of economic and business leaders is thus more essential and necessary than ever. In effect, with "the more intensified pace of life and work... the goals of this rapid

and constant change are not necessarily geared to the common good or to integral and sustainable human development”, and can even “cause harm to the world and to the quality of life of much of humanity” (Laudato Si’, 18).

Amid such complex changes, fidelity to your vocation and mission calls for maintaining a delicate balance between embracing innovation and increasingly competitive production while at the same time viewing progress within the greater horizon of the common good, human dignity and a just use of the natural resources entrusted to our care. In your professional lives, you frequently encounter situations where these values are in tension, and consequently you must make important practical decisions regarding investment and management. Here it may prove helpful to recall three guiding principles present in the Gospel and the Church’s social teaching.

The first is the centrality of individual persons, with their abilities, their aspirations and their problems and difficulties. The Church has always managed to do great things with scanty resources, as a reminder that the results are from God and not from men (cf. 2 Cor 4:7). When a business becomes a “family”, in which management is concerned that working conditions always serve the community, labourers in turn become a “source of enrichment”. They are encouraged to put their talents and abilities at the service of the common good, knowing that their dignity and circumstances are respected and not simply exploited.

In exercising this economic discernment, the goals to be set should always be guided by the rule of the common good. This foundational principle of Christian social thought illumines and, like a compass, directs the social responsibility of businesses, their research and technology, and their services of quality control, towards the building of a more humane and fraternal society that can “make the goods of this world more accessible to all” (Evangelii Gaudium, 203). The principle of the common good points the way to an equitable growth wherein “decisions, programmes, mechanisms and processes [are] specifically geared to a better distribution of income, the creation of sources of employment and an integral promotion of the poor that goes beyond a simple welfare mentality” (ibid., 204). In this way, the horizon can broaden to embrace the entire world and foster a new political and economic mindset open to higher values (cf. ibid., 205). The vocation of business leaders will become “a noble commitment” to the extent that it is open to being “challenged by a greater meaning in life” (ibid., 203).

Finally, we must never lose sight of the moral and economic value of labour, which is our means of cooperating with God in an “ongoing creation”, which hastens the coming of God’s kingdom by promoting justice and social charity, and by respecting the two dimensions individual and social, of the human person. The noble

vocation of business leaders will be evident in the measure that all human activity becomes a witness of hope in the future and an incentive to greater social responsibility and concern through each person's wise use of his or her talents and abilities. Like the first community of apostles, who were chosen to accompany Jesus along his way, you too are called, as Christian executives and business leaders, to undertake a journey of conversion and witness with the Lord, allowing him to inspire and guide the growth of our contemporary social order.

With prayerful good wishes for the fruitfulness of your deliberations, I ask Mary, Mother of the Church, to sustain you in hope and in docile openness to the Spirit, so that you can be effective instruments of the Lord who constantly "makes all things new" (Rev 21:5). In imparting to you my blessing, I ask you, please, to remember to pray for me.

From the Vatican, 22 November 2018

Francis



III - OPENING PANEL

IT IS MORE ESSENTIAL THAN EVER TO REFLECT ABOUT THE LEADERS' MISSION AND VOCATION

The words are the Pope's words and they were pronounced in a message exclusively sent to the participants in the World UNIAPAC Congress and read in its opening session. Besides the videos also sent by Marcelo Rebelo de Sousa and the Cardinal Peter Turkson for the same occasion, this first session was also marked by Monsignor Bruno-Marie Duffés' alert. He reaffirmed the urgency of a new cultural paradigm of development, which equally serves management, protects "life, the planet and people" and may be able to overcome the fight "between the mere profit" and the other interests such as "dignity, solidarity, love" – and for the five pillars that, according to the economist Stefano Zamagni, will be useful in helping the enterprises in their crucial "big transition" to new models of cooperative leadership.

A totally full auditorium received the Opening Session of the XXVI UNIAPAC World Congress, and the headmistress of the Portuguese University was the first person on stage, stressing the strategic and already long lasting partnership with ACEGE and, bearing in mind the themes on debate, also remembered how the idea of enterprises having just the responsibility and creation of profit for the shareholders has become obsolete with time. Quoting American economist Milton Friedman, who considered corporative social responsibility as “a subversive doctrine for society”, also with welcome words to all presents, Isabel Capelo Gil opened the congress that would be a true marathon of ideas, testimonies, reflections and debates during three days.

Thanks to the wonderful new world of technology – that offers so many opportunities together with challenges – three speeches transmitted by video and specifically sent for this welcome session brightened this crowded Opening Session, serving as well as a kind of blessing and inspiration for the works ahead.

Marcelo Rebelo de Sousa reminded that “in a world that promotes misunderstanding quicker than agreement”, businesses based on the “person’s dignity” consist of an ecumenical and catholic view and that all who share it should bear in mind that their promotion in entrepreneurial life should be done through “equity, justice, competence merit and service towards the others”; cardinal Peter Turkson, present perfect of the Dicastery for the Promotion of the Integral Human Development (entity that came from the fusion of four other pontifical councils, by Pope Francisco’s initiative), defended the creation of an inclusive entrepreneurial system where businesses should be orientated for the common good, also stressing that “to have capital at one’s disposal” only represents a rise of the value if it attracts the entrepreneurial leaders to “the free responsibility of helping the poorest”, and monsignor Bruno-Marie Duffé, secretary of the same Dicastery, brought in hands a written message from Francisco (that will be developed below).

The member of the Roman Papal Court, “attentive to the main role the enterprise and its actors perform facing economy and development”, defended the relevance of “seeking, in a permanent way, what contributes to the construction of a fair world” – including in what concerns innovation – in the “post-modernity” age, stressing that, more than ever, and facing questions such as the technological revolution and uncertainty of the future in environmental issues, it is necessary “to develop human skills”, answering the present “challenges for the future of mankind” concerning “the development direction”.

Also remembering that the church may offer (the enterprises) an anthropological approach “always beginning by the power and its rights”, Bruno-Marie Duffé

also criticized the fact of existing many actors in economy who “want to be free from all the ethical-moral references, wishing to possess more and more”.

And it was precisely to contradict this reality that the Pope created the Dicastery, for the promotion of the Integral Human Development, with the objective of “getting out of a too segmented approach of society, which damages “people’s dignity” and the purpose of “community”.

More than “do for”, it’s worthy to “build WITH”, Bruno-Marie Duffé

For the secretary of the Dicastery, who also presented the new edition of “Entrepreneurial Leader’s Vocation”, and in plain harmony with the Holy Father’s words, it is necessary “a new cultural paradigm of development” that protects “life, the planet and people” and that may overcome the fight “between the mere profit” and the other interests such as “dignity, solidarity, love”.

The building of this new paradigm – that also serves management which Pope Francisco refers – should, so, be based on a “source inspired by the Evangel and the Social Doctrine of the Church”, as Bruno-Marie Duffé affirms, defending that “what really matters on this perspective is the man, each man, till all humanity”.

What is particularly important is “to let us be touched and conducted by what each person’s talent is”. In general, it is pertinent “to share the fruits of that talent” through a vocation that allows “to transmit a transversal approach to knowledge” and “to suggest a dialogue among actors.”

In short, more than “do for” it is worthy to “build WITH.”

The orientating principles of the Social Doctrine of the Church should be accomplished by the entrepreneurial leaders

The main idea transmitted by the Pope was “to promote a more human economy”. He also considered that “the decision of reflecting about the mission and vocation of the economical and businesses leaders is more essential than ever.”

In his message, dedicated exclusively to the participants of the Congress, Francisco remembers, and, about the decision of reflection on the vocation and the mission of economy and the entrepreneurial leaders, an excerpt from encyclical *Laudato Si’*: “to the intensification of the rhythms of life and work (...) adds the problem that the objectives of this rapid and constant change aren’t necessarily orientated for the common good and a sustainable and integral human development. Change is something desirable, but it becomes worrying when it transforms itself in deterioration of the world and quality of life of a large percentage of humanity.” (18)

In this same message the Holy Father also appealed to the entrepreneurial leaders “to be faithful to your vocation and mission implies to maintain a delicate equilibrium between innovation and a more and more competitive production and, at the same time, to face progress in a wider horizon that includes common good, human dignity and the suitable use of the natural resources confided to us.” The Pope affirms it is useful for the entrepreneurial leaders to be always aware of three big orientating principles of the Evangel and of the Social Doctrine of the Church, as, throughout their professional lives, he reinforces, it is frequent to have to face situations where these values are under tension, what consequently forces them to take practical and important decisions in what concerns management and investment.

The first one refers to people’s centrality – meaning they should be treated as “individual” people, bearing in mind their capacities, aspirations, together with their problems and difficulties. “When an enterprise becomes a ‘family’, in which management worries whether the labour conditions serve the community, the workers, for their part, become “a source of enrichment””, he writes, also adding that “these ones feel more encouraged to place their talents and capacities on the service of the common good, knowing that their dignity and circumstances are respected and not only explored.”

When an enterprise becomes a ‘family’ (...), the workers, in turn, become a ‘source of enrichment’; Pope Francisco

The second one is related to the exercise of “economical discernment” in which the objectives must be always orientated by the common rule. “This fundamental principle of the social thought of the church illuminates and, as a compass, directs the social responsibility of the enterprises, their investigation and technology, their quality control responsibility, towards the construction of a more fraternal and human society so that ‘the goods of this world may be more accessible to all’ (Evangelii Gaudium, 203). Francisco also stresses that the common good principle leads the way to a more equitable growing where “the decisions, the programs, the mechanisms and the processes are specifically orientated to a better distribution of the income, to the creation of work opportunities and an integral promotion of the poor that overcomes the mere assistance” (ibid., 204). And it is also this way that “the entrepreneurial leaders’ vocation will become “a noble commitment” as it will be more open to be “defied by a bigger meaning for life” (ibid., 205).

Last, the Pope also affirms that one cannot lose sight of the economical and moral value of work, which consists on “the way one cooperates with God in a ‘con-

tinuous creation' (...) respecting the human being's two dimensions, individual and personal".

So, "the entrepreneurial leaders' noble vocation will be visible as all human activity changes into an evidence of hope in the future and an incentive towards a bigger responsibility and worry, through the intelligent use of talents and each person's capacity", also adds Francisco. He ends his message remembering the present leaders that, similarly to the first apostles' community, and also executives and Christian managers are called to undertake the path of conversion" (...), allowing that "God inspires and guides them on the growing of our actual social order".

One cannot lose sight of the economic and moral value of work, Pope Francisco

The opening session of the congress ended with a presentation by professor Stefano Zamagni (interviewed by VER), in which he presented the five pillars of the Corporate Governance and stakeholders' involvement for the enterprises.

It is necessary to fight a war against the moral untying

Beginning his talking by quoting the famous book "The Big Transformation" by the Hungarian philosopher and economist Karl Polanyi published in 1994, Stefano Zamagni affirmed that we are living a second transformation "connected to the phenomenon of globalization and the third and fourth industrial revolutions, also referring that if there is an agreement between social scientists, economists and entrepreneurial leaders in what concerns the urgent necessity of change and reform of the world order, the same does not happen with the direction these must follow.

In parallel, the economist equally quoted a study accomplished in partnership between Accenture and the United Nations Global Compact, applied to 1000 CEOs, that concludes, similarly to what emeritus Pope Ratzinger had announced in his encyclic *Caritas in Veritate*, that "the global economy is on the wrong path and the enterprises are not doing their part in order that a sustainable future may be created". In the same study, the interviewed entrepreneurial leaders equally agree that bad behaviour is encouraged instead of penalized, what is equally defended by at least two economists rewarded with Nobel, Akerlof and Schiller, who also recognize that the current rules of the market don't "support" good behaviour, giving, in an opposite way, incentives for the bad behaviour. And it is following the "rotten apples in the basket" that the also teacher of Economy offers his vision on those he considers to be the five pillars capable of transforming the actual model of corporative leadership.

The first one is related to the fact that the enterprises are complex organizations whose functioning depends more on inner motivations, such as, for example the incentives plans, which, and according to Zagmani, are “always, always dangerous” and, “despite what we read in several economy books intentionally written to transform people’s mentality”. Long term, he adds, this type of incentives systems tend to destroy the confidence that, “when broken, there is nothing left to do”. The professor also remembers that the financial crisis in 2008 had much to do with this type of incentives.

The current market rules do not stimulate good behaviour, giving, on the contrary, encouragements for the bad behaviour, Stefano Zamagni

The second consideration is related to the fact that the organizations are only successful in prospering if they are able to learn and adapt to transformation over the ages – this way he stresses not Polanui’s big transformation, but instead the “big transition”.

Stefano Zamagni also remembers that the Taylor model of work organization – and mentioning the publishing of the book “The Principles of Scientific Management” by Frederick Taylor – although obsolete, continues to prevail in many enterprises and not because they have no conscience of their caducity, but rather because it is difficult to accomplish complex changes.

Nevertheless, a new model of organization is emerging, according to the concept of holacracy, molded in the book “Holacracy: The New Management System for a Rapidly Changing World” by the teacher from Harvard Brian Robertson, which relates particularly to the redistribution of power inside the organizations. Zamagni also draws a similarity to the document presented by Bruno-Marie Duffé, affirming that the ideas born with the Social Doctrine of the Church – “which are transversal to the work of UNIAPAC developed in the last 15, 20 years” – have a great impact on this new way of organization. Or, as he ends, “we need to change our organizations, not particularly because they are rotten, but because their models are obsolete”, mainly in the era of convergent technologies, Artificial Intelligence or do machine learning.

The third pillar introduced by Zagmani is based on the many and new functions that nowadays enterprises “realize” in society, besides the creation of richness, employment, goods and services. That is, and as he affirms, “it is very reductionist to consider that the enterprises are merely instrumental”, and the economist goes further, considering them as “political agents”, not in the sense of “political parties”, but back to the Greek word that means “community”.

We don't miss CEOs or competent executives, but we do miss true leaders,
Stefano Zamagni

So, and if enterprises can't isolate themselves from the rest of the world they should as well have into consideration that it is not possible to do "good businesses in a 'damaged' society, he alerts. Or, in other words, what Zamagni intends to say is that if an entrepreneurial leader – or any other citizen – has the notion that the society where he lives is "broken" he can't think he has nothing to do with it, but rather question himself about what he can do in order to change that situation. That's what we call "civil corporative responsibility", a much wider concept than the well known term "corporate social responsibility" that, these days, is not simply enough.

Time for the Economy Professor to express himself about the theme of ethics or ethical values, "everybody speaks about, but without paying attention that not all ethical theories are 'mankind's friends' – utilitarian ethics is an example. He agrees, as expectable, that the enterprises need ethical regulations that orientate them in their interactions with other constituents. But it is the so called "virtues ethics" that have to prevail as an organizational rule and one should avoid the mere "values language" when it is separated from the spiritual and cultural fundaments which also guide the enterprises.

Last but not less important at all, Zamagni refers to the need of "fighting a war against the moral disengagement", a concept majestically analysed by the psychologist Albert Bandura in his book with the same title *Moral Disengagement: How People Do Harm and Live with Themselves*. Synthetically, this consists on a "cognitive process that is useful in deactivating the self-regulatory processes that usually prevent individuals from reacting". So, and according to Bandura, the [correct] language of values is a powerful antidote against this "moral disengagement", and this same language of values may be found in the Social Doctrine of the Church.

Still tracing some considerations about the implications that result from these five pillars in the business world, Stefano Zamagni also accuses the lack of leadership that exists nowadays. "We don't miss CEOs or executives", he affirms, "but we do miss true leaders".



IV - 1ST PANEL

THE PURPOSE AND THE ARCHITECTS OF THE COMMON GOOD

“To unify themes that give meaning or purpose to our daily routines, but also to the ones who work with us or for us” and make them extensive to the communities where we are included is a good means to define a mission that goes far beyond the own profit and aims to work for the common good. The themes that animated the two first panels of the UNIAPAC World Congress were testimonies from who has overcome many personal adversities in order to be able to find himself in “others” and the urgent promotion of “the different and vulnerable ones” inclusion in the enterprises. by helena oliveira

It was with a pertinent speech adequately adjusted to the big themes in the agenda on the 2nd day of the UNIAPAC World Congress that its President, Rolando Medeiros, began the works that would gather four panels and more than twenty speakers

[the present article is dedicated to the first two]. After a morning prayer pronounced by the Lisbon Cardinal, Don Manuel Clemente, he began by referring that science, technology, free market and democracy allowed the society to attain levels of knowledge, freedom, life expectation and abundance without precedents, and so, worthy of being celebrated. However, Rolando Medeiros opposed the “collateral effects” of all those achievements. That is, “technology gives us power, but it can’t guide us towards the best way to use it; the market offers us choices, but it doesn’t orientate us to the “how” those choices must be done and the liberal democratic state concedes us freedom to live the way we want, but it refuses, as a rule, to clarify the way we should use those options of life”. In short, and as he concludes, the result is that “the 21st century leaves us with a maximum of choices and a minimum of meaning”.



The search of meaning and/or purpose inside ourselves is a continuous quest done since immemorial times. But for the UNIAPAC president our “me” is a poor place to be found. As we also know, the pursuit of the purpose in management has been his big crusade during this last decade. That purpose has changed first into just a buzzword, but, with time – and times – it has attained a top place in the podium of the entrepreneurial leaders’ speeches, levelled with the so called “mission” or even overcoming it. And if in many cases purpose may be just an empty and meaningless word, the truth is that for many enterprises and their leaders finally it became the true objective of business.

This way Rolando Medeiros gives the theme for the first panel of the day, questioning whether “commitment” may really constitute an “essential objective able to unify matters that give meaning and purpose to our daily routines, but also to the ones who work with us or for us.”

For that he also assures that “all of us have the choice and the power to find a purpose on a large scale in the roles we play in our enterprises if we concentrate on our talents, skills, competences, thoughts and energies in a permanent way that leads business to truly serve the common good”. For the president, “all of us are able to devote ourselves to a cause we consider to be a noble purpose”. But it is also true that this effort may become a paradox. A paradox that, according to Rolando Medeiros, and without spending a lot of time thinking of our personal gains, seems to be the most right path to happiness, more than the mere persecution of that same happiness only aiming our own profit”.

*21st century offers us a maximum of choices and a minimum of meaning,
Rolando Medeiros*

For the 1st panel a group of leaders was chosen. They testified the transparency of this same paradox through the sharing of their personal search and of the successes and obstacles they have found on the way they have chosen aiming the purpose of what they are doing. And the president hopes that their actions may inspire and motivate the personal necessary change to reach the nobility of the vocation.

Call, cooperation, defeat fear and care about the “other”

After a brief introduction by João César das Neves, who doesn’t believe that new commandments are necessary to management, but rather to accomplish the one cited by Jesus as the “big commandment in Law” (Matheus 22:36-37) – to love God with all our soul, all our heart, all our mind and all our strengths – as well as love our neighbour, five speakers shared their experiences in the search of meaning for themselves, the meaning that is finally and equally expressed in the good they do towards the others.

The main objective of the AMH Group is to disseminate our model in order that the others may appropriate it, Amina Laraki-Sloui

Amina Laraki-Sloui is Moroccan, Muslim and, after an accident in 1992 that placed her on a wheelchair, she decided to found the AMH Group in Morocco, whose

mission is to help people with incapacities or in vulnerable situation and alert to the prejudice and the stereotypes around them. As one of the largest organizations without profit- making in the region – “rich people pay for the poor ones, in a relation of five independents for one dependent”, as she affirms – in the area of health the AMH Group leads several physical and functional rehabilitation centers, among which Noor Centre is the most known and a pilot-project already replicated in other places in Morocco, and in education it is represented by Tahar Sebtîa Institution that offers an educative program from preschool till the end of primary teaching to 480 children, focusing on the personal development independently from their socioeconomic statute or incapacity. Amina always assumes her project as a social enterprise or a platform of social innovation in open source “whose main objective is to disseminate the model so that others may appropriate it”, she affirms. Bearing in mind that “the world is hostile” [particularly facing “different” or more vulnerable ones], the Moroccan, who is also an activist, believes that the answer may be “on the promotion of communication and in the art of mixing talents and living together.” “I’m Moroccan, but I believe what Jesus said: ‘to love and take care of the weakest’”, she concluded.

Djisman Simandjuntak , from Indonesia, is the headmaster of the Prasetya Mulya University, the first one to integrate a business and economy school in the region. As the president of the administration council in a mining enterprise, Simandjuntak confessed it is complicated, but not impossible, to balance this particular entrepreneurial activity with the creation of values in the involving community, the same time he faces very specific challenges in his country, with very reduced levels of literacy and competences, and with a very hard cultural and religious diversity to lead. His enterprise and his program “Responsible Company in Action” try to harmonize the complex mining activity with the values he “shares with society”, choosing education and the creation of competences through a “complex net of cooperation” that, according to him, consists of the pinnacle of development.

To bet on education and the creation of competences consists of the pinnacle of the development, Djisman Simandjuntak

Similarly thinks Slovak Michal Hrabovec, president and co-founder of Anasoft, a well successful software enterprise. With an enormous humility and a certain nervousness, he shared with the audience the burden he carries facing the responsibility and accountability – another idea much stressed in the congress – inherent to his CEO position and the fear of failing he felt when, 19 years old, decided to open his

enterprise, always considering that one should choose the most difficult way, and not the easiest one. Patience, courage and capacity in assuming risks – never putting aside to dream – and overcome fears leaving his comfort zone are the states of mind that have accompanied the youngest entrepreneur on stage. His enterprise, awarded with the prize Year Enterprise in Slovakia and recognized by several other prizes related to his social responsibility activities, has as an objective to prove that “entrepreneurship hand in hand with technology may create a new value for all humanity”.

This round of testimonies also included the Philippine Tito Serafica, president of the administration council of the Brotherhood of Christian Businessmen and Professionals (BCBP), who stressed the necessity of “changing the grey into white” – or fear into freedom – assuring that there shouldn’t be any “dingy” zone between the spirituality and the vocation and call to which many leaders are open. For Serafica, as president of the administration council and CEO of the Premiere Horizon Alliance Corp that operates in the areas of real estate and mining, it is always necessary “to do a faith jump”. The motto of his enterprise is “we do not overcome challenges making the problem smaller, but rather making us bigger” and it has accompanied him since ever, particularly because some years ago, and as a Christian, he suffered an enormous dilemma: to have to manage an online casino that, worsening it, was flat broke.

I carry an enormous burden facing the responsibility and the accountability inherent to my position as CEO, Michal Hrabovec

The panel also included Aimé Séne who “dreamt to be rich and share his richness with his fellow countrymen.” The Senegalese entrepreneur, CEO of Hertz and founder of several successful enterprises, is well known for his social work at many levels he has provided service in a poor country from the building of schools to the bet in better health conditions for maternity or the improvement of the sanitation conditions and others in some of the poorest quarters in Senegal.

Who better than us may change the world for better?

The moderator of the second panel of the day was Ruy Diniz, executive director of “Mello Saúde” who elected inclusion – the theme in debate – as one of the biggest “tasks” for the entrepreneurial leaders. “Because enterprises are made by people, made to serve people and because it is necessary to bring the largest number of people inside them, what we have to be convinced of is that each person has

his own value and it is urgent to stimulate his inclusion where we work and where we live", he affirmed.

Before going to the panel of speakers – all of them directly or indirectly related to the debated theme – Randy Lewis, the ex-vice-president of Walgreens and the precursor of a extremely well successful model of hiring people with deficiency, inspired by his own son, autistic, and replicated in many other big enterprises, "filled and stuffed" the stage with his good-humoured presence, also possessing the gift of telling good stories. Randy Lewis' good story may be consulted in more detail in an interview he gave to VER, but, in short, the also founder of NOGWOG Disability Initiative, a non profit organization, dedicated to expanding the hiring of people with incapacity in the highest number possible of enterprises, spoke not only about the ways that conducted him to present to the administration council the pioneer idea of "hiring a labour force it would never hired", as he convinced, with numbers and parallel narrations the present entrepreneurial leaders, by saying that these people have a performance as good as the one of their "normal" congeners, or even better.



V – 2ND PANEL

IT IS THE FEAR OF FAILING THAT MAKES US SMALL, RANDY LEWIS

“To see beyond the incapacity”, to stop underestimating the competences of who doesn’t act according to the established canons – as the employee who used to dance whenever he did a good work, to what Lewis asks: “Is it better to dance or to protest?” – and, bearing in mind that people with incapacity only hired as “second choice” don’t feel “one of us” are just some of the ideas shared by this man, who succeeded in employing in one of the largest distribution centers from the second biggest chain of pharmacies all over the world 40% of people with incapacity doing the same, having the same levels of performance, earning the same the other 60% of their colleagues. “And this center became the most productive one in our history”, he still added.

Lewis knows, because of his own gigantic experience, that it isn't at all easy to convince the top executives to bet on this kind of "experience". As he affirms, the main reasons for so many suspension points is "the fear to fail", "the fear that makes us small", but the hope is that his model keeps on being adopted by more and more enterprises, as it was by Toyota, by Procter & Gamble, by Sephora, by Microsoft, among other giants. A final and really special message from this man is related to one of the short stories he had been telling along his presentation: the one of a greaser who, having lost a son in jail (suiciding himself through hanging), guaranteed he would change the prison system in the United States, fighting for the separation of young people from convicted adults. And he was successful, only by himself.

Or, in short, who, better than ourselves may change the world for better?

Diversity, inclusion and the reason why nobody may be left behind

"If rationally all of us know that diversity is positive, if we have the numbers, if we have the statistics, then why do we not put it into practice? The question is put by Chiara Condi, founder of the non profit organization LED BY HER – dedicated to the defense of the rights of women who suffered any kind of violence and represents an incubator for entrepreneurship and innovation development [in the feminine]. "Because we are afraid", she answers. "If we do a simple research for CEO on Google, all depicted images are men", she continues. The reality is that "all of us are part of the problem and of the solution", she still assures, and "we also have to be the ones who take advance and give a confidence vote." Chiara works with women exposed to lives of violence, many of them have never worked – "and the world gave up of them the same way they gave up of themselves", and is against prejudice and genre inequality, in favour of a "space" and it is through programs she establishes with the enterprises to talk about diversity that Chiara leads her path towards inclusion. Right now "enterprises are beginning to take part in the cause and they themselves are going through a process of change", she assures. For Chiara Condi the question of inclusion – this case women's – is not only a case of social justice but also a "business care". And, she concludes, "it is good that everybody understands, once and for all, how necessary it is to integrate women – who represent more than 50% of the world population – in the enterprises DNA".

Enterprises are beginning to be part of the cause [diversity] and they themselves are in a process of change, Chiara Condi

"In the globalization of indifference, how can we include difference?" – asks Michel Roy, general secretary of Caritas Internationalis. Reiterating the idea that we live in a world where the globalization of rejection and hostility result from a culture that has been invading the world, together with materialism and individualism, one has to fight to include the "vulnerable ones" –in this case, particularly the poor – and considering that in many populations these assume themselves as their biggest segment, he declares. Also quoting Pope Francisco, Michel Roy still affirms that migrants are among the most vulnerable ones and that only with a global effort which includes businesses leaders as well as the many volunteers from Caritas, will be possible to work that way.

The general secretary of Caritas also assured that in the organism he leads people are working aiming the building of a solidary economy that may be inclusive and may, for example, bet on the creation of small enterprises and on the investment with impact, as there are good signs that the projects may also be escalated, in terms of entrepreneurialism. To create an inclusion environment also in the enterprises, investing in the formation of these vulnerable populations and creating partnership in the area of the solidary economy is, for Michel Roy, the way to follow.

For Luc Cortebeek, member of the Global Commission for the Future of Work from the International Organization of Work (OIT), the diversity is an extremely important topic in the actual context. "Because nobody may be left behind" in the labour world, and, due to the unemployment growth in many places in the world together with extreme poverty, "politics that encourage diversity and inclusion are more and more crucial". In spite of agreeing that the new technologies may lead to the creation of new jobs, it is not possible, according to him, to forget as well the enormous challenges that will come from this new era of automation. "We can't be afraid of this disruption but instead take into consideration one of the most ambitious contracts of modern society: the union of employers, employees and governments", he emphasizes.

In the globalization of indifference, how can we include difference?, Michel Roy

For OIT, and particularly for the program in which it is included, the future of work and the inclusion of "all" is being thought according to specific principles: to invest in sustainable employment and not to think only in terms of the PIB; to create "fair" businesses and long-term investment, to reduce tax evasion and, in terms of digital economy, to tax the profits source; to promote new actions that will grant better competences in technologies for the poorest; to bet on learning throughout

life; to give priority to the green economy and always bear in mind the investment on people and their universal right to education. Finally, an important note: One of the main objectives of OIT is the fight for a general protection of the workers, independently from the contracts they earn. That is, even for the so called “gig economy”, which gathers more and more independent workers without any kind of social protection, and for all the “new types” of work originated by the automation era, the idea is the existence of a net that protects them in situations of unemployment.

For Cécile Renouard, responsible for a program of social performance of multinational enterprises in developing countries in ESSEC Business School, with a doctorate degree in Political Science and Philosophy and also the authoress of many books, her “personal fight” is the accountability of the enterprises on the impacts they have in all the domains they operate, namely in what concerns the contracts of people who work “along” the global value chains. And, considering that “the rules of the game are not consistent with the global challenges”, they should also be charged by means of the integration of the social and environmental impacts, as complementary actions of their strategy. The academic is equally the foundress of an initiative that aims to integrate the social and environmental responsibility not only in the enterprises, but also in the curricular structures of the students who attend businesses schools. For Renouard, to face the corporative social responsibility as an economic and financial value will be useful in changing the matrices of the entrepreneurial performance and in promoting the defense of the common good.

The politics that encourage diversity and inclusion will be more and more crucial,
Luc Cortebeek

The last speaker of this panel is the founder of Fundacion Paraguaya and also its CEO; it’s an organization dedicated to the elimination of poverty that developed an “original” tool in what concerns poverty diagnosis. The Paraguayan Martin Burt, who is also a member of the administration council of the Schwab Foundation for Social Entrepreneurship from the World Economic Forum, created a platform that helps people (families) to “rise”, themselves and the communities, from the multi-dimensional poverty. The tool, named Poverty Spotlight, consists of an app (used in the enterprises) that allows the answer to an “visual inquiry” which produces a map that permits to detail 50 different “domains” of poverty, for example whether a family has “running water”. The families select the images, categorized in green, yellow and red, which aim to identify their “condition” and reality facing each of the indicators. Through the geo-location integrated in the app, this generates poverty

maps for entire communities, allowing the stakeholders to concentrate on specific measures, canalizing this way the best resources in a shared effort to eliminate or mitigate. For Martin Burt, to ask a worker directly whether he is poor and how poor he is, is completely different if he is the one making his own diagnosis, being conscious of his condition and fighting to regain his dignity, what is done together with the rest of the stakeholders. And, he alerts, "it's easier to separate poor families from very poor families". Burt's organization also created a "community of good practices" which help families to answer such different questions as "how it is possible to build an extra room in my house?" or "how it is possible to cope with domestic violence?", questions that are later changed into guides, among which the one that is dedicated to teach "7 ways your family can build a new room".

In short, these two panels shared a common ingredient: The conviction that, even in the most chaotic sceneries – personal, social, economic, cultural or religious –, it is possible to undertake change and contribute to the others' good the same time we find good inside ourselves.



VI - 3RD PANEL

INSPIRING PRINCIPLED BUSINESS PERFORMANCE

During the afternoon on the second day of the XXVI UNIAPAC World Congress one talked about ethics and Common Good in the two panels. After a morning full of inspiring examples about inclusion and personal transformation in order to face businesses as a noble vocation, the afternoon was also equally inspiring and rich, beginning (in panel 3) with diverse – and good – examples of ethics in management, and finishing (in panel 4) with testimonies that prove businesses can – and should – have a positive impact on the promotion of the Common Good and on the creation of a more fair society.

After a morning full of good examples, 23rd November afternoon couldn't have begun in a better way in the *Auditório Cardeal Medeiros da Universidade Católica Portuguesa* (Cardinal

Medeiros's Auditorium in Portuguese Catholic University). The third panel of the UN IAPAC World Congress, organized by The Christian Association of Entrepreneurs and Managers (ACEGE) and by UNIAPAC, was dedicated to the theme "Inspiring Principled Business Performance".

With the presence of speakers coming from different parts of the world, namely from Europe and South America, this was a much heterogeneous but intense panel in what concerns an idea present in all the intervenients' speeches: the idea that we should always practise the good, and that this posture is perfectly compatible with a business management and the success of an organization.

The moderator, Christoph Stückelberger, began by explaining that "we are going through a very difficult period". Through some questions – "Which is the motor and/or the ultimate criteria for our decisions? If businesses can be a painful vocation, how can we support them?" – the founder and president of the platform Globethics. Net Foundation introduced this debate.

Based on the idea that we should search the best vision of ourselves, this session keynote speaker, Richard Higginson, began by saying that he is conscious that "all countries have their heroes and heroines in businesses" and that these "aren't always catholic".

Sharing a good example, the previous president of Faith in Business, in the United Kingdom, began by telling that, in times, he had known a group of people – "no more than 20 thousand" – who led their businesses in different areas (textile and pharmacy industries, soap production, for example) based on the divine message, "leading them in a responsible way and embodying prudence and moderation", as in what concerns "to produce cocoa without additives, lodging their employees" and guaranteeing that these had a good life and work quality.

"Are there still philanthropists in the United Kingdom?", he questioned, explaining that "many say they observe God's Kingdom and embody Christian values inside their enterprises", but, in practical terms, they remain far from questions that have to do with everybody's good-being, managing their businesses in a scarce ethical way. For Higginson "an enterprise has to have its leader's example and his principles have to be accepted by all labour force", from workers to suppliers, and this is the basis of an "healthy businesses model".

"An enterprise has to have its leader's example and his principles have to be accepted by all labour force" – Richard Higginson

In his testimony, the main speaker of this panel also gave the example of an enterprise that ended in a collapse precisely because “its leaders were hypocritical”, as “they had values but didn’t put them in practise”. As this organization offered “low and unrealistic prices”, it could win many projects; however, it “didn’t respect the deadlines”, nor pay to workers and suppliers in time, accumulating more and more debts.

The second invited speaker was Mexican Alejandro Pellico, who exposed his perspective about the meaning of leadership as a vocation, inspired in universal principles. Mr. Pellico, president of the Social Union of Mexican Entrepreneurs (USEM) showed how the traditional strategy business models, which are followed by the majority of business leaders, establish that the main and only goal of the enterprise, should be profit maximization. When following this business approach, many times human person is instrumentalized, since he / she is valued only due to his / her ownership of the capital, his / her willingness to buy what they sell him / her, or his / her productivity and contribution to profits.

According to the Mexican, the enterprises should “contribute to the Common Good”. This means of course, to create economic value, but also and at the same time, to make sure that value gets to the community within and outside the enterprise, to respect human dignity, and to create the conditions for people in the enterprise to develop in all their dimensions (Physical, intellectual, social / familiar, spiritual and professional). To manage the process, Mr. Pellico showed a mechanism that he names *Person centered management model*, which establishes the means and ends (cause – effect) of five universal principles, that when put together with the traditional profit maximization management standards, provide a formula to put the person at the center of the management process, to consider the enterprise as a community of persons that at the same time generates economic value, and works for the integral development of all their members.

And all this contains the idea that “we should look at each individual as a singular being” and consider him “as part of the richness”.

“People are the essential value”

António Pinto Leite, focusing on love as management criteria, considers that if “the commandment of love is the first one”, so, “the ethics of businesses should also be sorted by love”. For the founder of the lawyers association Morais Leitão, Galvão Teles, Soares da Silva & Associates “an essential step is to understand that love as a management criteria is not a sentimental disorder”, but rather the power and responsibility of “treating the others as if we were on their places, with all information”.

According to the previous president of ACEGE, “love may appear in several words” as “solidarity” and “Common Good” and it will continue to be alive in whatever the revolution is”.

“Liberty is to do what is right and not what we feel like”, Etienne Wilbaux

Coming from France, the founder of the Cassiopée Foundation, Etienne Wilbaux, began by telling that, “when he was young he thought liberty was essential” and that “when he was 23 he had all, but he was not happy”. And it was after a long conversation with a Jewish priest that he changed his perspective of life, recognizing that “liberty is to do what is right and not what we feel like doing”, which is equal to saying “love your neighbor and go towards him”, being his focus the most disadvantaged communities.

Based on the work developed in his foundation, which supports projects in developing countries, promoting the inclusion of marginalized groups and fighting poverty, Winaux considers that “difficult times may be moments of reformulation”. Supporting micro- entrepreneurship, particularly among women and young people, as well as other projects (in agriculture, education and so on), the speaker affirms that “solidarity, respect for moderation and sharing” are fundamental in his life.

Having travelled from the other side of the Atlantic, Sergio Cavalieri, president of the administration council of the Asamar Group, began by explaining that it is “the respect for the values” that allows the familiar business to have survived for three generations and continue to be active after almost 90 years. For the Brazilian manager and civil engineer “people are the essential value” and it is fundamental “that they feel well in the community and at work”, stressing there are no differences between employees and employers”.

And, as he sees “enterprises that put aside the values and get involved in situations of corruption”, Cavalieri assumes he has no doubts that “the success of the enterprises has to do with the Christian values”.

The Brazilian ended his testimony with two notes. First, he explained that “there has been a change of shareholder to stakeholder”, stressing that “society is the main stakeholder of an enterprise” and that anyone who is linked to it “may change it”. Finally, he defied the entrepreneurs to get involved in political issues, giving the example of Venezuela and explaining that the enterprises in that country are not doing all to save it from a crisis without precedents.

Approaching the theme of corruption, the moderator questioned the speakers: “we can be against corruption, but what should we do if our enterprise is cor-

rupted?”. According to Etienne Wibaux, to analyse this subject “is difficult” but for her “corruption begins when we can’t explain to the others how and why we have received a specific present”.

His turn, Sergio Cavalieri commented that it was corruption that shook Brazil, explaining that, due to “the “destroyed public finances and a broken government”, many families were indebted and “the country dove into its biggest crisis in its history”. As the civil engineer explained, “there was recently a change and a group of judges is sending the corrupted entrepreneurs to prison”, and he is sure that “if in four years these politicians don’t do their work correctly they will be moved away from power”.

Another question Christoph Stückelberger pointed out had to do with the changes that the technological revolution brought to the world. And, on this this issue, Alejandro Pellico thinks that “as Christians, the challenge is to understand that all this is a passage”. His turn, António Pinto Leite explained that “it is necessary to humanize the electronic relationships”, considering “there is a ‘dryness’ that impresses”.



VII - 4TH PANEL

EACH GREAT PURPOSE SHOULD BE A CURE PURPOSE

The second panel in the afternoon (the fourth in the congress) was dedicated to the positive impact of businesses in the Common Good. Similarly to the previous panel, it included the participation of speakers from different parts of the planet, more precisely from European and Asian countries. And if in the third “group” there was an idea transversal to all the speakers, the same didn’t happen in this one, considering the diversity of the perspectives and the different ways the guests approached the theme.

Raj Sisodia, the co-creator of the movement Conscious Capitalism (CC) was (well) chosen to be the main speaker of the panel that would close the works of the panel on its second and intense day under the motto “to encourage the businesses with a positive impact on the common good”. After having been in

Lisbon the previous day to “inaugurate” the CC Community in Portugal, Sisodia also took advantage of the stage for an *early opening* of his work – The Healing Organization: Awakening the Conscious of Business to Help Save the World, which stands on the premise that, when the enterprises are led in the right way they can relief the suffering in our lives, the same time they have an extraordinary performance.

And it was precisely talking about suffering that Sisodia introduced his presentation, affirming first place that, although the physical violence is declining in the generality of the planet, the same doesn’t happen with the psychological suffering, rather the opposite. In possession of some statistics, Sisodia referred that the number of suicides is growing in a general way and that the way we work has much to do with this issue. As an example, data from a research realized in the United States refer that 88% of the workers affirm they work in enterprises which do not worry about them as human beings. It is proved that heart attacks happen in a higher number on Mondays, among other conclusions well exemplified in Jeffrey Pfeffer’s more recent book (VER has written about it), such as the case of 60% of American aggregates being technically insolvent and the common employees’ salaries increase not being higher than 10% compared to the 93,7% owned by the CEOs.

“It’s time for the enterprises to wake up, grow and assume themselves as part of the solution” – Raj Sisodia

All this to conclude that the human costs of doing businesses, as “it is normal” are very high, that there is no bill for all this suffering and that the consequences reflect on people, children, the planet and that “to cure has to be the goal-purpose of our times”, towards “we ourselves, our families, communities enterprises and countries”.

For the speaker, the true purpose of businesses is double and it includes both the creation of prosperity and the necessity to take care. The same way it should equally serve people’s necessities. That energy of service and care for one another leads Sisodia to the conclusion that “the entrepreneurial activity is essentially to cure”, together with the idea defended by Herbert Kelleher, co-founder, emeritus president and ex-CEO of Southwest Airlines, who has always affirmed that “the business of businesses is the people”.

After an explicative exercise of the “essential psychology of human energies”, Sisodia goes back to the principles of the conscious capitalism: the “why” of the existence of a specific business, the “how” it should operate – through the purpose –, the “what” that should take into consideration all the stakeholders’ inclusion and the

idea that all should gain, and the “who” should manage it, that is, conscious leaders who practice care cultures. So, and in a fusion of his previous book and the next one, the purpose of any enterprise should be “to do something worth being done and earn money” instead of “doing something merely to earn money”.

Or, in short, any great purpose should be a cure purpose. For, and in truth, what we are doing nowadays is to use and explore, instead of taking care and cure.

In turn, and in a clearly happy tone, José Luis Perez began his testimony by saying that “it is a miracle to encourage businesses for the Common Good”. As the founder of UCAM, a non-profit Spanish organization, the speaker told that, together with his wife and eight of his fourteen children, he had already been a missionary and had lived in rather poor areas. And, based on the experiences he has already had, the speaker also explained that the university he created “works to be a reference in higher education”, helping the most disadvantaged youngsters through sports. According to the Spaniard, “the entrepreneur’s profession is wonderful”, being proud of giving a job to more than 20 people with deficiency.

“I’ll work eight hours for a good salary and 24 hours for a good cause”

Giving his testimony as an entrepreneur in the mining sector, Felix Pole introduced his presentation by questioning himself in which way business faced as a vocation is connected to the activity it develops. He also said that “45% of the PIB derives from mining”, being this a sector that “employs many people”. The speaker also explained that his enterprise “is small, operates locally and has an active role in society”.

The invited speaker in this panel also said that his enterprise “is close to opening a mine” and that “when the operations are finished the zone will be requalified and rehabilitated”. He stressed that the workers involved in this project “will have qualifications for life, which will allow them to work not only in mining but also in other areas as machinery”.

For the English entrepreneur, “businesses may be a noble vocation if they focus on doing good”, being sure that “between profit in the short-term and sustainability in the long-term, we always have to choose the second option”.

Giving a little more pragmatic perspective, Claudia Belli, responsible for the department of social entrepreneurship and microfinances from BNP Paribas, explained that, through some measures, the organization where she works has been successful in “doing the good and avoiding the bad”. And how? The manager said that “even with the possibility of having losses”, one of the first taken measures was

“to stop working with enterprises from the tobacco sector and stop financing some types of gas.”

“Businesses may be a noble vocation if they focus on doing the good”, Felix Pole

Not pleased, this financial institution administration decided “to do something in a pro-active way” and “create politics that help citizens to accomplish the Paris Agreement, supporting projects that contribute to the green economy”. As an example, the speaker explained they have decided “to give loans of positive encouragement”, that is, “if clients present projects that help the environment, we reduce the prices”. Another measure is connected to the growing support to social enterprises, with investments that have already overpass a million euros. The results are “more involved enterprises” and more green and environment friends products.

Coming from Philippines, Robert Laviña began by saying that, for him, business objective is “to make lives better”, particularly the lives of the most disadvantaged. The manager guarantees that the Phinma Group, where he works, “has already changed slums into social lodging, having built “1180 houses with legal electrical installations”.

Laviña stressed, as a complement, that the group guarantees accessible education for everybody. According to him, “many of the students who arrive have only completed the primary education”, being conducted to a program of literacy. The manager ended his testimony with a certainty: “I will work 8 hours a day for a good salary and 24 hours for a good cause”.

The last guest who spoke in this panel came from Thailand with the conviction that “businesses are noble, because they create work and, consequently, raise the wellbeing of humanity”. Virachai Techavijit is the founder and the president of Regent’s International Schools & Colleges and he defends that “it is any leader’s fundamental duty to guarantee that his businesses improve everybody’s life, inside and outside the enterprise”, but he adds that theory does not always correspond to reality, as “weakness is human and to make a mistake is even more human”.

Following this idea, the manager explained that “leaders should be attentive and create healthy environments” to avoid bad behaviours, bearing in mind that “temptations create corruption” and that this “is the disease that destroys businesses and countries, disturbing the global wellbeing”.

According to the speaker, technology – and namely through Blockchain and other inventions that are being tested in countries as Estonia – may be seen allied to the fight against corruption, bearing in mind that it is an unbreakable and “incor-

ruptible" system, through which it will be possible to navigate and make transactions without danger, and where data are safe.

For Virachai Techavijit "the entrepreneurial leaders have the moral obligation to protect all the databases of businesses with Blockchain protection mechanism", avoiding this way the existence of "more blanks in the organizations operational systems". And, finally, he defended that, without that protection, "the way businesses are managed cannot be considered a noble vocation".

After the presentations, there was still time for a debate between the speakers, moderated by Maria Manuel Seabra da Costa. The keynote speaker of this panel assured that the defenders of the conscious capitalism are NOT against profit – and the economic performance is also a business value – and that if it is socially irresponsible not to generate profit, it is important to know the way this is generated. If the enterprises create many riches, he proceeds, "the truth is that they also destroy them, financially, intellectually, socially, emotionally, spiritually and culturally". And he concludes, "it's time for the enterprises to wake up, grow and assume themselves as part of the solution", Not the problem.

This idea put an end to the second and intense day of the UNIAPAC World Congress.



VIII - 5TH PANEL

THE FUTURE OF WORK

Dedicated to the future of work, the last panel of the XXVI UNIAPAC World Congress gathered entrepreneurs and representatives of social organizations, in a reflection centered in the many and worrying challenges that the rapid transformations of the globalized and digitalized world bring to the entrepreneurial market, which faces presently an enormous change in its paradigm. Enterprises have to reinvent themselves, in group and “based on the values of dignity and solidarity”

The third and last day of the UNIAPAC World Congress was dedicated to the future of work. In a panel that gathered enterprises and civil society organizations, reflection centered on the many and worrying challenges that the rapid transformations of the globalized and digitalized world address to the entrepre-

neurial market, which faces presently an enormous change of paradigm that will imply “to work to(re)learn in order to work”.

Defending that the “new contexts of work should be a determinant factor for social justice”, in which “a decent work” has to have “decent salaries”, the moderator of this fifth panel, monsignor Robert Vitillo, excepted the example given by many speakers present in the congress, who testify it is possible to cooperate in initiatives of social support through “very interesting experiences” through organizations of defense of dignified work.

In the current political and social context, the general secretary of the International Catholic Commission for Migration, who has acted for almost 70 years in favour of the migrants and refugees, refuses the word crisis –democratic, ecological or of exodus – ,saying that “we are in truth facing a migratory opportunity of gathering talents”, in favour of everybody. This way, this north-American organism has been studying the path of the migrant workers under the supervision of monsignor Vitillo, trying to give an answer to “their fears and their aspirations”.

Social development should be hand in hand with the economic growth and, for all that, one has to go back to anthropology and build an holistic view –

Msgr. Robert Vitillo

Fazer a transição com optimismo

Quoting the encyclic “Laudato Si”, in which Pope Francisco criticizes consumerism and appeals to the global unification of actions to fight against environmental degradation and climatic changes, the Counselor for Social and Religious Affairs of the International Organization of Work (ILO) in France, Pierre Martigot-Lagarde considers that, because of the current crisis the world lives, “it is urging to question right away, recognizing that there isn’t just one crisis”.

First, “it is necessary a return to times in which people used to live in rural areas” in order to face the today ecological crisis: “it doesn’t mean a return to the past”, but, facing the transformations that emerge in Europe, “to make a transition that hasn’t to be negative”, but, on the contrary, should be faced with optimism.

Second, one should question whether we have to equate the technological growth only in function of the economic growth. As Pierre Martinot-Lagarde inquires, “aren’t there other ways to face social development?” Surely yes, for example, changing the ONGs environment and creating more connections to the entrepreneurial world, he affirms. “The social development should be hand in hand with the economic growth”, and, for all that, one should “go back to anthropology and build

an holistic view". For such a vision the organizations that work for social peace and justice represent a big contribution, which is the case of ILO in France.

In parallel, "we have to look at the new forms of social innovation and entrepreneurship", according to Ford's theory, as well as to the progresses in health and education that have happened since the industrial revolution in the XIX century, "improving expectations" of progress, and also at the urban environment of the families. All these factors should be connected, but without reducing all into one single (technological) reality, so believes the demographer.

We don't have to consider the technological growth merely in function of the economic growth – Pierre Martinot-Lagarde

In this context the change in progress "has the magnitude of all, in the past", and "shouldn't scare us", alerts the Counselor for Social and Religious Affairs of ILO in France. But it should preferably be addressed as a whole, and, returning to the Social Doctrine of the Church as defended by Pope Paulo VI: something that "has to be with everybody's insight". It is necessary to "leave from the local level" and, essentially, "we shouldn't be afraid", he stresses.

This insight direction has to do with "the processes that make us happy or not", with the "feelings" and with the linking of visions that allow "the building of a future, without forgetting the past". Future is uncertain, but there are many options to "find new forms of solidarity" (together with ONGs) and of "individual comprehension" that alter, for example, the reality "of the inexistence of employment". For, the same way migrants and rural workers reinvent their lives day after day, enterprises should impose "criteria that are applied as a whole", reinventing themselves "based on the values of dignity and solidarity", as the Vatican defends in his document "Il Lavoro et Dignitate", recalled by the moderator, Robert Vitillo.

Learn to work will change the paradigm

The future of work is "fascinating and causes controversy reactions". It is with this conviction that Silvia Taurozzi, headmistress of IRRADIA Foundation, an Argentinian ONG that supports development opportunities regionally perspectives the reflection on the theme in debate on the last day of the UNIAPAC World Congress, taking place in Lisbon.

Globally the results of this debate are very distinct and difficult to understand, but it is undeniable that "the impact of technology and automation improved our lives", she says. And "if our learning grows linearly" "technological innovation grows

exponentially". These days we are "at a vulnerable, complex and ambiguous point", which entails "the necessity of (having) more world leaders to conduct this transition", she concludes.

Referring to a recent study by McKinsey, Silvia Taurozzi recalls that within only 15 years 30% of the workers will be replaced by automatized processes (particularly in what has to do with repetitive tasks). This data means that about 400 millions of people "will have to rethink their way of life in the future". But "we don't have to worry, as we are going to find new ways of work and people will have the opportunity to choose to work less and have more time", she believes. According to the same study, there will be sufficient jobs, created by the technological market".

So, we are facing "a great opportunity to reinvent businesses" and there are many topics that, although complex, reveal themselves as "innovator for leaderships". Since early, leaders will have to possess "a wider vision of their business, which goes beyond the community". Then, there is "the necessity of evaluating new strategies, talents and capacities" – on this aspect, "public or private enterprises will have to reconsider their labour forces, inside their activity area", alerts the headmistress of IRRADIA. In this context, "to learn to work is the concept that will change the paradigm", she stresses, giving as an example: "we can include the young women out of the world of work" in many countries, as concluded recently in a G20 meeting.

In what concerns incomes,, it is known that "salaries [in general] have been stable", the same time the ones of the "top" leaders "grew immensely". For Silvia Taurozzi, "only with ethics and new forms of management strategy" will be possible to reduce wage differential". The same is valid for the inequalities in the feminine, she defends, as one knows that 57% of temporary work is still realized by women, that continue to be the main "caretakers of children and old aged". Facing this reality, it is necessary that enterprises overcome the "difficulties of adaptation to flexible work".

We are facing a great opportunity of reinvention of businesses and the new leaderships – Silvia Taurozzi

Today, "the structures are changing, with more and more people [working] outside the enterprises". We relate more with others, we develop new ways of interacting with other enterprises. It is the gig economy at its exponent, with presumably "very positive" results.

Finally, according to the perspective of the ones responsible for the Argentinian organization, the countries have the responsibility to create new politics that allow the governments involvement (both at a national level and a local one) with the enter-

prises and the ONGs. Partnerships should be established and the “tertiarisation” should be valorized, as it is fundamental to create behaviour codes among youngsters.

Above all, and beforehand, “we have to leave our comfort zone in order to learn a lot, but being humble”, defends the headmistress of IRRADIA Foundation, concluding: “leadership doesn’t involve one person, but rather all persons”.

Training programs will have to be settled lined up with the tendencies

For Denis Duverne, the president of the Administration Council of AXA Group, the future of work may be analysed from four big dimensions: employability; collaborators’ well-being; noble purpose of the enterprise and inclusion of the enterprise in society.

About the first dimension, and considering that 40% to 50% of jobs will change within the following five to ten years”, and because they are becoming obsolete and reductant, a transformation of employment (as we know it) is expectable in a global way, and particularly in Europe, where there is less labour flexibility. It will be necessary a new “strategic plan for the workforce that doesn’t make people also reductant”, shared among the various organisms, in terms of Europe and also nationally, and advanced training programs will have to be settled lined up with the tendencies of future at work, as AXA has been already doing with its collaborators. But “that is not enough”, adds Denis Duverne.

The emergent work models dictate that collaborators “will work more and more at home (in average two days a week), without having a fixed work post in the enterprise, which implies “better entrepreneurs, able to lead based on objectives and results, contrarily to a closed supervision”. In short, the leaders have “to learn the subsidiarity concepts”. And this reality has to do with the dimension of the collaborators’ wellbeing, because the growth of subcontracting and the reduction of the number of labour contracts leads to less protection at work.

Cumulatively, and bearing in mind the loss of the tradition of the workers remaining for several generations in the enterprises, which created social connections between them and the employers, one verifies “a decrease in the loyalty between collaborators and leaders”, both sides (and particularly from the young workers who face the market place in a totally different perspective).

On the other hand, the proliferation of technological devices, such as smart-phones, portable computers and tablets, leads “the collaborators to be permanently linked to the enterprise”. AXA implements a program named “Working better together”, launched by Dennis Duverne’s initiative, in which collaborators are incited

not to answer to work e-mails after the laboural time table or at weekends and there are no meetings before 9 o'clock or after 18 o'clock, among other measures of conciliation family-work, gender equality (considering that women are the ones who continue to spend more time with tasks that have to do with their children) and prevention of burnout risks (going against the "massive rise of psychiatric problems originated by the work conditions"), so explains AXA president.

It will be necessary a new strategic plan for the workforces, which doesn't make people reductant – Denis Duverne

Defending that the cooperative responsibility is not something outside the enterprise strategy and it has to be lined up with it, contributing to the retention of human resources, Denis Duverne stresses that, in what concerns the third dimension of the future of work – the goal or noble purpose of the enterprise –, one of the AXA vocations "is to protect its people, the collaborators". Another is "to protect its clients, helping them to have a better life".

And, responding to the activity the group develops – insurance branch, including coverage against natural phenomena, as floods and hurricanes – the enterprise has acted in a very expressive way in what concerns climate changes. In COP 21 AXA "was one of the first enterprises to say that it would abandon coal", assures Denis Duverne. Concerning health insurances "we stepped aside the tobacco market" and "developed tobacco control campaigns". And the enterprise has been in the front line in what concerns the promotion of clean energies and the investigation in areas such as the prevision of floods and other natural disasters.

Finally, about the dimension of the inclusion of the enterprise in society, and through its association, AXA defends the inclusion of all its stakeholders, developing programs that encourage its collaborators to work as volunteers, in the areas of education, lodging or special needs. Equally, the enterprise encourages its leaders to do solidary team buildings. And 10% of the group annual results are intended to solidarity organizations. Because, "as leaders, we have to recognize that we generally earn good" and that is an extra factor for the commitment with the social projects, so ends Denis Duverne.

Between zero leadership and top leadership

Professor Paul Dembinski, director of L'Observatoire de la Finance Foundation, was the last speaker among the many who have participated, for three days, in the UNIAPAC World Congress organized by the Entrepreneurs and Leaders' Christian As-

sociation. He began his intervention with a pertinent question. In front of an audience of about 450 people, professor Paul Dembinski, director of L'Observatoire de la Finance, suggested that "concerning the future of work, one should first inquire: is it we know our present?" The question is that very often we are too worried about what will come and "we forget to look at the present".

For the economist, "it has to be clear that the economic concept is extremely asymmetrical concerning the labour relationships". And, in order that the dimension of the meaning of this statement may be understood, Paul Dembinski gives an example: "we ignore what happens in the rural areas" in many countries. "30% to 40% of the statistic knowledge on labour forces doesn't include these people". And the reality is that "a large part of the work in the developing countries is of subsistence", particularly in these agricultural areas. On the other hand, the domestic work and the move of more and more people from the formal work to parallel informal markets, due to the growing global challenges, as migrations, "aren't in the statistics as well", he denounces. Also the so called "shadow work", that is, the time we spend in public transports, for example, from home to work and from work back home (particularly long in the big urban centers), is not equally accounted, although and more and more often, thanks to technologies, it allows the occupation with other tasks. So, it is necessary to know the present work, including data on all these factors in the reflections and studies about this matter, explains the teacher.

On the other hand, "to think of the future implies to think of the enterprises", so perspectives Paul Dembinski. Afterwards, the structures are very variable and there are microenterprises with only ten workers. Rigorous concepts are missing in order to understand the differences between these and the big corporations, he says. In the multinationals "the limits go far beyond the assets". What is important are "the chains of value and the power relationships which are not (at all) either symmetric or stable". According to the economist, because of their "gigantic" dimension, "these enterprises are new political agents who limit and influence the world we live in, in the long term", and that "mold our future more and more" through "technological advances".

*It is necessary to know the present of work better in order to perspective the future –
Paul Dembinski*

We should, so, "desire that at a specific moment [as quickly as possible] a new entrepreneurial model appears, a model that is truly based on businesses as a noble vocation.

Facing the effects, often disastrous, of the globalization and concentration of power, on the one hand – that affect the big enterprises – and of the own embarrassment of the microenterprises (“it is necessary not to confuse entrepreneurship with need of survival), on the other hand, “it is crucial to create new enterprises that answer to the social challenges”. As referred by the director of the L’Observatoire de la Finance, “we should be cautious facing the initiative spirit”, because this is of little use if it doesn’t result in responsible leaderships, the same way we should be cautious when we use the word “entrepreneur”, considering “the temptations management has to face”.

“Fragmentation and vulnerability” are, unfortunately, two too much present words in the Management dictionary, recalls Paul Dembinski, and it is pressing to think and talk more about “inclusion”, independently from “the ethics or morality of each leader”. Only with it can we truly face the complexity of the entrepreneurial world.

In conclusion, “vocation has to do with the right leadership”, and the truth is it is “fitted in a corset between zero management and top management”. To include in order to defrag is, so, a noble vocation, that each leader should embrace with dignity. And to share, facing all his *stakeholders*, that word which was the most retained one by the hundreds of catholic entrepreneurs and managers from all over the world, who participated in this XXVI UNIAPAC World Congress, in Lisbon: Inspiration.

Education is the noblest vocation

UNIAPAC instituted, in this 26th edition of its World Congress, the Prize “Business as a Noble Vocation”. The objective of this reward assigned for the first time in Lisbon is to distinguish entrepreneurial leaders who develop their businesses, not only for their own benefit, but contributing for the Common Good. It was assigned in three distinct categories: The entrepreneurial leader’s personal transformation; Construction of more human organizational cultures; and Creation of businesses orientated towards the Common Good – which were, afterwards, the three basilar stones of the debate between entrepreneurial leaders, social and academic organizations, inspired by the relevance of developing new entrepreneurial models that fight against the globalization of indifference, through reciprocity, solidarity and subsidiarity principles.

Among dozens of applications (based on business cases) submitted in the four continents, the Prize distinguished four regional finalists – Aimé Sène from Senegal (Africa), Nathan Shabot Marcos from Mexico Latin America), Ramon del Rosario Jr. from Philippines and Augustin Mujiyarugamba from Italy (Europe).

The great winner of the Prize “Business as a Noble Vocation” was Ramon del Rosario Jr., for his contribution to management, education and culture in his country. The Philippian is the executive president of PHINMA Group – Philippine Investment Management, which has investments in energy, steelworks, hotels and consulting sectors, and also in education and housing areas. In a country where “de-humanized poverty continues to be millions of people’s reality”, Ramon del Rosario Jr. made of his enterprises an example of social responsibility, widening his mission of creation of jobs and just salaries payment to the development of innumerable initiatives “that impact directly in the life of the poorest”, offering them goods and services which give an answer to their most urgent needs at reduced costs, and also implementing education programs aimed to the most vulnerable families, as farmers and street sellers’children, beyond cooperating in training programs for teachers, through diverse institutional nets, in partnership with state organisms from the educational sector.

Distinguished with several prizes for his efforts as a manager (namely in the Bank and Finances areas), an educational agent and citizen of excellence, Ramon del Rosario Jr. is also the president of the National Museum in Philippines, president of PBE – Philippine Business for Education – and a member of the Philippines Managers Association. His words, when he received the Prize assigned by UNIAPAC, “I believe the true leaders’role and even the role of all members of the human race, is to make the world better”. However, “I don’t do anything heroic but merely what is correct, and that, afterwards, I love to do.”

As he stressed during the presentation of this Prize, the UNIAPAC president, Rolando Medeiros, “if in the next UNIAPAC World Congress, [to take place In Philippines, in 2021], we have three applications for each 40 associations, in average, we will be able to produce a book with 120 business cases, that will contribute to spread the message about the essential view of UNIAPAC on the meaning of to lead businesses as a noble vocation”.

So, this prize will allow to illustrate the entrepreneurial leaders’ good practices and the ones of non- profit organizations that share their ideals of a leadership that places the human being in the center of any business strategy. It will also allow the knowledge that everybody fights everyday so that such a situation may be a reality.



VII - UNIAPAC AWARDS

The purpose

The main goal of this award is to identify business leaders who exhibit and promote practices that embody the concept of ?Business as a Noble Vocation?. These practices may fall under one of the three following categories:

Personal Transformation

Behaviors, attitudes, actions, and actual business cases that demonstrate the willingness and efforts of a business leader to be challenged by a greater meaning in life and thus willing to adopt a broader view of his or her role in society. They transcend the quest for short-term profits to become builders of the common good and promoters of dignity at work.

More Humane Organizational Culture

Initiatives and specific examples of efforts and outcomes, in the organization led by a business leader, which reflect a quest to build a culture based on the principle of human dignity by organizing work within his/her enterprise in ways that the members of the enterprise adhere to the principles of solidarity (assuming responsibility for the well-being of the others) and subsidiarity (fostering a spirit of initiative and increasing the competence of the employees who are thereby considered ?co-entrepreneurs) so that they see the workplace as a source of flourishing.

Business Oriented to the Common Good

Business cases demonstrating a set of practical principles such as the principle of meeting the needs of the world with goods that are truly good and truly serve without forgetting the needs of the poor and the vulnerable; and the principle of sustainable creation of wealth and their just distribution among the various stakeholders. In other words, cases of the “3Gs” in action: Good work, Good goods, and Good wealth.



REGIONAL WINNER EUROPE – ITALY

Augustin Mujyarugamba – ISEC Italy

Augustin Mujyarugamba graduated in Electronic Engineering from the University of Pavia. From the year 2000 to today, he has made consultations for various companies in the coordination of projects of Audio-Video streaming and Live Conferencing; for satellite and telespazio data distribution systems for videoconferencing systems. He is the coordinator of safety in construction sites and other different workplaces.

From January 2004 to February 2006, for the Regional Agency for Labour of Lombardy, he has carried out studies for the activation of specific training courses and initiatives to support self-employment and non-EU self-entrepreneurship to promote the birth and development of small craft enterprises and various services to the overall benefit of citizens residing in these neighbourhoods.

From February 2006 to April 2010, he coordinated the planning and management of the launch of the new Unicredit Banca SpA sub-fund called "Agenzia Tu", which allows access to banking products to a typical workers.

Member of the ASIIM (Association for the Development of Immigrant Entrepreneurship in Milan) consultancy since the creation, Member of the honorary committee for the fair of Corporate Social Responsibility; "Dal Dire al Fare", Member of the IsecBoard of Directors.

In 2011, he was awarded the San Bernardo Prize as a reality that developed solidarity, educational and economic actions according to the principle of subsidiarity. In 2011 the theme was analyzed: "THE IMMIGRANT: ARE SOURCE IN MILAN".

In the same year he was awarded with the Recognition Ismu 2011 on the occasion of the presentation of the XVII Migration Report "because, through its concrete commitment to foster the birth of new business realities, it is one of the many resources that our country has available to exit the worrying moment of economic and financial crisis that is going through".

I.S.E.C. (Consortium Entrepreneurs for the Development of Economic Cooperation) is a Consortium between business associations set up by immigrants settled in Italy and coming from different regions of the world (North Africa, Latin America and Eastern Europe) together with local businesses aiming to contribute to socio-economic cohesion and solidarity in the Milan/Lombardy area with reference to entrepreneurial and industrial activities.

This Initiative for Integration means a more humane organization that respects people and shapes and transforms relationships and mutual understanding.

The consortium ISEC operates throughout Italy. However, most of the activities are located in Lombardy.

ISEC makes use of the existing platform through which it is possible to exchange economic and market information, to offer services of an educative nature as well as administrative, financial and organizational advice, to implement the exchange of product and service jobs, thanks to the marketplace.

Access to the Consortium's services takes place on the basis of the formal sharing of a set of principles of international ethical and civil behavior, taken from the Global Compact 10 (UNO). These principles have been articulated into operational fulfillments in order to assure contractors for orders the appropriate guarantees of reliability and clarity.

I.S.E.C. Consortium is promoted by UCID - Union of Christian business leaders, Altis (the Business and Society for High School) Of Catholic University of S H, ACLI Lombardia, A.I.P.E.L. (Association of Entrepreneurs and Freelance Professionals

in Lombardy), Sodalitas Association. (Assolombarda, Confederation of Lombardy industries) and Civitas.

The matching between supply and demand on the market place is promoted through the website www.consortizioisec.it

The main sectors of adhering businesses are civil works, building, facility management and business services. Isec's offer stands out for operational flexibility, particularly in establishing business groupings according to the size and type of the activities to be realised and to the economic competitiveness linked to the size of our member businesses.

A few names and numbers:

- 62 Adhering businesses - Turnover of 780.000,00 euros in 2017 due to Isec services

- Businesses with frequent cooperation of which: Sielte SpA (PLC), Ceit SpA, Alpitel SpA, Site Spa, Valtellina Spa, MM SpA, Groma Srl (Ltd);

- A few non profit Bodies with cooperation and support: Fondazione Cariplo, Ambrosiana Pinacoteca, Fondazione Ismu.



REGIONAL WINNER LATIN AMERICA

Nathan Shabot Marcos – USEM Mexico

Nathan Shabot Marcos is 32 years old, married with two daughters. He was born in Mexico City. His education was Montessori up to elementary school, which fostered in him a deep sense of observation and research, and the development of intellectual, social, physical and artistic skills.

He has a degree in civil engineering from The Ibero-American University (UIA), where he obtained the highest marks and graduated with honors, and so he was asked to be part of the Advisory Council for the civil engineering studies at the UIA. He also acquired a specialization in Corporate Finances from the Mexico Autonomous Institute of Technology (ITAM). He underwent a course on Social Education (CUFOSO) from the Social Union of Businessmen in Mexico (USEM).

He is a former professor at the UIA, and collaborated in the public sector at the National Infrastructure Fund (FONADIN) with an interest in projects that contribute to develop Mexico as a nation. The many passions I has, in very different areas, have all contributed to his personal growth. For instance, in 2004, he published an article on mathematics. Artistically and culturally, he takes piano and guitar lessons as well as learning to paint. Regarding social matters, he has convened a group of intellectuals and specialists to promote in schools and companies the idea of an ethical culture as a fundamental part in human development and living together in society.

He considers himself to be a leader with a social consciousness, an engineer full of creativity, always in search of innovation. He is a born entrepreneur who likes to plan new businesses and strategies, find opportunities and develop new possible ideas. One of his main objectives is to achieve, in and out of the company, a positive social impact in human development, the common good, and in the ethical consciousness. He truly believes there is a need for companies to provide a benefit to society, not only to care about the environment but also to recover ecosystems.

Two years ago, as part of the Encuentro Empresarial Morelos 2016 Mexican Employers Association (COPARMEX), the Chairman of the USEM Manuel Fitzmaurice Castro, and the Chairman of the COPARMEX Gustavo de Hoyos Walther, awarded him with the medal "Don Lorenzo Servitje" for Young Entrepreneur exerting Leadership and Social Responsibility.

As an entrepreneur, he has established seven companies, some dedicated to the construction industry, he is the CEO in one of them: INVERSA, which has created more than 1,700 direct jobs.

I founded INVERSA in 2010 because I noticed the need of a company which could offer in one place electromechanical engineering projects along with their execution in the building construction. Some additional objectives at INVERSA are: quality assurance, investment optimization, and the human development for all of those in the company. Since its inception, INVERSA has grown on average at 60% every year, which means a constant transformation and adaptation to change has been imminent. In 2018, there are between 80 and 100 construction projects in progress. INVERSA aims at the segment of developers working in the following sectors: apartment buildings, corporate buildings, hotels, shopping malls, mainly in Mexico City and its metropolitan area, although INVERSA has participated in other Mexico states.

For eight years we have built up our own organizational culture since we believe it is what truly defines the personality of the company and makes it unique. One of our core values is the social responsibility which reaches out to all of our

stakeholders throughout clearly defined programs; every year we promote different projects of social responsibility with two main objectives:

i) raise awareness in our collaborators in a pathway of reflection and personal development, ii) create a positive impact in our community, our society and our country.

We have supported different proposals: from education to labor market inclusion programs, including initiatives designed to support people with disabilities, environment, sports and culture, among others. Here I list some of them: There has been a development from staff of direct employees to a mix of collaborators, entrepreneurs and subcontractors. INVERSA has incubated 14 small businesses from our own direct collaborators, meaning that more than 200 employees are grouped in these clusters and provide a direct service to INVERSA, and 200 more from subcontractors in external small companies. We train and support with resources many of our former direct collaborators to establish their own businesses to have a skilled workforce so that we can integrate them in our production chain. Everyone under the same ethical culture, values and customer focus: "The INVERSA Culture".

We have an educational training center called "EFI" at INVERSA, where anyone can have the adequate training to become electrical and plumbing technicians at no cost, so that they can develop competencies to start working in our projects and, maybe later on, become our service suppliers. The new generations do not only look for a job, they also want growth and a good quality of life, that is why "EFI" pretends to train technically as well as support and provide them with the tools and all the necessary to those who can display the competencies to create and set up their own businesses under one single culture. This project was recognized by the employment, career and recruitment site "OCC Mundial".

At the beginning of 2018, after many efforts and follow up, an agreement was reached with The Secretariat of Labor and Social Welfare (STPS) in Mexico City to offer work alternatives to people who had been repatriated from the USA and had experience in the construction sector, or who could be trained to be part of the labor workforce and have a smooth transition coming back home, to have a job and to be part of our Mexican society again.

From the early years of work at INVERSA, I've considered of the utmost importance to consolidate the permanence of this company, since I believe that companies are important entities in a society.

There are two fundamental concepts to achieve permanence: the continuity and the change, and both must happen in perfect balance. We have sought continuity throughout institutionalization, the operative efficiency and a continu-

ous improvement process. On the other hand, the change and transformation are paramount to be competitive, leading and disruptive. That is why we have created “INVERSATEC”, an area of innovation which develops creative solutions to critical processes in the company and, throughout technology, implements them, making it our distinction and strengthening the value offer to our clients.

I want to be the leader of a new generation of businessmen who encourage, guide and offer resources for entrepreneurship, fostering research, knowledge and the improvement of the human being throughout work. A little more than a year ago, I started a social project of significant impact: HUMANE. As a result of the many projects of social responsibility carried out and the deep thinking on them, it all came to a convergence point: the ethical reflection.

“HUMANE, outlining ethics”, the name for the new undertaking of a social enterprise has the following mission: have an impact on human behavior and encourage to do good, contribute to the creation of an ethical awareness, to generate a set of values that leads us to make better decisions to achieve the common good, spread ideals of freedom, respect, dialogue and responsibility, which dignify the human being. This throughout the art as a universal language, source of sensitivity and inspiration, using technology as the platform of contact and supply of contents.

HUMANE offers several services, products and experiences. The experiences include among others the following: Basic concepts of ethics; Inspiration throughout art pieces which suggest ethical values; Analysis, discussion and solution of ethical dilemmas; Creation of art pieces by the participants, which inspire and promote ethics; Direct contribution by the participants in activities of social responsibility in their communities.

HUMANE? has created and launched its first product to a net of universities in Mexico and soon to other schools and companies. It is important to notice that HUMANE? is a social enterprise, thus, is an organization which main goal is the social impact that also seeks and requires financial self-sufficiency, eventually leading to a possible profitability. It has been defined like this to guarantee the continuity, constant evolution and permanence of the project. Apart from being a project focused on ethics, there are four axes accompanying and characterizing HUMANE: art, innovation, technology and social responsibility, making it a unique project in the world.

I am a person willing to hear, face challenges and take risks. I like to think and visualize, not just the immediate, but the medium-term and the long-term goals. I give myself the chance to dream, to be an idealist and an optimist about humankind. I consider myself to be a noble person, very sensitive and passionate, profoundly responsible and committed; all of these and the social well-being give me a sense of purpose in life.



REGIONAL WINNER - AFRICA

Aimé Sène – ADECCS Senegal

Aimé Sène is the CEO of Hertz Senegal and Via Senegal voyages. He also founded many companies in the field of hotels and real estate. He is also the founder of ADECCS, Association of Catholic Executives and Business Leaders of Senegal, being its first president from 2007 to 2012. With ADECCS, he founded Radio Esperance Senegal.

He is also very involved in the Muslim-Christian dialogue.

He is Vice-President of the Club of Senegalese Investors and member of the Board of Directors. He was former president of the Prestigious Rotary Club Dakar between 2007 and 2008, and former president of the Inter-Country Committee of Rotary France -Senegal from 2007 to 2011. He is knight of the Order of Malta in Senegal and member of the Board of Directors. He has

been honored by many educational institutions such as the Catholic University of West Africa (UCAO).

Now at the age of 67, Aimé Sene is an eminent entrepreneur, Vice President and member of the Conseil National du Patronat (CNP, National Employers Council) of Senegal, the main management organization of the country.

He is also the Vice President and member of the Senegalese Club of Investors, and a cornerstone of a Catholic business leader association in Senegal.

Born in 1951 in gohe, near Diourbel in the center of Senegal, some 150 kilometers away from Dakar, Aimé is a strong supporter of Corporate Social Responsibility, and above all a Catholic believer.

The oldest child and only son of a family of six girls, he left his village quite early with his parents to move to Dakar and live with his uncle, a sub-officer of the French colonial army, then of the Senegalese army after the country's independence.

Aimé's first experience in education was at a Catholic school, at the Cathedral of Dakar. He was one of the few black children to attend a predominantly French white school.

Though a brilliant student, he was forced to end his studies after high school and find work to provide for his middle-class family, as they had settled on the outskirts of Dakar. But the capital of Senegal brought great changes in his life.

In Thiaroye, where he lived with his parents, Aimé's business spirit lead him to a small plot of land, where he cultivated Guinea sorrel, a plant that is very much consumed in Senegal. Along with his mother, he started selling crops at the Tilène market, in the Medina at the heart of Dakar.

He then left his occasional farming activity for a courier job at a local company. As an ambitious young man, he had always dreamed of becoming an entrepreneur and businessman. As a fervent Catholic, he continued to express his wishes to the Virgin Mary. And miraculously, his prayers were answered one by one, and he soon became the employee of a car rental company. Very devout, his outstanding performance caught the attention of his boss. And thanks to his tenacity and talent, he rose to the top over the years and created his own car rental company in 1993.

Today, Aimé Sene is the head of 7 companies, specializing in car rentals, ticketing (for travel agencies) and hotels. Among the most known are Hertz Senegal, his new chain of hotels called Fleurs de Lys, and Dakar Limousine for jet setters.

He is currently a widower with seven children, since the passing of his wife in January 2018. Marie Ange Sene played a key role in his life, and was the General Director of Hertz Senegal for about 10 years.

Thanks to the profits of his companies, Aimé has been able to carry out actions in the fields of education and health, as well as religion through his charity towards the Church and its parishes. He also takes action in certain mosques in the country from time to time.

Though he refuses to boast about his social work, it is worth mentioning that he recently established a preschool in Ngohe, his native village, an investment of 100,000 euros. Before that, as the President of a Rotary Club, with a similar amount, he had already succeeded in building and equipping a maternity ward and clinic, thanks to the solidarity of the members of his club.

At work, Aimé strives to be a great witness for Christ, following in his footsteps: loving his neighbors, finding work, creating wealth and sharing it. He devotes every day of his life to God through daily prayer and Holy mass, before heading to work.

About 300 collaborators (as he calls them, instead of employees) are active in his Group.



GLOBAL WINNER

Ramon del Rosario, JR. - BCBP Philippines

Ramon del Rosario, Jr. is the President and Chief Executive Officer of the PHINMA Group with investments in education, construction materials, energy, housing, hotels, and strategic consulting. He also serves on the Board of Directors of Ayala Corporation and was Chairman and director of Holcim Philippines, Inc. which are listed on the Philippine Stock Exchange, and of other PHINMA companies.

He served as the Philippines Secretary of Finance under President Fidel V. Ramos from 1992 to 1993. He served previously as Chairman and Chief Executive Officer of Asian Bank Corporation and ABCapital and Investment Corporation, Chief Financial Officer of San Miguel Corporation, and as director in Petron Corporation, Meralco and Ayala Land, Inc., major companies listed in the Philippine Stock Exchange. Mr. del Rosario

holds an MBA degree from Harvard Business School. He graduated from De La Salle University, Manila. He was selected as the Most Outstanding Student of the Philippines in 1967 and as a 1978 Ten Outstanding YoungMen (TOYM) awardee in the field of Investment Banking and Finance. He was conferred the degree of Doctor of Laws, Honoris Causa, by the University of St. La Salle in 2007 and the degree of Doctor of Humanities, Honoris Causa, by the Ateneo de Zamboanga University in 2012. He was conferred the Management Man of the Year Award for 2010? by the Management Association of the Philippines.



Mr. del Rosario is currently Chairman of the National Museum of the Philippines and founding Chairman of Philippine Business for Education (PBEd). He is a trustee and former Chairman of the Makati Business Club and the Ramon Magsaysay Award Foundation, and founding Chairman of Integrity Initiative, Inc. He is a member of the Harvard Business School Asia-Pacific Advisory Board and the World Bank-Civil Service Organizations (CSO) Advisory Group. He is Vice Chairman of Caritas (Manila) and Philippine Business for Social Progress (PBSP) and a member of the Board of Advisors of the Ramon V. del Rosario, Sr.-AIM Center for Corporate Responsibility. Mr. del Rosario is a member of the Management Association of the Philippines (MAP) and served as MAP President in 1989.

Mr. del Rosario is 74 years old and is married to Maria Victoria del Rosario with whom he celebrated his 50th wedding anniversary on August 2, 2018. They are blessed with four daughters, three sons-in-law and nine grandchildren.

There are events in our lives that we celebrate openly and without hesitation, because perhaps the achievement is self-evident. On August 2nd this year, my wife and I celebrated our 50th wedding anniversary, and of course we celebrated, all the way through September!

First we celebrated my wife's infinite patience and tolerance, for living with me these past 50 years, in mostly happy circumstances. Most importantly, we celebrated the Good Lord's gifts of four lovely daughters, now grown into full-fledged mothers, who with their spouses have brought us nine most lovable grandchildren!

As a Christian gentleman and father, I have always considered my family as my most treasured gift and my proudest achievement!

Today you honor me for the work that I do, and while I am proud of my work, I never expected global recognition or acclaim. Indeed, I am absolutely humbled by your recognition, for my work involves no extraordinary hardship or sacrifice. I aim to do nothing heroic, only what is right, and I in fact thoroughly enjoy what I do.

American novelist, preacher, and theologian, Carl Frederick Buechner wrote: "The place that God calls you to [aka our mission in life] is the place where your deep gladness and the world's deep hunger meet."

I believe our ultimate role as leaders, or even just as members of the human race, is to make the world better, as it has so, so many deep hungers.

This is how I have chosen to live my life, to make lives better through my company, PHINMA, and my other responsibilities; and it has been my deep gladness to serve.

Let me begin with my company, Philippine Investment Management, or PHINMA. In his address to a Joint Session of the United States Congress, Pope Francis said -- "Business is a noble vocation, directed to producing wealth AND improving the world."

PHINMA, beyond creating jobs and paying decent wages, fulfills this mission by choosing businesses that directly impact the lives of the poor through the provision of goods and services that meet their needs at an affordable cost. This is most important in our country where de-humanizing poverty continues to be a reality for millions.

This is exemplified by our entry into education. This has been about serving the marginal in society -- the children of farmers, policemen, public school teachers and other government workers, of Pedi cab drivers, street vendors and manual laborers.

These are the families that need the best opportunities to improve their lives; our intent is to give them accessible, quality education through a countrywide network of institutions.

Seventy-five percent of our 70,000 students come from households that earn no more than 300 US dollars per month. Twenty-five percent come from the lowest income class and are below the country's official poverty threshold. This is the market PHINMA Education has chosen to serve.

To serve these most vulnerable, we brought our management, systems, and practices and our decades of experience and expertise to bear on what was so fundamental a need, education.

We reduced education to its most essential elements, appropriate facilities and learning material, a proper classroom, and a great teacher. We do not take short cuts, nor sacrifice quality. We spend heavily on faculty development, run our own in-house training programs and give full graduate education scholarships.

We do not spend heavily on administration – choosing to use the same people and systems across our network; nor on academic research, but instead focus on teaching expertise. Finally, expenses for non-academic student activities, such as sports and extra-curricular activities, are highly selective.

As a result, our tuition and fees remain affordable, averaging 250 to 300 dollars per semester; significantly, 65 percent of our college freshmen are first generation college students. We are thus giving Filipino families a chance to graduate, for the first time, a child from college.

But to truly help this market, it could not be ONLY about low fees. While the lack of financial resources is often the major obstacle to a good education -- a weak academic background, the lack of preparedness, a simple inability to read, also exclude the youth from educational opportunities. Exclusion comes in many forms.

PHINMA Education's freshmen enter with Grade Four Reading and Math competencies. Based on assessment exams only three percent are ready for college. To turn away the 97% would be to condemn them to lives of permanent poverty. If we were to address their poverty, our education had to be about extreme effectiveness.

Our key intervention is a program called the Student Success Program (SSP), which is based on the experiences of Teach for America, University of Texas – Austin and other organizations whose work is relevant to low-income, first-generation students.

The SSP seeks to provide our students with mindsets and tools for success in school and life in general, going beyond academics and addressing the causes

of shortcomings. The goal is for them to internalize 3 key messages: I want. I can. I belong.

As a result of this program and the commitment to academic excellence, our professional licensing examination rates have gone from an average of 50 to 75 percent from 2009 to 2017.

In that same period, our average annual tuition fees DECREASED from 600 dollars to 500 dollars while teachers salaries rose 37 percent. Moreover, our students employed one year after graduation has remained a significant 70 percent.

In addition to education, PHINMA has other business units that seek to ameliorate the lives of the poor. Through our real estate arm, PHINMA Properties, our socialized housing division provides housing to those most in need. One project, Sitio Looban, a former slum community housing 700 informal settler, garnered recognition in 2014 from the United Nations Development Programme. The group was also tapped by a local government to design a master planned community and construct almost 1,100 housing units for its informal settlers. Collaborating with Philippine Business for Social Progress, PHINMA Properties conducted livelihood and skills training programs for the homeowners.

Studies showed that these families are now paying less monthly amortization to the government, than they were previously paying to the syndicates running their communities. Having their own houses likewise provided them with better protection from inclement weather, running water and better sanitation.

But as we pursue our mission of making lives better, it must not only be about results and activity -- process is just as important. The way we do things must in themselves make lives better.

For example, businesses all over face the same dilemmas -- from the temptation to bribe officials to release permits; to competing in an industry where smuggling is the norm; to walking the tight rope between enhancing shareholder value and keeping tuition fees low; to balancing the company's bottom line with the well-being of employees -- tensions over what is right and business realities.

Recognizing precisely this, during my term as Chairman of the Board of Trustees of the Philippines' most influential business organization, the Makati Business Club, in 2013, together with other business organizations set up the Philippine Integrity Initiative an effort to promote good governance, transparent business transactions and implement strict integrity standards among business enterprises.

The Initiative believes that corruption prevented the operation of a level playing field for business but more importantly exacerbated poverty. The program com-

mits corporations to ethical business practices – such as proper financial reporting and prohibiting bribery -- and to support a national campaign against corruption.

Following the law and rules, paying taxes correctly, avoiding graft and corruption, treating employees fairly and well, protecting the environment, running business ethically, and living lives of integrity – the way we do things in themselves have the power to change the world.

Last but not the least, to make a difference during our lifetime we must go beyond our worlds – our families, professions and businesses – and reach out to society at large. Our lives must also be about citizenship, about shaping society itself and influencing a people's development; and, as the roots of many of the ills besetting us are found in the very institutions and structures that make up the nation, we must move beyond projects and use our positions to influence the country's macro environment and directions.

Realizing this, in 2006, with other CEOs, we founded Philippine Business for Education (PBE). Our intent was to advocate policy and reforms needed to make the Philippine education system inclusive and effective; the goal was systemic change. Building classrooms, training teachers, and scholarships were not enough to impact the lives of more than 20 million students in the government schools. The entire education system had to change and business had to participate in and, if need be, lead this change. The shift from a 10-year to 12-year Basic Education cycle, probably the largest transformation in the Philippine education system in recent decades, was one of PBE's first advocacies.

Another advocacy close to my heart is arts and culture. So in 2010, I accepted the Chairmanship of the National Museum of the Philippines. Since then, the National Museum has transformed into a popular tourist destination and an institution of which Filipinos can be proud.

Our landmark project was the conversion of the pre-World War 2 Department of Tourism building into the new National Museum of Natural History. Since its opening in May 2018, the Museum has seen record inflows of visitors, with much more visitors than our initial estimates. This has likewise increased attendance at both the National Museum of Fine Arts and the National Museum of Anthropology.

From PHINMA Education and socialized housing, to the Integrity Initiative, Philippine Business for Education and the National Museum – I have been truly blessed to be given the opportunity to be of service, it has indeed been a deep, deep gladness. But there are many more of the world's deep hungers that must be addressed; this is where God continues to call all of us.

Before closing, allow me to offer my profuse thanks to UNIAPAC for deeming me suited for this extraordinary recognition, especially as this is the first ever such award you've given. I thank also the Brotherhood of Christian Businessmen and Professionals from the Philippines, most especially Joey Avellana, Bobby Lavina and Tito Serafica, for their generosity and faith in pursuing my nomination. I thank also my colleagues in PHINMA—particularly Oscar Hilado, Magdaleno Albarracin and Chito Salazar and his education team—who have not only embraced our mission of making lives better but have concretely touched many lives. Finally, I thank my wife Victoria, who is with me this morning together with our eldest daughter Nicole, and my family for standing by me and always supporting even my most far-fetched passions.

Allow me to end with another Buechner quote which captures how I feel about how blessed I have been: "Listen to your life. See it for the fathomless mystery it is. In the boredom and pain of it, no less than in the excitement and gladness: touch, taste, smell your way to the holy and hidden heart of it, because in the last analysis all moments are key moments, and life itself is grace."

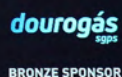
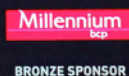
PHOTOS



XXVI UNIAPAC World Congress

LISBON, PORTUGAL

BUSINESS AS A NOBLE VOCATION



















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 UNIPAC
 World Congress
 LISBON PORTUGAL
 LEAVE US YOUR
 GIVE PEACE (+ "NEW"
 A CHANCE ECONOMY)
 CONSTRUIR EL MUNDO
 QUE QUEREMOS DESDE
 LA EMPRESA CON VALORES
 HUMANOS Y ETICOS, DESDE
 EL COMERCIO EN UNIDAD
 CONSTRUIR EL MUNDO
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 EL COMERCIO EN UNIDAD



ANNEXES

ABOUT UNIAPAC

UNIAPAC was born in 1931 as "Conférences Internationales des Associations de Patrons Catholiques" on the occasion of the 40 th anniversary of the Encyclical "Rerum Novarum" in Roma. After World War II, UNIAPAC enlarged to other countries in Europe and in Latin-American and changed its name for, "Union Internationale des Associations Patronales Catholiques", with the initials UNIAPAC (1949).

In 1962, UNIAPAC becomes an ecumenical association under the new denomination "International Christian Union of Business Executives", conserving its initials.

UNIAPAC gathers today Christian Business Leaders Associations in 38 countries in Europe, Latin America, Africa and Asia. UNIAPAC represents more than 30.000 very active business executives around the world, working in various leading sectors of the world economy.

UNIAPAC OBJECTIVES

The purpose of UNIAPAC is to unite, guide and motivate business leaders so that, in the light of Christian Social Thought, they commit themselves to:

- Their personal FORMATION.
- The TRANSFORMATION of their companies and their businesses' environment, and the contribution to the construction of a fairer and more humane society.
- To serve as a link between Christian associations of business executives across the world, to promote and facilitate exchanges between them and to furnish a common mouthpiece if and when the need arises.
- To support the activities of these national and regional associations. To sponsor the founding of Christian associations of business executives, where none exists.
- To represent the member associations in the International Institutions dealing with global economic and social issues.

UNIAPAC WORLD ASSOCIATIONS

EUROPE

Belgium – ADIC
 France – Les EDC
 Hungary – KKE Egyesület
 Italy – UCID
 Poland – PSChP / PACE
 Portugal – ACEGE
 Slovak Republic – VENITE
 Slovenia – ZKPS
 Spain – ASE

ASIA

Lebanon – Les EDC Lebanon
 Philippines – BCBP
 Thailand – CBEG



LATIN AMERICA

Argentina – ACDE
 Bolivia – UNIAPAC COCHABAMBA
 Brazil – ADCE – Sao Paulo
 Brazil – ADCE – Minas Gerais
 Ecuador – ACE Guayaquil Ecuador
 Ecuador – ANDE Quito
 Chile – USEC
 Colombia – AEC
 Honduras – GEPROCA
 Dominican Republic – ACES
 Mexico – Confederación USEM
 Peru – UNDEC
 Paraguay – ADEC
 Venezuela – Uniapac Venezuela
 Uruguay – ACDE

AFRICA

Angola – ACGD
 Benín – ACEB
 Burkina Faso – ACATHA B
 Cameroun – PADIC
 Cape Verde – AGEPEC
 Chad – UCCT
 Congo – CADICEC
 Côte d'Ivoire – MIDECE
 Gabon – MCC Gabon
 Madagascar – FTHM CONSULTING
 Senegal – ADECC
 Togo – EDCT
 Santo Tomé and Príncipe – ACGDESTP
 Zimbabwe – Assoc. of Catholic Entrepreneurs

THE PROGRAM

OPENING SESSION

22nd

18:00 Greetings and presentation of participants:

João Pedro Tavares, President of ACEGE

Rolando Medeiros, President of Uniapac

(1) Cardinal Peter Turkson - Video message to UNIAPAC

(2) Mons. Bruno-Marie Duffé, Secretary of the Dicastery for Integral Human Development

Presentation of "The Vocation of the Business Leader" – 5th Edition

(3) Stefano Zamagni, Keynote Speaker, University of Bologna Italy

(4) President of the Portuguese Republic – video message to UNIAPAC

23rd

09:00 – 09:10 Morning prayer: Msgr. Manuel Clemente, Lisbon Cardinal

Initial remarks - Business as a Noble Vocation

09.10 – 09:20 Rolando Medeiros, President of Uniapac

PANEL 1 A PERSONAL TRANSFORMATION TO ASSUME BUSSINESS AS A CALLING

09:20 Introductory Remarks: João César das Neves, Univ. Católica Portuguesa, Portugal

Round of Testimonies:

- (1) Amina Laraki-Slaoui, Group AMH, Morocco
- (2) Michal Hrabovec, Anasoft, Slovakia
- (3) Pak Djisman, Prasetya Mulya Foundation, Indonesia
- (4) Augusto Serafica, IMDM Pty Ltd, Philippines
- (5) Aimée Sene, Conseil National du Patronat, Sénégal

10:20 – 10:50 Networking break

PANEL 2 PROMOTING INCLUSIVENESS IN BUSINESS

10:50 Keynote Speaker: Randy Lewis, NOGWOG Disability Initiative, USA

Moderator: Rui Diniz, José de Mello Saúde, Portugal

Discussion Panel

- (1) Martin Burt, Overcoming Poverty, Paraguay
- (2) Michel Roy, Caritas Internationalis, France
- (3) Luc Cortebeek, ILO, Labor Unions and the future of work, Belgium
- (4) Cécile Renouard, ESSEC, France
- (5) Chiara Condi, Led by Her, USA

12:30 Presentation of Jo Hatem, President of Les EDC, Lebanon

12:40 – 14:30 Lunch - Marriot Hotel

PANEL 3 INSPIRING PRINCIPLED BUSINESS PERFORMANCE

14:30 Keynote Speaker: Richard Higginson, UK

Moderator: Christoph Stückelberger, Global Ethics, Switzerland

Discussion Panel

- (1) Alejandro Pellico, President of USEM, Mexico
- (2) Etienne Wibaux, Founder of Cassiopée Fondation, France
- (3) Antonio Pinto Leite, Morais Leitão, Portugal
- (4) Stephen B. Young, Global Executive Director, Caux Round Table, USA
- (5) Sergio Cavalieri, Asamar Group, Brasil

16:00 – 16:30 Networking break

PANEL 4 FOSTERING BUSINESSES THAT POSITIVELY IMPACT THE COMMON GOOD

16:45 Keynote Speaker: Raj Sisodia, Conscious Capitalism, USA

Discussion Panel

Moderator: Maria Manuel Seabra Da Costa, Consultant, Portugal

(1) Claudia Belli, BNP Social Impact Investing, France

(2) José Luis Mendoza Pérez, UCAM, Spain

(3) Roberto Laviña, Phinma Group, Philippines

(4) Virachai Techavijit, Regent's International Schools and Colleges, Thailand

(5) Felix Pole, CMI Ltd, United Kingdom

20:30 Welcome dinner – Marriot Hotel

24th

AWARDING - BUSINESS AS A NOBLE VOCATION AWARD

09:00 Introductory Remarks

Regional Winners presented by Rodrigo Whitelaw, Secretary General
UNIAPAC

Business as a Noble Vocation Award Worldwide Winner: Dissertation

PANEL 5 ADDRESSING THE CHALLENGES OF THE FUTURE OF WORK

09:30 – 11:00 Moderator: Msgr. Robert Vitillo, International Catholic Migration
Commission, USA

Discussion Panel:

(1) Prof. Paul Dembinski, Fondation L'Observatoire de la Finance, Switzerland

(2) Silvia Taurozzi, IRRADIA Foundation, Argentina

(3) Pierre Martinot-Lagarde, ILO, France

(4) Denis Duverne, AXA Group, France

11:00 – 11:30 Coffe break

11:30 – 12:00 Conclusions and final remarks

12:00 – 13:00 Holy Mass

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