

**Dignity and Business:
The role of human rights and human responsibilities
Tübingen, 9-10 October 2014**

Conference Review

Around 60 people from various backgrounds including academia, business practice, civil society and public policy came together in Tübingen for two full days of interdisciplinary debate. The goal of the conference was to bring together an impact oriented and pragmatic audience that despite a shared concern for the protection and promotion of human dignity typically does not talk to each other on a regular basis. The conference was structured into three panels. The first panel served to deliver an understanding of dignity as a theoretical concept and was accompanied by a workshop based on real-life cases. The second panel was dedicated to gain insights into practices of companies that cherish human dignity by examining various elements of supply chain management as well as sustainable product development. The final panel examined the role of dignity in business through a public policy lens. Speakers were tracing back the development of the United Nations Global Compact and highlighted the various initiatives and ramifications on a regional and national level as well (German and European perspectives). In various formats conference participants were discussing the insights generated and also worked on potential next steps and possible future collaborations.¹



¹ The full program of the conference is attached at the end of the document.

Thursday, October 9

Panel I – The perspective of academia: Are dignity and business practice compatible?

“Better lenses make clearer pictures!”

Claus Dierksmeier, Director of the Global Ethic Institute, argued that the neoclassical concept of the homo oeconomicus “reflects an intellectual schizophrenia” because it assumes that economic activity can be separated from the rest of human nature. This, however, is not possible since human dignity is an essential part of human nature, a *conditio humana*. The concept of the homo oeconomicus is therefore highly contradictory and questionable but unfortunately continues to be “indoctrinated” to students worldwide. Recognising that there might be a psychopathic minority, the one percent, that deliberately causes harm to the planet by pursuing their interests no matter what the social and ecological implications are, Dierksmeier also said that the picture is by far not so clear for the vast majority of people who are all embedded into complex societal constructs. Based on four truly universal values, namely honesty, partnership, trust and justice², there is a need for intercultural norms and a sense of globality to transform the current business paradigm. According to Dierksmeier, a strategy of dignity would be to put ethical principles first and to move from there to profits. A human centred management approach that is socially, morally and ecologically responsible creates better lenses and makes clearer pictures. Such a strategy is also promising, so Dierksmeier further, because with it the intangibles that drive profitability today – the hearts, minds and social relations of people - can be reached in a far more authentic manner.

“We live in a state of ignorance!”

Donna Hicks, Associate at the Harvard University, presented to the audience the essence of her research into the subject of human dignity. During her involvement in numerous unofficial diplomatic conflict resolution efforts all over the world she observed that the issue of dignity is always a root cause of conflict and that people indeed want to be treated with dignity. However, when negotiating it is something that people usually do not bring to the table. Therefore, Hicks developed a strong interest in understanding better the underlying mental motivations to be wanted to be treated with dignity. She looked at neuro sciences and learned that about 95 percent of our behavior is led by the will to survive and that only 5 percent of our actions are in the frame of rationality. Hicks stated that also these 5 percent are emotionally linked. She concluded that “we live in a state of ignorance” and that human dignity respectively the violation of one’s dignity is a “profound emotional feeling”. From her research in different corners of the world she derived “10 ways our brain is wired to act when the feeling is there that one’s dignity has been violated”. These 10 categories are: Acceptance of identity, recognition,

² Here Dierksmeier referred to Hans Küng and his research into a world ethos.

acknowledgment, inclusion, safety, fairness, independence, understanding, benefit of the doubt and accountability. Putting this in the context of the overall panel question whether human dignity and business are compatible she called for business to face and address this issue because “otherwise there won’t be progress”. According to Hicks, business leaders should embrace the human condition, treat people well at the workplace and involve them in decision making. This would increase dependability, discretionary energy, trust, engagement, productivity, the quality of work and not to forget even profitability. If a organisation wants to work with the dignity concept, she added, it must treat dignity as unquestionable which means that even though there might be asymmetry in status dignity is there for all. Donna Hicks’ contribution was very insightful, however, in how far her dignity model is really a tool that can help businesses resolve conflicts globally, as the title of her speech implied, remained open just as the question whether businesses are the most important actors to do so.

“Implicite CSR”

Andre Habisch from the Katholische Universität Eichstätt spoke about the economic model that dominated West Germany’s post-2nd world war period, namely the social market economy sometimes also labelled Rhineland capitalism. Habisch pointed out that Germany underwent a cultural rebirth after the traumatic experience of having a totalitarian, ideologocal and racist government. This rebirth has been characterised by radical institutional change and a fundamental reorientation which led to the new German constitution addressing human dignity in its very first article. This constituional shift to human rights and a common good orientation led to the emergence of the German system of co-determination in the workplace, collective bargaining, labour courts, a relatively high degree of social welfare and a dual educational system organized as a public private partnership. Habisch called these “implicite CSR” measures which served as pillars for Germany’s continous economic growth from 1950 to 2008. Habisch concluded that the German model is very different from the anglo-saxon model of capitalism. that it generates sustainable growth and a high standard of living and that should be promoted more overseas. Whereas it is without a doubt true that the social market economy model did indeed mark a civilising step forward - not only bringing with it a degree of mass affluence, but also political stabilisation within a framework of parliamentary democracy following the horrifying excesses of the Third Reich - it is highly questionable whether this model is actually still practised anymore in Germany.

“Watch your thoughts”

In the discussion there was quite a consensus without education of students but also of today’s managers no progress towards more respect for human dignity will be achieved. However, the intrinsic motivation to care for others and to behave fair is not in focus neither in business education nor in

society as a whole. Claus Dierksmeier proposed a two way approach for businesses that are willing to do something, one, to put more efforts into the operationalisation of existent concepts, and two, to counter practices that favor short term maximization. Quoting Buddha, he went on by saying that we should watch our thoughts because they become our words, deeds and ultimately our destiny. Gerd Hofielen highlighted structural contradictions that should not be overlooked, namely that even though there is a relatively high level of institutional promotion of human dignity in Germany, it is also a fact that in Germany and of course in other countries too enormous wealth concentrations are in the hand of a very few people. This has caused massive power imbalances and led to laws and governmental regulation that favor first and foremost big business. He added that people are used to social systems that function through domination and subordination so the question should be “how do we learn that I cannot restore my natural empathy and dignity on my own but need to collaborate with others?”.

Panel II – Human dignity as demonstrated in current business practice in the textile industry?

"If we can do it then everybody can!"

Antje von Dewitz, Owner and Director of Vaude, gave an overview about the company's approach to promote human dignity and business. Central to her remarks was that economically a family owned business like Vaude is at a disadvantage with bigger competitors. Taking a holistic stance towards CSR creates costs that companies who don't engage holistically in this area don't have. Therefore, von Dewitz said “regulation always helps so that everybody has to apply socio-ecological practices”. She further stated that regarding the oversight of their supply chain they are dependent on other brands for the sake of sharing costs for auditing. She did acknowledge that not everything is perfect already and that they are on “[the] way getting to know the whole supply chain”. With regard to the situation in China von Dewitz said there are basically two types of managers, the patrons that don't want to change anything and others that see CSR as a potential way to attract workers to the textile sector which is not the most attractive anymore. Electronics for e.g. would attract more qualified personell nowadays, she added. The role of NGOs to Vaude is mainly one of sparring partners though there is sometimes a “moral police” attitude that can be exhausting. Von Dewitz pointed out that in many cases firms first react after pressure from NGOs, at Vaude they did engage in CSR and sustainability without initial external exposure because for them it's a long term differentiation strategy to become Europe's most sustainable outdoor company. It's not easy but if Vaude can make things differently with a limited budget “then everybody can”.

“Quick fixes instead of longterm solutions”

Torben Kehne, Director Labor Practices at Systain Consulting, shed light on the relation between specific risks for human rights violations and working hours. According to Kehne, alone in the textile industry 3.4

billion working hours are high risk working hours. This accounts to 82 percent of all working hours in this sector that are being realised abroad every year for German brands in retailers. But also in other industries such as tourism, electronics, food, automotive there are massive risks involved. Kehne emphasized that every sector has different challenges. In textiles the highest risks appear in the first tier of the supply chain whereas in German vehicle manufacturing the issues get bigger further down the chain in the fourth tier. Regarding companies' practices to address these issues, Kehne highlighted that the majority hands over the responsibility to their suppliers which would make sense in a way, he added. However, he also pointed out that relying too heavily on auditing alone and not asking why things happen in the first place can lead to "yo-yo effects and quick fixes instead of longterm solutions". Kehne went on by saying that training and capacity building are very important as are a root cause analysis and implementation of management procedures that put social compliance into the core of the business. Brands have also an impact on human rights compliance at their suppliers via their buying practices. They need to look at the time they give them to deliver and not switch colour or styles on a too short notice. For Kehne the most important stakeholder of a company is the customer but he said that "the leverage is still low" considering studies that show that indeed 85 percent support the idea of sustainability but do not walk the talk by actually buying from more socially and environmentally conscious businesses. Kehne concluded that from his perspective all management people are usually "pro-progress" and that the will is there though the right tools are still lacking.

"Small examples count"

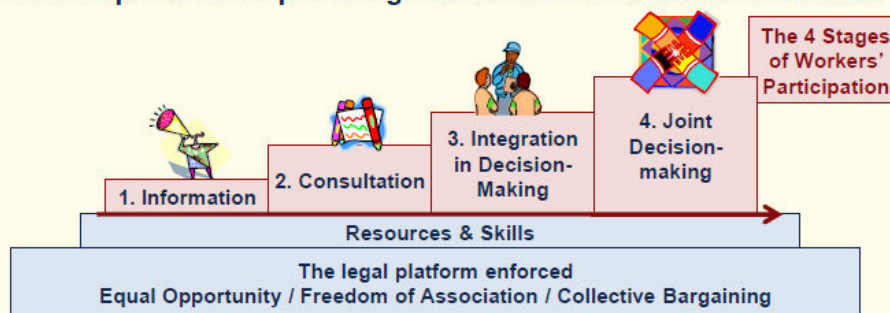
Stefanie Santila Karl, International Verification Coordinator with the Fair Wear Foundation, gave an overview about FWF approach to raise standards in the textile industry. Whereas Fairtrade looks primarily at where the raw materials come from, FWF looks at where the most workers are (the factories). FWF verifies brands and production facilities and is organised as a multi stakeholder initiative which according to Karl is important "to get everybody in the picture who needs to be in the picture". The basic strategy is based on the concept of shared responsibilities. FWF works with brands on improving their buying practices, complaints mechanisms and to support training and capacity building at their suppliers. It is a step by step improvement oriented process. Management practices get questioned on a regular basis and for reasons of transparency every year a brand performance check is published. Karl ended her presentation stating that "small examples count" so if for instance the efforts of FWF member companies lead to less fluctuation of workers at their suppliers this is already worth the work. And responding to Kehne and his reference to customers as an important driver for sustainability she invited the audience to check the FWF shopping list which lists all member companies and brands and can be found on the FWF website.

“Social auditing is not CSR ... local people laugh about it”

Sebastian Siegele, Director at Sustainability Agents, confronted the conference participants with the flaws of the social auditing approach. And he was very frank in doing so. According to Siegele, social auditing is simply the wrong tool and it won't lead to real change. He gave various reasons for why he thinks so. First, after 20 years of practicing only very limited impact and progress can be seen. Second, social auditing tackles the issues from the wrong angle. It matches the expectations of consumers and western stakeholders because they want to see (their) standards enforced. But what is left out of the picture is that there is a massive social standard gap and that “we are looking at the problem from our very own perspective”. So simply calling for enforcement is a “very theoretical argument from a Western perspective because laws are not enforced right now”. Forth, social auditing does “not focus on social relations along the supply chain only at what is happening at the factory level”. It also falls short on buying practices of brands etc. Consumer orientation is also weak because it puts consumer interests against worker interests and serves the purpose of delegating one's responsibility as a company towards suppliers and customers. Siegele's bottom line here was that social auditing is dominating us and keeps us from developing better models and strategies.

3. Social Auditing does not promote democracy

- ▶ **Social auditing marginalises the main players: workers and managers of the supplying factories**
- ▶ **You cannot shape social relations with law books/standards**
 - You cannot enforce democracy (in most cases)
- ▶ **You can provide a legal platform to enable the players to do so**
- ▶ **Are the factories responsible for enforcing the legal platform?**
- ▶ **Who is responsible for providing the resources and the skills needed?**



Siegele continued by arguing for a redirection of focus and resources from social standards to social relations building inside the supplying factories and in the whole supply chain. In order to support democracy and human rights in the workplace workers and local managers need to be involved in the conception and realisation of training and capacity building. Workers and mananagement need to be in

the position to shape their social relations together. Sustainability Agents work with a dialogue program, they enter the factory, speak to workers and management and ask them what they want to improve. Then they moderate the process and it's all voluntary.

Stefanie Santina Karl responded to Siegele's presentation by partly agreeing. Auditing alone does not help. Training and interviews off the site are very important as are local stakeholder consultation to get a detailed picture of the respective factory context.

"BSCI, greenwashing friendly. FWF, life conducive."

Gerd Hofielen, Director at the Humanistic Management Center Berlin, introduced the Business Social Compliance Initiative and compared its underlying ethical commitment with that of the Fair Wear Foundation. He specifically looked at the respective governance structure and the stance that both organisations take towards the issue of living wages. The main difference between FWF and BSCI is that BSCI has a limited legitimacy because only businesses can become members whereas the FWF is a multi stakeholder initiative which makes her more independent and credible according to Hofielen. The degree of transparency also differs a lot. Outsiders cannot really understand how the decision making processes within the BSCI function. The FWF gives much more information on these issues and also the commitment of each member company can be traced much more in detail compared to BSCI members. Gerd Hofielen made the conclusion that the BSCI members' motivation is primarily one of reducing audit costs and having something to show to the public whereas some – though not all - FWF members are motivated by truly wanting to improve workers' lives. Hence, he called the approach of the FWF with its focus on implementation life conducive.

In the end Hofielen showed exemplary quotes from interviews with both BSCI and FWF member companies and called them inter alia tacit agreements ("We support living wages but ..."), hidden No's ("It's difficult to know what a living wage is.") or excuses ("We're just a tiny part of the industry."). This stance towards living wages, he said, can be found among both members of BSCI and FWF, however, the FWF and (some of) its members do undertake much more serious attempts to raise wages at suppliers. They are doing so by systematically monitoring wages matching them against costs of living, they orient themselves at the Asia Floorwage Campaign, they work together with local experts, they partner with their suppliers and seek cooperative longterm relationships, they support direct communication between workers and management and they pay higher wages.

Friday, October 10

Opening Keynote

“Beyond (total) voluntarism”

Florian Wettstein from the University of St. Gallen gave a summary of the emergence of the debate about business and human rights. Trigger events have been the protests against Shell in Nigeria in the mid-90s before and after the execution of human rights activist Ken Saro-Wiwa. The United Nations Draft Norms (1998-2004) were then the first comprehensive attempt to move towards international binding regulation on human rights compliance. The Norms gained support from many NGOs and academia though were abandoned due to rigorous opposition by the private sector and some governments. As a result the United Nations launched the mandate for John Ruggie as United Nations Special Representative for Business and Human Rights in 2005, which he used to develop the UN Protect, Respect and Remedy Framework and the UN Guiding Principles on Business and Human Rights. The Guiding Principles encompass three pillars outlining how states and businesses should implement the framework, i.e. the state duty to protect human rights, the corporate responsibility to respect human rights and access to remedy for victims of business-related abuses.

Wettstein pointed out that Ruggie succeeded in (re)focussing the debate bringing together proponents and opponents of the Draft Norms. His work also changed the basic premises of the debate, Wettstein added. Because Ruggie made it clear that there is an unconditional direct responsibility of all companies to respect all human rights with no exceptions the burden of proof has been shifted towards the companies. Even though the Guiding Principles are not legally binding they moved the debate “beyond (total) voluntarism” and created some momentum. For this, as Wettstein points out, Ruggie deserves much praise. Wettstein’s assessment of the impact of the Guiding Principles, however, was less enthusiastic. They would lack advice on enforcement and monitoring and are at risk to fall in the “Global Compact trap”, i.e. becoming a policy framework without accelerating real progress in the long run. On the conceptual level Wettstein criticized that the line between the three categories is blurred and that divided responsibilities do not work as a result. Wettstein said it would have been better to come up with a concept where the burden is shared between states and businesses within each of the three categories. He ended his speech by highlighting that in order to have a fair competition there needs to be a legal basis to not disadvantage those businesses that care more about human rights than others.

Panel III – Human dignity in the current business practice of first movers

“We are not a charity!”

David Gerson, Marketing Director at carpet manufacturer Interface, presented his company’s sustainability practices. The most important person behind Interface was Ray Anderson, he said in his introduction. Anderson came up with the mantra “there has to be a better way” which eventually drove

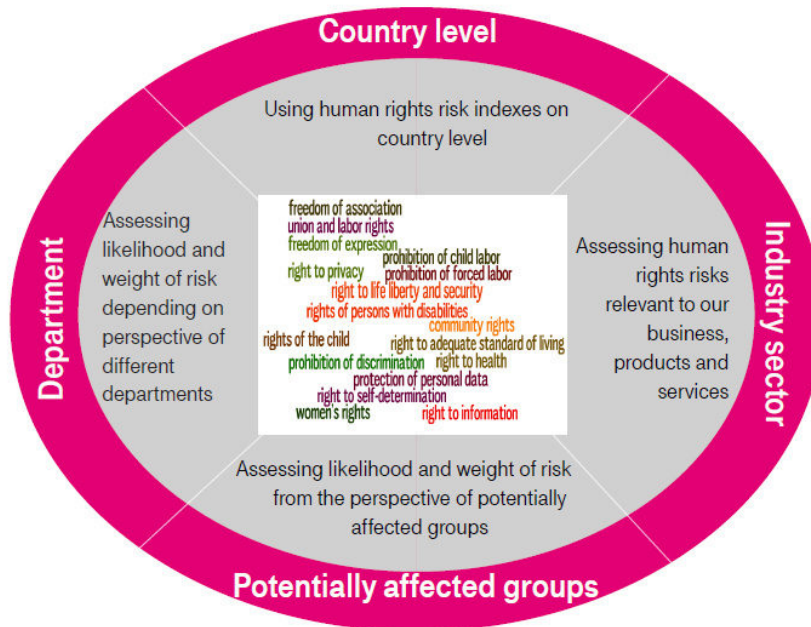
the company towards caring about the environment. At age 65 Anderson created a task force within the company to move Interface away from “take-make-waste” to a sustainable way of producing carpets. Gerson said that as an organization they believe that they can “design a better world” and that the goal of Interface is to “completely eliminate ... [its] negative footprint on the earth and in doing so, will go beyond doing no harm and become restorative.” Efforts on this mission have resulted in \$500,000,000 in savings or waste avoidance. Gerson admitted that Interface would have been out of business today if it was not for sustainability. They innovated the manufacturing process, they use plastic waste from the oceans in particular discarded fishing nets. Gerson also stated that Interface is not a charity and that the secret of economic success through sustainability at Interface is the “beauty and design of our carpets”. Other important ingredients are flat hierarchies and employees that are extremely motivated by the company’s mission.



“A need to set ‘anchors’”

Friederike Mayer, Head of Group Relations Management at Deutsche Telekom, explained to the audience how Deutsche Telekom tries to implement the Guiding Principles. First, Deutsche Telekom had to make a choice which human rights are most important to the telco sector. The assessment led the company to focus on conflict minerals and the prohibition of child labour, on mobile phones & health and on lawful interception and here especially on the right to freedom of expression and privacy. Mayer then went on and showed the six step human rights due diligence approach at Deutsche Telekom. The six steps are: policy commitment to human rights, grievance mechanism, human rights risk and impact assessment, integrating human rights in the group’s processes, monitoring, tracking, communication

and reporting, awareness-raising and training, stakeholder engagement and networking. Mayer then explained how Deutsche Telekom does its human rights risk mapping (see the image below).



The goals of human rights risk mapping are to identify the main human rights risks, impacts and opportunities for potentially affected groups e.g. customers and employees. It is also meant to understand how to prevent, mitigate or address adverse human rights impacts and to have a mutual learning experience for stakeholders involved and build-up longer-term relationships with stakeholders. Deutsche Telekom uses a tailor-made toolkit for assessing human rights impacts, adapted to the specific country and industry sector. The work is based on desk-research as well as interviews on-site with internal and external stakeholders and rights holders.

Mayer ended her presentation by emphasising internal and external barriers to human rights due diligence. Deutsche Telekom is a highly dispersed and diversified corporation with multiple subsidiaries with presence in over 50 countries worldwide, it has no dedicated R&D department and dispersed programming services in different departments and subsidiaries. There's an internal lack of understanding of the topic partly due to the challenge of internal persuasion of the importance of the topic. There's a need to set "anchors" in the organization acting like ambassadors with a human rights perspective, Mayer added. As external barriers she named different political systems and legal jurisdictions and practices, especially with regard to lawful interception and the question of how to support the rights of affected rights-holders if these rights are not protected in a country e.g. discrimination of LGBTI in Russia. Another challenge is how to get in contact with multitude of (private) customers, especially with regard to stakeholder engagement.

Panel IV – Human dignity, human rights and human responsibilities in the perspective of public policy

“Compliance of companies comes first”

Markus Löning, former Special Envoy for Human Rights for the German Government, spoke about the role of governments in the protection of human rights. Compliance with laws is very important, he said, but implementation of laws is a big problem. In China e.g. there are simply not enough lawyers (approximately 200.000 in the whole country). Access to court for everybody is also a huge issue, Löning continued, not so much in western countries but certainly in developing countries of the global south. Löning argued that compliance of companies has to come first. Before asking for more businesses must comply with laws of the country where they operate. Löning said it needs a system of responsibility where companies can be taken to court in their 'home' countries. This process will take time and should not be paternalistic. Positive is, that transparency in value chains becomes a more and more important thing to do for companies. The EU Directive on non-financial reporting is a good first step but measures need to be increased such as national action plans to implement the Ruggie Principles with a public support programme for SMEs that cannot afford paying consultancies for the implementation.

Löning ended by saying that it is not very well known in how far companies themselves contribute to legal uncertainty and the failure of states in protecting human rights but that this is an issue which should be on the radar in the future.


“Inversion of the right order”

Christian Felber, Author and Cofounder of the Economy for the Common Good, opened his speech by asking the audience: “How come there's a contradiction between the economy and the protection of human rights and human dignity? Shouldn't the economy support human dignity by its very nature? If that's not the case when, why and where have we decoupled it and set a different goal for the economy?” Felber said we have inversed the right order by making profit the goal of economic activity instead of the satisfaction of human needs. There is broad consensus among economists that freedom is one of the most important values for human beings but if freedom is made the goal of all economic activity there should be the same freedom for all human beings. By making this statement Felber argued that regulating individual economic freedom is not a constraint but rather the very basis for true freedom. However, in today's global economy that is dominated by neo-liberalism (Felber: “pseudo-liberalism”) power concentration endangers this freedom for all. Felber went on by saying that when taking a closer look the neo-liberal concept is highly anti-liberal because it is putting economic freedoms above human rights. He underpinned that statement with a number of examples such as that the free movement of capital as a goal in itself prioritizes the right to shift your money overseas over tax justice

and financial stability. The same is true for a series of international commercial courts that are granting access to international companies only and not to ordinary citizens.

Which freedoms have priority?

- „Liberal“
Fundamental and human rights > economic freedoms
- „Neoliberalism“
Economic freedoms > fundamental and human rights



CHRISTIAN FELBER

According to Felber transnational companies have become too powerful and endanger liberties and democracy. They are too mighty to be regulated and broken up and this is all at odds with liberal thought which has always aimed at a division of power to hinder excessive power concentration. On this issue, however, there is no consequent debate compared to the efforts that are being made to sign new so-called free trade agreements. The current massive abuse of power is the opposite of freedom. Power has to be limited in order to pursue freedom.

Felber continued by saying that democracy and capitalism used to be twin brothers but now the picture has changed and capitalism has become the biggest threat to democracy. In the last part of his presentation Felber called for “negative feedback mechanisms” - an insight of system theory to keep large organisms and organizations in balance. The alternative economic model Economy for the Common Good has various negative feedback mechanisms aiming at the limitation of income inequality and private property through e.g. higher taxes on inheritances and the democratisation of companies. Felber said that wherever he speaks to people in this world and asks them what they would feel comfortable with as the maximum income disparity the most favoured factor hardly ever exceeds 10. He made it clear that he is not against privately owned companies, but to assure this right equally for all and preserve democracy at the same time, after 500 employees owners either should have to share their power with all stakeholders affected – or stay smaller.

In sum, the conference brought together a variety of opinions and created an inspiring opportunity for networking and fruitful exchange of ideas. In the future the organisers could think of how to further focus the debates among people coming from all these various backgrounds. It might be useful to focus on one topic at a time at each conference such as the growth and profit paradigm or the issue of workplace democracy. Both topics were touched several times in the discussions but there was not enough room to analyse them more in detail. Questions that come to mind are how much ideology and how much actual truth lies in the felt necessity to grow and always be more profitable. How much influence has the legal status of a business on that? How do businesses with a high degree of workplace democracy perform in terms of human rights protection and what's their approach to growth and profit?



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Sponsoring Organizations

Center for Humanistic Management, Fordham University, New York

http://www.business.fordham.edu/research_centers/center_for_humanistic_management/

Humanistic Management Center, Berlin und St. Gallen

www.humanisticmanagement.org

Weltethos Institut, Tuebingen

www.weltethos-institut.org

Humanistic Management Network

www.humanetwork.org

The Initiators

Prof. Dr. Michael Pirson, Director Center for Humanistic Management at Fordham University, New York, USA,

<http://business.fordham.edu/faculty/pirson/>



Prof. Dr. Claus Dierksmeier, Director, Global Ethics Institute Tuebingen, Germany, <http://www.weltethos-institut.org/index.php?id=43>

Gerd Hofielen, Partner and Director, Humanistic Management Center, Berlin, Germany,
http://humanisticmanagement.org/cgi-bin/adframe/about_us/team/gerd_hofielen/index.html



III. Conference Program

In addition to the traditional two-day conference program, we have included a one-day academic paper development workshop this year. Please note that the Workshop is designed only for those academics who submitted papers for either of the two Journal Calls for Papers earlier this year. Academics participating in the Workshop have already received the Workshop program

DIGNITY AND BUSINESS: THE ROLE OF HUMAN RIGHTS AND HUMAN RESPONSIBILITIES

Thursday, October 9

9:00-9:15	Introduction Dr. Michael Pirson , Fordham Schools of Business & Humanistic Management Network, Associate Professor
9:15-10:00	Panel I - <i>The perspective of academia: Are dignity and business practice compatible?</i> Dr. Claus Dierksmeier , Global Ethic Institute, University of Tübingen, Director <i>Conceptions of dignity and their relevance for business</i> Dr. Donna Hicks , Waterhead Center for International Affairs, Harvard University, Associate, <i>The Dignity Model: how businesses can resolve conflicts globally</i> Dr. Andre Habisch , Katholische Universität Eichstätt, Professor <i>Human rights and socially responsible business practices</i>
10:00-10:30	Plenary Discussion
10:30-11:00	Coffee Break
11:00-12:30	Dignity in Business Workshop with Donna Hicks
12:30-13:30	Lunch

13:30-14:15	<p>Panel II A - <i>Human dignity as demonstrated in current business practice in the textile industry</i></p> <p>Antje von Dewitz, Vaude, Owner and Director <i>Vaude's approach to promote Human dignity, protect Human rights and promote our business</i></p> <p>Torben Kehne, Systain Consulting, Director Labor Practices <i>Protecting the legitimacy of business by protecting human rights</i></p> <p>Stefanie Santila Karl, Fair Wear Foundation , International Verification Coordinator <i>The contribution of Fair Wear member companies to human rights in the supply chain</i></p>
14:15-14:45	Plenary Discussion
14:45-15:00	Coffee Break
15:00-15:45	<p>Panel II B - <i>Human dignity as demonstrated in current business practice in the textile industry</i></p> <p>Sebastian Siegele, Sustainability Agents, Director <i>Establishing dialogues with the goal to develop social partnership models along global supply chains</i></p> <p>Gerd Hofielen, Humanistic Management Center Berlin, Director <i>Ethical commitment in industry associations – room for improvement in promoting human flourishing</i></p>
15:45-16:15	Plenary Discussion
16:15-17:45	<p>World Café Discussion Forum I: Workshops continuing with three different themes</p>
17:45-18:00	Wrap up
19:00-21:00	Networking Dinner, Restaurant Casino

Friday, October 10

9:00-9:15	Introduction
9:15-9:45	Opening Keynote Dr. Florian Wettstein , Institut für Wirtschaftsethik, University of St. Gallen, Director <i>The role of dignity and human rights in business practice</i>
9:45-10:15	Panel III – Human dignity in the current business practice of first movers David Gerson , Interface, Marketing Director <i>Climbing Mount Sustainability – how Interface contributes to human flourishing and strengthens profitability</i> Friederike Mayer , Deutsche Telekom, Head of Group Relations Management <i>Implementing human rights due diligence – achievements and challenges</i>
10:15-10:45	Plenary Discussion
10:45-11:00	Coffee Break
11:00-12:30	World Café Discussion Forum II: Workshops with three different themes
12:30-13:30	Lunch
13:30-14:15	Panel IV – Human dignity, human rights and human responsibilities in the perspective of public policy Michael Windfuhr , German Institute for Human Rights, Vice President <i>The contribution of business to protecting and promoting human rights</i>

Markus Löning, former Special Envoy for Human Rights for the German Government

Protecting human rights in business – the role of governments

Christian Felber, Economy for the Common Good, Author and Cofounder

Liberalism and human rights

14:15-15:00

Plenary Discussion

15:00-15:15

Coffee Break

15:15-16:30

Next Steps: Enabling Future Collaborations

16:30-17:00

Wrap up and Cocktails

* Please note that **lunch is included** on both conference days. We will be serving a selection of both vegetarian and non-vegetarian foods.