

THE CAUX ROUND TABLE PRINCIPLES FOR BUSINESS

SETTING

The Caux Round Table (CRT), founded in 1986 and named after the Swiss town of Caux where it began meeting, is an informal group of business leaders from Europe, U.S. and Japan who have had the converging experience that corporate business can, without losing performance, also be a tool to provide a better service to society when the goal of serving the common good is not forgotten, let alone rejected.

The gaining and confirmation of such experience is an on-going challenge. One such challenge was the desire in 1993 on the part of the group to write its own guidelines for corporate ethical standards. Being then the most recent member, I was asked to coordinate the writing process.

There is no shortage of corporate guidelines. What new approach could this group bring? Common sense was against this new attempt. Hence, I tried to adopt a practical approach, i.e. to start from the guidelines already produced by the members. I found that the Minnesota Center for Corporate Responsibility (MCCR) had already produced a first-rate document which could provide an excellent basis. All the ingredients of outstanding guidelines were already there.

The next step before producing a new draft was to spell out the specificity of the Caux group, which was in part well described by the Japanese concept of *kyosei*, which Mr. Ryuzaburu Kaku, chairman of Canon Inc. and most prominent participant in the CRT, translates as “living and working together for the common good.” The other key word would be, I thought, “human dignity,” without which the “common good” can degenerate into totalitarianism. In fact, both key words (“common good/*kyosei*” and “human dignity”) could be found in the small print of the MCCR document. I rewrote that document by rearranging its contents without adding to them, but making these key words the roots of the new document. The result was well received by the CRT members.

One of the most valuable features of the CRT has been a strong participation from Japan. It was therefore essential to let the Japanese members have full opportunity to contribute collectively as well as individually. They met several times among themselves in Tokyo and produced a list of comments and suggestions, very precisely worded. A drafting committee made up of CRT members from the Japan, Europe, the U.S., then met in Minneapolis, with the MCCR serving as host. The Japanese members brought their supplementary list of seven principles to be added to the document, and in two full days of excellent discussion, the final text was produced, with an introduction that referred specifically to the two major philosophical principles standing behind the document: *kyosei* and human dignity. The cultural differences proved in that case to be not an obstacle, but a link.

The final paper was unanimously approved at the next plenary CRT meeting at Caux in 1994. A discussion took place as to whether the document should be of a

prescriptive or advisory nature. In other words, should the CRT members propose the document to business colleagues 1) as guidelines that each corporation should adopt, or 2) as a set of principles arrived at by a group of business executives, who then offer their reflections for consideration by anyone interested—who would then make up his/her own mind? The latter option was agreed upon after a lengthy discussion, wherein some U.S. members were inclined toward the more prescriptive route and some from Europe and Japan the other way.

The CRT principles were, and still are, an occasion for the CRT members to deepen their understanding of the group itself, as well as their common core philosophy. Philosophy is a difficult word in many business circles, not because of some kind of ruthlessness on the part of business men and women, but because of a view that holds that the realms of business and of philosophy must be kept somehow apart: the “objective world” and the “inner” world should not mix too much. This allegedly pragmatic approach is tolerant in a way, but in reality worsens the problem by disjoining these two values into separate categories that supposedly are not related in action. In so doing, one can too easily forget either the inner values (which leads to barbarism) or the objective values (which leads to angelism). Both barbarism and angelism threaten the destruction of humanity.

Hence both the objective world of business and the inner world of proper principles and values must be made to walk together. This is a major challenge for business leaders, as well as all women and men of action.

The challenge facing the CRT, as well as any business persons, or indeed any men or women of action, is to determine what are the duties of leaders (and somehow everyone has to consider her/himself as sharing the leadership role): Their corporate duties are very wide, but within the context of the role of the enterprise in society. This role, though very large, is nevertheless at the same time limited. Their duties vis-a-vis their families are those of any other persons, and these duties, even though they are always very important, sometimes unfortunately receive only a low priority. They also have the duties of citizens, often those of very prominent ones. How do these duties mix together: Are they independent from each other, or rather, are they facets of a single deeper challenge: Being in all the aspects of one’s life at the service of humanity? This lifts up the major issue of consistency, of unity, in all aspects of one’s life.

Considering and answering this question is for every-one a very important step in personal development. Avoiding the issue is one way to answer it, but obviously not the best. And no one can make this sort of decision for someone else. The fate of the world may well depend on people’s individual answers, because everyone has an impact on reality.

An image can perhaps help us understand this immense co-responsibility of all women and men toward the whole world. Everyone of us is struggling on a difficult road, in thick fog. We know that there are two deep ditches along the sides of the road: One is the ditch of totalitarianism, where we fall with our groups, countries, etc., when we claim

to focus solely on the “good of humankind,” but without respect for the individual person. The other ditch is that of a “mafia-dominated” world where the good of humankind is totally forgotten in favor of each individual. And both ditches can merge out beyond the range of our limited view.

Both worlds are inhuman. The only way not to fall in either ditch is always to aim in daily action at a combined respect for the good of each person and the good of the whole community together. This is the fine tip of action philosophy, and the key to a livable world.

But not everyone is ready to subscribe in practice to the consequences of such philosophy. The CRT is a special place where the logics of business can be enriched by a philosophy of action which converges among a number of individuals who believe that a quest for better service of each person and of humanity beyond all cultural differences is part of their business life. The challenge is permanent.

Jean-Loup Dherse¹

THE CAUX ROUND TABLE: PRINCIPLES FOR BUSINESS

In a world which is experiencing profound transformations, the Caux Round Table of business leaders from Europe, Japan and USA is committed to energizing business and industry as a vital force for innovative global change.

The Round Table was founded in 1986 by Frederik Philips, former President of Philips Electronics, and Olivier Giscard d’Estaing, Vice-Chair of INSEAD as a means of reducing escalating trade tensions. It is concerned with the development of constructive economic and social relationships between the participants’ countries, and with their urgent joint responsibilities towards the rest of the world.

At the urging of Ryuzaburo Kaku, Chairman of Canon Inc. the Round Table has focused attention on the importance of global corporate responsibility in reducing social and economic threats to world peace and stability. The Round Table recognizes that shared leadership is indispensable to a revitalized and more harmonious world. It emphasizes the development of continuing friendship, understanding and cooperation, based on a common respect for the highest moral values and on responsible action by individuals in their own spheres of influence.

INTRODUCTION

The Caux Round Table believes that the world business community should play an important role in improving economic and social conditions. As a statement of aspirations, this document aims to express a world standard against which business behavior can be measured. We seek to begin a process that identifies shared values, reconciles differing values, and thereby develops a shared perspective on business behavior acceptable to and honored by all.

These principles are rooted in two basic ethical ideals: *kyosei* and human dignity. The Japanese concept of *kyosei* means living and working together for the common good—enabling cooperation and mutual prosperity to coexist with healthy and fair competition. Human dignity refers to the sacredness or value of each person as an end, not simply as a means to the fulfillment of others’ purposes or even majority prescription.

The General Principles in Section 2 seek to clarify the spirit of *kyosei* and human dignity, while the specific Stakeholder Principles in Section 3 are concerned with their practical application.

In its language and form, the document owes a substantial debt to *The Minnesota Principles*, a statement of business behavior developed by the Minnesota Center for Corporate Responsibility. The Center hosted and chaired the drafting committee, which included Japanese, European, and U.S. representatives.

Business behavior can affect relationships among nations and the prosperity and well-being of us all. Business is often the first contact between nations and, by the way in which it causes social and economic changes, has a significant impact on the level of fear or confidence felt by people worldwide. Members of the Caux Round Table place their first emphasis on putting one’s own house in order, and on seeking to establish what is right rather than who is right.

SECTION 1. PREAMBLE

The mobility of employment, capital, products and technology is making business increasingly global in its transaction and its effects.

Laws and market forces are necessary but insufficient guides for conduct.

Responsibility for the policies and actions of business and respect for the dignity and interests of its stakeholders are fundamental.

Shared values, including a commitment to shared prosperity, are as important for a global community as for communities of smaller scale.

For these reasons, and because business can be a powerful agent of positive social change, we offer the following principles as a foundation for dialogue and action

by business leaders in search of business responsibility. In so doing, we affirm the need of moral values in business decision making. Without them, stable business relationships and a sustainable world community are impossible.

SECTION 2. GENERAL PRINCIPLES

Principle 1. The Responsibilities of Business: Beyond Shareholders Toward Stakeholders

The value of a business to society is the wealth and employment it creates and the marketable products and services it provides to consumers at a reasonable price commensurate with quality. To create such value, a business must maintain its own economic health and viability, but survival is not a sufficient goal.

Businesses have a role to play in improving the lives of all their customers, employees, and shareholders by sharing with them the wealth they have created. Suppliers and competitors as well should expect businesses to honor their obligations in a spirit of honesty and fairness. As responsible citizens of the local, national, regional and global communities in which they operate, businesses share a part in shaping the future of those communities.

Principle 2. The Economic and Social Impact of Business: Towards Innovation, Justice and World Community

Businesses established in foreign countries to develop, produce or sell should also contribute to the social advancement of those countries by creating productive employment and helping to raise the purchasing power of their citizens. Businesses also should contribute to human rights, education, welfare, and vitalization of the countries in which they operate.

Businesses should contribute to economic and social development not just in the countries where they operate, but also in the world at large, through effective and prudent use of resources, free and fair competition, and emphasis upon innovation in technology, production methods, marketing and communications.

Principle 3. Business Behavior: Beyond the Letter of Law, Towards a Spirit of Trust

While accepting the legitimacy of trade secrets, businesses should recognize that sincerity, candor, truthfulness, the keeping of promises, and transparency contribute not only to their own credibility and stability but also to the smoothness and efficiency of business transactions, particularly on the international level.

Principle 4. Respect for Rules

To avoid trade frictions and to promote freer trade equal conditions for competition, and fair and equitable treatment for all participants, businesses should

respect international and domestic rules. In addition, they should recognize that some behavior, although legal, may still have adverse consequences.

Principle 5. Support for Multilateral Trade

Business should support the multilateral trade systems of the GATT-World Trade Organization and similar international agreements. They should cooperate in efforts to promote the progressive and judicious liberalization of trade and to relax those domestic measures that unreasonably hinder global commerce, while giving due respect to national policy objectives.

Principle 6. Respect for the Environment

A business should protect and, where possible, improve the environment, promote sustainable development, and prevent the wasteful use of natural resources.

Principle 7. Avoidance of Illicit Operations

A business should not participate in or condone bribery money laundering, or other corrupt practices: indeed, it should seek cooperation with others to eliminate them. It should not trade in arms or other materials used for terrorist activities, drug traffic or other organized crime.

SECTION 3. STAKEHOLDER PRINCIPLES

Customers

We believe in treating all customers with dignity, irrespective of whether they purchase our products and services directly from us or other wise acquire them in the market. We therefore have a responsibility to:

- provide our customers with the highest quality products and services consistent with their requirements;
- treat our customers fairly in all aspects of our business transactions, including a high level of service and remedies for their dissatisfaction;
- make every effort to ensure that the health and safety of our customers, as well as the quality of their environment, will be sustained or enhanced by our products and service;
- assure respect for human dignity in products offered, marketing, and advertising; and
- respect the integrity of the culture of our customers.

Employees

We believe in the dignity of every employee and in taking employee interests seriously. We therefore have a responsibility to:

- provide jobs and compensation that improve workers' living conditions;
- provide working conditions that respect each employee's health and dignity;
- be honest in communications with employees and open in sharing information, limited only by legal and competitive constraints;
- listen to and, where possible, act on employee suggestions, ideas, requests and complaints;
- engage in good faith negotiations when conflict arises;
- avoid discriminatory practices and guarantee equal treatment and opportunity in areas such as gender, age, race and religion;
- promote in the business itself the employment of differently abled people in places where they can be genuinely useful;
- protect employees from avoidable work injury and illness;
- encourage and assist employees in developing relevant and transferable skills and knowledge; and
- be sensitive to the serious unemployment problems frequently associated with business decision, and work with governments, employee groups, other agencies and each other in addressing these dislocations.

Owners/Investors

We believe in honoring the trust our investors place in us. We therefore have a responsibility to:

- apply professional and diligent management in order to secure a fair and competitive return on our owners' investment
- disclose relevant information to owner/investors subject only to legal requirements and competitive constraints;
- conserve, protect and increase the owners/investors' assets; and
- respect owner/investors' requests, suggestions, complaints, resolutions.

Suppliers

Our relationship with suppliers and subcontractors must be based on mutual respect. We therefore have a responsibility to:

- seek fairness and truthfulness in all our activities, including pricing, licensing, and rights to sell;
- ensure that our business activities are free from coercion and unnecessary litigation;
- foster long-term stability in the supplier relationship in return for value, quality, competitiveness and reliability
- share information with suppliers and integrate them into our planning processes;
- pay suppliers on time and in accordance with agreed terms of trade, and
- seek, encourage and prefer suppliers and subcontractors whose employment practices respect human dignity.

Competitors

We believe that fair economic competition is one of the basic requirements for increasing the wealth of nations and ultimately for making possible the just distribution of goods and services. We therefore have a responsibility to:

- foster open markets for trade and investment;
- promote competitive behavior that is socially and environmentally beneficial and demonstrates mutual respect among competitors;
- refrain from either seeking or participating in questionable payments or favors to secure competitive advantages;
- respect both tangible and intellectual property rights; and
- refuse to acquire commercial information by dishonest or unethical means, such as industrial espionage.

Communities

We believe that as global corporate citizens we can contribute to such forces of reform and human rights as we are at work in the communities in which we operate. We therefore have a responsibility in the communities to:

- support peace, security, diversity and social integration;

- respect the integrity of local cultures; and
- be a good corporate citizen through charitable donations, educational and cultural contributions, and employee participation in community and civic affairs.

(In spring 1997, CRT issued the following challenging Position Paper.)

THE CRITICAL ROLE OF THE CORPORATION IN A GLOBAL SOCIETY: A POSITION PAPER OF THE CAUX ROUND TABLE

The rules are changing. Whatever the arena-political, social, environmental or economic-global business leaders can no longer rely on past traditions, historical strategies or earlier expectations of its constituencies. For many companies, these changes signal great opportunity. But with increased business opportunities, there are also heightened social responsibilities. The Caux Round Table, a group of senior business executives from Europe, Japan, North America and other parts of the world, believes that global business stands at the crossroads of the fundamental changes taking place around the world and that business has a critical role in helping to build a global society that is more prosperous, sustainable and equitable. We are heading into uncharted waters where global businesses that operate essentially in a borderless manner have enormous wealth and power to effect change while the role of nation states is drastically diminishing.

As reluctant as business leaders have traditionally been to take a major role in finding solutions to key societal issues, the time has come for the roles of business, government and other institutions to be redefined-a time for new partnerships and greater cooperation on a global level.

THE WORLD SITUATION

Fundamental social, economic, political and technological changes continuously bombard every nation in the world. And with the doubling of knowledge every seven years, the rate of change will only further accelerate. Most importantly, globalization is moving forward relentlessly, with freer movement of people, capital, jobs, trade and information, and limitless potential for redistribution of global economic power.

Some suggest that we are at a major turning point in history, a time that occurs only every 100 years or so, when typically vision is lacking, leadership is weak or in doubt, new technology sweeps across nations, gaps widen between peoples on many fronts, living standards decline, laws and institutions break down or become obsolete, values weaken, crime and corruption increase, cooperation recedes and human relations falter.

Such changes inherently threaten world peace and stability. For governments, it means that the flow of technology and funds and the ownership and activities of business are less subject to their control. It means that the very processes of governing have to be

redesigned. It means that government's traditional role of protecting the more vulnerable groups in society is at risk. And it means that political power often gives way to economic power: of the 100 largest economies in the world, over 50% belong to global corporations.

The average citizen must cope constantly with wrenching readjustments. The technological revolution brings enormous progress, growth and prosperity-yet some people and nations are left behind or left out entirely. Technology allows senior citizens to live longer, but who will pay for their old age pensions? Technology educates young people, but who will provide the jobs to meet their rising expectations? Technology makes the Global Information infrastructure possible but not for everyone. Technology creates great wealth, but it also contributes to the increasingly great divide between the haves and the have-nots, those with money, jobs, knowledge and opportunity, and those without.

For leaders of all types of organizations, who could have imagined a few years ago the present threats to society's structure? Religious fundamentalism, new forms of nationalism, long-festered ethnic differences, clashes of civilizations-all threaten the status quo and the best conceived business plans. On a smaller scale, new definitions of family are being written everyday. The authority of all types of institutions is no longer conceded; it is constantly in question, and with the ability of communications to reach all corners of the world almost instantaneously, activities of business, governments and other institutions are subject to constant public scrutiny, criticism and accountability.

For environmentalists, their concerns have moved from the fringes of society to center stage in the past decade. To many members of the business community, responsible environmental management is now a source of competitive advantage, in terms of lower costs and increased customer loyalty. But because environmental hazards respect no geopolitical boundaries, these issues now are central to trade negotiations and global corporate responsibility.

The political and economic landscape of the world has changed radically. We no longer can think in terms of First, Second and Third World Nations. The precipitous disappearance of command economies and the emergence of market economies around the world challenges expanding global businesses to intervene in ways that enable those emerging markets to reach their potential and enhance the prosperity of their populations.

For futurists, the biggest change of all may be in the burgeoning world of communications, what some others have termed the "network society." What does it mean to a political leader who can no longer control the flow of information into his country? What does it mean to traditional ways of doing business when the Internet will support \$500 billion in electronic transactions by the year 2000? What happens to the aspirations of impoverished citizens of developing countries when CNN brings them vivid pictures of lavish living in other parts of the globe? What values are guiding us when the wealth of 350 billionaires equals the net worth of the world's poorest 2.5 billion people?

All of these changes have far-reaching consequences, some that may favor business and others that threaten its very survival. But they have all pushed their way onto the daily agenda of global business and cannot be ignored. In the complex and confusing world in which business now operates, prospects of rising social unrest and discontent are constantly imminent. The CRT affirms that the primary purpose of the corporation is to effectively manage its business, producing quality goods and services and delivering good long-term returns to its investors. However, it is equally clear that global business can no longer take the position with Milton Friedman that “the business of business is business.” It must be an active participant in addressing key global issues.

KEY GLOBAL ISSUES: THE PRIORITIES OF THE CRT

The members of the CRT believe that certain issues must take precedence. There is risk in this position. Some might argue that all are part of the whole, and to single out any particular issues is inappropriate. Others might recommend alternative priorities. Perhaps some would plead powerlessness and say that all efforts are futile. With due consideration to those perspectives, and while recognizing that issues such as population growth, public health, and crime and violence are largely beyond their influence, the CRT has decided to focus at present on the following key global issues regarding which it believes global businesses, in cooperation with governments and other institutions, can have a major positive impact.

1. The Employment Dilemma

The CRT has addressed job creation regularly during the past three years, has issued a prior position paper on the subject, and intends to continue to place high priority on this complex set of issues which has far-reaching implications both in industrialized and developing nations.

What can and should business do to reduce the increasing gulf between the haves and the have-nots in the world and in actively intervening to adopt a rule of law, nurture a work ethic and build the infrastructure necessary to sustainable development in emerging markets?

We know that other key global issues will not be solved unless people are working, and that one of the greatest strengths of the business sector has been and must continue to be job creation, even as restructuring, downsizing and outsourcing continue. Country after country have decided that increased private sector employment is the linchpin to sustainable economic growth, but crucial questions must be asked: What kinds of jobs, and where? It is critical to know if new jobs are in the host country or overseas, skilled or low-paying service jobs, jobs that properly take into account the health, safety and human rights of the workers, or jobs that debase the environment.

The relationship between technological innovation and the creation or maintenance of jobs also deserves careful examination. What conclusions should be

drawn and rectifying actions should be taken if, as suggested, the technological advances of the past few years have eliminated more jobs than they have created?

Global business leaders and their partners in government must draw lessons from past successes so as to develop policies that promote job creation. There is a need for decisive policies in the areas of education & training. There is a need for balance in regulatory constraints that can inhibit job creation. In certain developing markets, there may be a need to envision and pioneer new risk-sharing between business and government. And in an era of continued downsizing and restructuring, there is a need for corporate managers who do not succumb to demands for instantaneous shareholder gratification.

2. Sustainable Environmental Practices

It is not enough for business to contribute to creation and maintenance of global employment. Economic results cannot be obtained at the sacrifice of the environment. Sustainable practices and eco-efficiency are ideas whose time has come. But what are the implications of these ideas? Their broad sweep encompasses prevention of pollution, toxic waste management, reforestation, fresh water, and renewable resources.

It also involves the sharing of best practices with the wider business community and with those managers and regulators responsible for environmental policies. It is also an emotional issue. Because sustainable practices and eco-efficiency directly affect the quality of the environment that one generation leaves for the next, global business has very significant environmental responsibilities.

3. Transparency and Honesty

Business must contribute to the creation of jobs and the preservation of the environment. But to succeed in a global network society, it must also have the ongoing trust and participation of all its constituencies. To obtain that trust and to help raise the economic condition of the world's people, worldwide business practices must be ethical, transparent and free from corruption. Trust is earned the old-fashioned way-through listening attentively to the concerns of stakeholders and through practicing what we preach.

Through its signature publication "The Principles for Business," the first worldwide code of business ethics, the CRT has been among the leading international voices in the field of business ethics. Reflecting the views of senior business leaders in Japan, Europe and the U.S., the Principles are unique because they are founded on both Eastern and Western ideals: Japan's concept of *kyosei* (living and working together for the common good) and the Western concept of human dignity. More specifically, the Principles call for business behavior that goes beyond the letter of the law to a spirit of trust; they also present the case for fair play, a respect for the rules; and they exhort business to avoid illicit operations, be it bribery or other corrupt practices. To date the Principles have reached more than 100,000 business executives around the world.

The CRT believes that it is not possible for international businesses to create long-term value if the social contract necessary for economic activity—the “license to operate” granted by community, state or nation—is absent. Transparency and honesty are fundamental to retaining that license.

4. Partnerships Among Business, Governments and Other Institutions

All of the global issues that command the attention of business leaders are complex and important, which means that solutions can only result from the cooperative efforts of business, government and other institutions. Working alone, these powerful players will fail. Working together, they can apply local models to international situations and find multi-faceted solutions to difficult problems. Business needs to approach these challenges with the same seriousness and optimistic expectations that it brings to international joint ventures with other business partners.

THE CRITICAL CORPORATION ROLE IN A GLOBAL SOCIETY

The place of the corporation in a global society is pervasive and powerful. A producer of goods and services, it supplies the needs of people of the world. A creator and manager of wealth, it presides over the investment and transfer of huge capital flows. An organizer of work, it determines the daily life experience for large numbers of people, both at home and abroad. Socially active, it works to shape and preserve the cultural values of host countries. Politically engaged, it works to shape and preserve governmental and legal systems. Ethically sensitive, it teaches and models fair business practices. A facilitator of science, it directs the creation, application and dissemination of technology. A patron of the arts, it creates a richer life for all of society. That being said, can business do more? Can it strike a new balance between the imperatives of short-term financial goals and long-term value creation? Can it add new meaning in the global sphere to older definitions of corporate responsibility? Can it help to find solutions to the key global issues? Decisive, innovative and results-oriented business leaders can move questioning to dialogue to decisions and actions. Should their goal be a more prosperous, sustainable and equitable world? The CRT says, yes.

THE ROLE OF THE CRT

Building on past accomplishments, CRT will be at the nexus of the ongoing dialogue on principled business leadership, corporate responsibility and the critical role of the corporation in a global society. It will promote, encourage and develop wider acceptance by global businesses of their vital role in contributing to the solutions to key global issues. It will identify world business leaders from large and medium-sized companies committed to an expanded definition of corporate responsibility that embraces and goes beyond traditional business objectives.

THE CAUX ROUND TABLE’S CORE BELIEFS

Believing that the role of the corporation in a global society is becoming one of the dominant issues in the world, we aspire to act in accordance with the following beliefs:

The primary responsibility of the corporation is to conduct its operations proficiently, i.e., be technologically innovative, efficiently managed and financially healthy. For global businesses, however, meeting traditional business objectives is no longer enough. The voluntary participation of business leaders is needed to implement sustainable and equitable solutions to the major issues facing the world. Business leaders should be concerned about key global issues not only because of their potential impact on their companies but out of a sense of service and responsibility based on doing what is right and contributing to the common good.

Businesses should be run in a way that balances the shorter-term interests of some shareholders with the longer-term interests of the company and its multiple stakeholders. Worldwide business practices must be ethical, transparent and free from corruption, if the economic condition of people is to be raised. (See the CRT “Principles for Business,” widely recognized as the leading international code of business ethics.)

Corporations should work toward becoming what the CRT calls “fifth- level companies” in the realm of global corporate responsibility, i.e., companies that are proactive in motivating others to join them in going beyond traditional corporate roles. Global businesses should respect and work diligently to preserve the planet; treat all people with dignity, honesty and fairness; and respect political and economic freedoms and legal rights of all nations. Solutions to key global issues can result only from the cooperative efforts of business, government and other institutions.

On a regular basis, the CRT hosts small, highly participative forums where world business leaders, together with invited guests, can analyze and debate key issues in an impartial, informed, off-the-record manner. However, the CRT is not satisfied simply to act as a discussion group. It seeks to affect events and policies around the world. On issues where a wide consensus is achieved, the CRT seeks to be an opinion-maker.

Beyond that, on issues of critical importance, members of the CRT both lead by example and act as advocates, with other businesses and institutions, for constructive change.

The key global issues discussed in this Position Paper will not be resolved and the threats to world peace and stability that come from the volatile world situation will not be eliminated without the dedicated involvement of global businesses. Governmental power and policies are important but cannot succeed alone. What is needed is commitment and participation from respected business leaders from all parts of the world. Membership in the Caux Round Table offers an effective way to participate. We invite and urge you to join us. <http://www.cauxroundtable.org>