

**REMARKS**

**OF**

**J. P. BOLDUC**

**PRESIDENT and CHIEF EXECUTIVE OFFICER**

**W. R. GRACE & CO.**

**APPEAL OF CONSCIENCE FOUNDATION AWARD DINNER**

**PIERRE HOTEL**

**NEW YORK, NY**

**September 28, 1993**

THANK YOU VERY MUCH, RABBI SCHNEIER, I AM GREATLY HONORED.

AND THANK YOU, AMBASSADOR DUKE, FOR THOSE KIND WORDS.

RECEIVING AN AWARD IS ALWAYS A HUMBLING EXPERIENCE, AND THAT IS ESPECIALLY TRUE TONIGHT BECAUSE OF THE NATURE OF THIS AWARD.

THE APPEAL OF CONSCIENCE -- THE APPEAL OF THAT INNER VOICE THAT TELLS US WHAT IS RIGHT AND WHAT IS WRONG. WHAT CAN BE MORE IMPORTANT THAN THAT? AND ISN'T THIS WHAT MAKES US ALL BROTHERS AND SISTERS TOGETHER, AS WE STRUGGLE AGAINST WHAT WOULD OTHERWISE BE INSURMOUNTABLE ODDS?

"IT IS CONSCIENCE THAT UNITES US," AND FOR ME THIS AWARD EMBODIES THE HEROISM OF ALL MEN AND WOMEN OF CONSCIENCE THROUGHOUT THE

WORLD, WHOSE SPIRIT REMAINS UNBROKEN DESPITE CONTINUED PERSECUTION AND OPPRESSION.

AS THE HEAD OF A GLOBAL COMPANY DOING BUSINESS IN MORE THAN 100 COUNTRIES, I TAKE THE ISSUE OF "CONSCIENCE" VERY SERIOUSLY. WE HAVE 44,000 EMPLOYEES OF ALL RACES AND CREEDS. THEIR LIVELIHOOD, AND THE LIVELIHOOD OF THEIR FAMILIES, DEPEND IN LARGE PART ON STRATEGIC DECISIONS COMING OUT OF OUR EXECUTIVE OFFICE. THERE ARE MILLIONS MORE WHO DEPEND ON THE QUALITY OF OUR PRODUCTS AND SERVICES FOR THEIR WELL-BEING AND, IN THE CASE OF OUR KIDNEY DIALYSIS BUSINESS, FOR THEIR VERY SURVIVAL.

AND SO DOING WHAT IS RIGHT, OR WHAT IS WRONG, CAN HAVE A VERY REAL AND IMMEDIATE IMPACT ON THE HEALTH AND SAFETY OF OUR EMPLOYEES, OUR SUPPLIERS, OUR CUSTOMERS AND THE COMMUNITIES IN WHICH WE LIVE.

AS BUSINESSPEOPLE, WE HAVE AN OBLIGATION TO SELL NOT JUST OUR PRODUCTS AND SERVICES, BUT OUR VALUES AS WELL -- THE VALUES OF HONESTY, FAIRNESS AND EQUAL JUSTICE THAT ARE THE HALLMARKS OF OUR GREAT AMERICAN FREE-ENTERPRISE SYSTEM. WE NEED TO RESPECT THE "POWER" VESTED IN DIVERSITY, FREEDOM OF THOUGHT, EXPRESSION, RELIGION AND A SENSE OF COMMUNITY.

WE LEARNED THESE VALUES AT AN EARLY AGE FROM OUR PARENTS -- FROM OUR MOTHERS AND FATHERS. THEY WERE HANDED DOWN FROM THEIR PARENTS, FROM ONE GENERATION TO THE NEXT -- THOSE UNCHANGING VALUES THAT HOLD FAMILIES AND WHOLE SOCIETIES TOGETHER. THEY FORM THE BASIS OF OUR BELIEFS AND OUR BEHAVIOR AS WE KNOW THEM TODAY.

THERE CAN BE NO LASTING RELIGIOUS FREEDOM WITHOUT ECONOMIC FREEDOM, AND OUR

BECAUSE OF THE PIONEERING EFFORTS OF ORGANIZATIONS LIKE THE APPEAL OF CONSCIENCE FOUNDATION, RELIGIOUS AND ETHNIC BARRIERS ARE FALLING ALL OVER THE WORLD. BUT TENSIONS REMAIN, AND WE CANNOT EXPECT OUR RELIGIOUS LEADERS TO DO THE WHOLE JOB BY THEMSELVES.

AS BUSINESS PEOPLE, WE HAVE A ROLE TO PLAY IN THIS CRUSADE -- AND A VERY IMPORTANT ROLE AT THAT!

WE LIVE IN A COUNTRY THAT WAS FOUNDED ON THE PRINCIPLE OF RELIGIOUS FREEDOM. THIS FREEDOM IS A SACRED RIGHT OF ALL AMERICANS, AND IT HAS MADE US THE ENVY OF THE WORLD. WE CANNOT, THEREFORE, STAND IDLY BY WHEN THIS FREEDOM IS THREATENED OR DENIED IN OTHER PARTS OF THE WORLD. AND WE CANNOT LOSE SIGHT OF THE FACT THAT A SOCIAL CONSCIENCE CAN INDEED BE A GREAT BUSINESS PARTNER!

ROLE AS BUSINESSMEN AND WOMEN IS TO SHOW THAT THE AMERICAN FREE ENTERPRISE SYSTEM WORKS, AND WORKS BETTER THAN ANY OTHER SYSTEM ON EARTH.

WHEN WE MOVE INTO A NEW MARKET, SUCH AS THE NEWLY LIBERATED ECONOMIES OF EASTERN EUROPE AND THE FORMER SOVIET UNION, OR THE COUNTRIES OF THE MIDDLE AND FAR EAST, WE ARE OFTEN FACED WITH A WHOLE NEW WAY OF DOING BUSINESS -- A SYSTEM OF VALUES THAT IS OFTEN ALIEN TO OUR OWN. THE TEMPTATION IS STRONG TO PLAY THE GAME THE WAY IT HAS BEEN PLAYED FOR MANY YEARS IN SOME OF THESE COUNTRIES, AND SOME PEOPLE DO. BUT WE CANNOT AS RESPONSIBLE BUSINESSPEOPLE SUPPORT THE WORK OF THE APPEAL OF CONSCIENCE FOUNDATION, ON THE ONE HAND, WHILE AT THE SAME TIME LOOK THE OTHER WAY WHEN FUNDAMENTAL HUMAN VALUES ARE VIOLATED OR DENIED.

WE TOO ARE AMBASSADORS, AND OUR ANTHEM IS THE MESSAGE OF PERSONAL ACCOUNTABILITY, FREEDOM OF THE INDIVIDUAL, AND RESPECT FOR THE RIGHTS OF OTHERS.

AND SO, I ACCEPT THIS AWARD IN ALL HUMILITY AND WITH THE FIRM CONVICTION THAT THE APPEAL OF CONSCIENCE WILL GROW STRONGER WITH EACH PASSING DAY. I'M CONVINCED THAT THIS CAN AND WILL HAPPEN, BUT ONLY IF WE AS BUSINESS LEADERS CONTINUE TO DO OUR PART.

THANK YOU VERY MUCH.