

BUILDING

A BETTER FUTURE

Reimagining the Social Contract

⊖ Business, Purpose and a Brighter Future For All
TRANSFORMATIONAL LESSONS FROM
THE FRONTLINE OF LEADERSHIP

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2021

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LONDON

We're all in this together as we rebuild post-pandemic. Join us at this year's Salt Network Conference to learn more!

Building a Better Future

This year the Salt Network and the Church of England's Faith at Work campaign are teaming up to deliver a programme of inspirational, pioneering and courageous lessons from transformational leadership, to boost your impact in the workplace and across your spheres of influence.

As the world looks to rebuild from the impacts of Covid-19, many of us are asking:

- What might 'building back better' look like?
- How do we re-imagine a society that meets our needs, while addressing the injustices that have been made clear during the past year?

As we look towards building a better future, it is clear that business as usual is not going to be enough. Paul Polman writes in the foreword to the conference brochure that, "We cannot be bystanders to a failing system. There is, after all, no business case for poverty."

He goes on to say, "We can only achieve these ambitious goals (to end poverty and improve lives everywhere) in partnership across industry and with government and civil society. Only then will it lead to greater, more widely shared prosperity for all by 2030."

The Building a Better Future conference will explore what role our leadership, faith and influence holds as we navigate these challenges of creating a New Social Contract.

Don't miss this opportunity to network with like-minded leaders from across the country as we journey together into uncharted territory in an attempt to build back better. You will hear from top class speakers like our own CEO, Amanda Mukwashi, John Elkington, developer of the triple bottom line accounting, Martin Rich, Co-founder of Future-Fit Business, and more.

Book your ticket now at:
<https://saltcon2021.eventbrite.co.uk>

Confirmed Speakers for This Year's Conference:

AMANDA MUKWASHI: CEO of Christian Aid. She has worked in both intergovernmental and non-governmental spaces, bringing in-depth experience from across the development sector.

JOHN ELKINGTON: World authority on corporate responsibility and sustainable capitalism; bestselling author and serial entrepreneur. A Founding Partner of, and Chief Pollinator at, Volans.

GEMMA MCGOUGH Entrepreneur & Philanthropist. Passionate about being a catalyst for positive change, driven to help develop and fund solutions to the world's most urgent problems.

IVAN CHAKRABORTY: Ivan is the founder of Nuach Coffee which supports smallholder coffee farmers from around the globe.

RUPERT VURNELLS: Founder of Stratology, an MBA Academy which teaches inmates business principles so that they can start their own businesses when released.

MARTIN RICH: Co-founder of Future-Fit Business, which envisages a society that protects the possibility that life will flourish on earth by being environmentally restorative, socially just and economically inclusive.

DAVID ATTER: Founder of The Good Work Company whose mission is to help organisations use marketing as a force for good for people, planet, profit.

MATT BIRD: Business and Social Entrepreneur. Founder/CEO of Cinnamon Network International and of Relationology International.

'It's Time to Pay the Taxman'

'It's Time to Pay 'The Tax Man' is the header of a recent email from my accountant. 'Protect Yourself From 'The Tax Man' is the subject of another. 'The Tax Man' is portrayed as a nefarious figure, akin perhaps the 'The Grim Reaper', and why not? Since, as the saying goes, 'only 2 things in life are certain – death and taxes' with the obvious implication being that both are bad and to be avoided as much as possible!

Why do we forget that paying our tax is part of the social contract? That this money is used in part to pay the salaries of the teachers who educate our children; the firefighters who risk their lives to save our own; the refuse collectors who keep our streets clean; and for our National Health Service.

Perhaps this negative bias toward taxation helps to explain our incredible tolerance towards tax evaders; sure, Richard Branson is a tax exile but he's still a national hero right??

It may also help to explain why the vast majority of our population have no serious qualms with continuing to support businesses known to avoid paying corporation tax (thus in most cases adding no real value to British society beyond a lot of minimum wage jobs).

As one of the founding members of Partners for Progress – the U.K. arm of the Patriotic Millionaires, I believe that it is time to change the dialogue around taxation in the U.K. and that it is way past time to reset the expectations upon those most able to pay. Those, like myself, lucky enough to make up the 1%.

As in nearly every country on earth, the UK is in desperate need of a political and economic overhaul if it is to address our crisis in economic inequality; arrest the erosion of our democracy; ensure a just economic recovery from the Covid-19 pandemic and to facilitate the transition to the green economy vital for the U.K. to play its part in addressing the climate crisis.

For over a decade we have borne witness, in the U.K., to an increase in poverty and deprivation; to the degradation of the basic human

rights of so many of our citizens and to the accelerated effects of the climate crisis at home but far worse overseas.

And all this suffering set against a backdrop of an unprecedented increase of the wealth of the lucky few. In 2020 alone, the wealth of the people featured on the Times Rich List increased by 22% to nearly £600 billion.

We now live in a country where 4.3 million children live in poverty while we have 171 billionaires. A country in which one in twelve of all households were experiencing food insecurity even before the pandemic, while during the pandemic, the wealth of our billionaires increased by an incredible £290 million per day!

I am a millionaire not a billionaire, but I can confirm that similar phenomena of significant wealth increase during the pandemic exists further down the food chain. The fact is that we are not all in this together and since the advent of capitalism we never were.

It is time for change. It's time that those benefitting most from our economic system be the ones putting the most back in, that the revenue raised from millionaires, billionaires, and corporations make up a significantly larger proportion of tax receipts.

It's time that every citizen, irrespective of class, gender, ability, race, or ethnicity, should enjoy political power equal to that enjoyed by the wealthy. And it's time that #IPaidMyTaxes is seen as a badge of honour.

Join me at this year's Salt Conference to learn more about the scale of inequality in the U.K. the importance of progression taxation on the wealthy to raise the funds needed to build a better future and my perspective on why the wealthy need to join the fight for a more stable and inclusive economy. - Gemma McGough

Empathetic Leadership: Hebrews 4:13-16

A few years ago, for the first time in my life, I experienced burnout, anxiety and depression. In hindsight, there were a combination of factors



Hello from me, Buddy, your new Salt Network Manager.

This is an exciting time to join Christian Aid and the Salt Network. As we emerge from this challenging time, I am eager to see what we can accomplish together...

Most of my working life has been spent in Church leadership across denominations. My passion has been to see the Church active in its local community. As a church leader, much of my time was spent in change management and leadership development. Leadership development therefore is a huge passion of mine because Jesus style leaders produce Jesus style leaders.

Upon leaving church leadership, I was keen to apply my Faith and love of people in a wider context. I became the Head of Charities and Wellbeing for a chain of Indian Street Food restaurants, while setting up a coaching and consultancy business. In addition, I am Chaplain at Tranmere Rovers FC. While in sports chaplaincy, I was struck by how ill-prepared athletes are for life after competition. In response, along with two former Premier League players, I set up a consultancy business to help prepare athletes for the future.

I am excited about this opportunity of working through Salt to support leaders from across the UK in applying your Faith in the workplace. Business can and should be a "force for good" in the world, both locally and globally, and if we take our Faith seriously this can not help but be true.

I have only been in the post for a few weeks and it has been great getting to speak with a few of you already. I look forward to meeting more of you in the near future and to welcoming you to the Salt Conference in November. If you have any questions, or would just like a chat, do not hesitate in contacting me on Bowen@christian-aid.org.

that led me to that place, and it was a horrible place. As with every other painful or traumatic event in my life, the biggest lesson for me has been one of grace. I am able to empathize with a whole new set of people with whom previously I could only try and sympathize.

In the midst of the darkness, I found that most people were sympathetic; listening, nodding, and hugging (when we were allowed to do that). However, the conversations that I appreciated the most were the ones with those who had experienced something similar. They were able to empathize in a way others couldn't – they had been in my shoes. They knew the right questions to ask. They understood that judgement was unhelpful and even detrimental. When they asked how I was doing, "fine" was not an acceptable answer. They were also the ones who stayed in touch and proactively messaged, called and asked to meet up. Sympathy requires understanding, empathy requires understanding, an emotional connection, and the ability to feel someone else's pain.

So, how does this work in leadership? For far too long we believed that leadership required a significant separation between leader and follower. I grew up in an environment where often the leader was feared. The follower did what was required out of a fear of penalty instead of out of a sense of loyalty to the person they were working for (this even applied to families); The leader/parent expressed what was required and the follower/child obediently performed or suffered the consequences. Unfortunately, there are some leaders, even Christian leaders, who still operate in this way.

Empathetic leadership is different. Empathetic leadership seeks to understand and connect with the emotions of the follower. Empathetic leadership is humble. In Hebrews 4:13-16 (NLT) we are told, "13 Nothing in all creation is hidden from God. Everything is naked and exposed before his eyes, and he is the one to whom we are accountable. 14 So then, since we have a great High Priest who has entered heaven, Jesus the Son of God, let us hold firmly to what we believe. 15 This High Priest of ours understands our weaknesses, for he faced all of the same testings we do, yet he did not sin. 16 So let us come

boldly to the throne of our gracious God. There we will receive his mercy, and we will find grace to help us when we need it most."

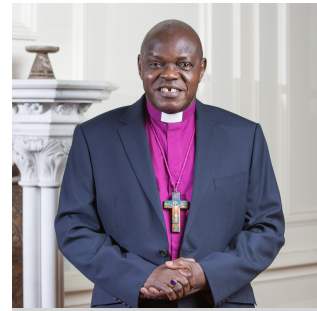
As the leader in your sphere, people are accountable to you. As such, people will necessarily approach you. How they do that, physically and emotionally, is largely up to you, even if unstated. The God of creation is the ultimate leader. For years, and even now for some, people would approach him in fear. The holy of holies in the temple was a place where priests went in fear of death. However, God's plan was always compassion. We see many Old Testament examples of that. And, we know that his love and forgiveness culminated in the coming of Jesus. Jesus, therefore, is our prime leadership model.

These verses in Hebrews express the depth of empathy that Jesus shares with us. His humility in becoming "flesh and blood" and moving "into the neighbourhood" (Peterson, The Message, John 1:14), means that he understands our struggles and pain from an experiential knowledge, not a theoretical one, and he loves us anyway. Therefore, we can approach God with boldness knowing that we have received grace and mercy.

Do those who follow us feel the same? Are those who follow those who follow us confident that they will be treated with grace and compassion? Habit 5, in Stephen R. Covey's, The 7 Habits of Highly Effective People, reads, "Seek first to understand, then to be understood." Are we as leaders modelling an "understanding first" approach?

As we begin to recover from the events of the last 18 months, modelling empathy and grace could be more important than ever. Those whom we lead will have faced, and may still be facing, challenges that have had a major impact on their wellbeing: physical, emotional and material. Our empathy could be the thing that rescues them at this critical time. That's a lot of responsibility. Are you in?

Values should be stated as verbs and as we move forward post-Covid (hopefully), a commitment to Empathetic Leadership would fit well at the top of our values list. - Buddy Owen



Join us in welcoming our new Chair, Former Archbishop of York, Dr. John Sentamu who has been outspoken on issues of poverty and justice in the UK and globally for many years. Born in Kampala, Uganda, he will be the first person of African descent to take up the position of Chair in Christian Aid's 75-year history.

Coming up:

You are invited to join us at our online prayer event 'HEAR OUR PRAYER' on the 4th Thursday of every month from 7:45-8:15am. This is open to Salt members and other Christian Aid supporters around the world.

The next two events are:

October 25th

November 28th

For more info and to sign up for all our events go to:
<https://www.christianaid.org.uk/get-involved/salt-business-network/salt-events>

THE PHILANTHROPIC INVESTMENT FUND:

Corporate and philanthropic capital has a vital part to play in addressing injustice, and in establishing sustainable solutions to some of the world's most pressing issues. Whilst emergency aid remains essential in some circumstances, we continue to strive for sustained social and economic development .

Christian Aid has experience in over 40 countries establishing long term solutions through creating jobs, growing the economies, strengthening political stability, and equipping and empowering communities to build the futures they want.

The Philanthropic Capital Fund strategically directs your giving so that it has impact for generations to come by focusing on sustainable market-based solutions to poverty.

One World, One People

“One world, one people.” If you are a Marvel fan, you may recognise this as the rallying cry of the Flag Smashers in the Marvel television series, Falcon and the Winter Soldier. The Flag Smashers yearned for a world without borders where everyone had equal rights and opportunities. This is a concept that I have no doubt God would support (see Gen 5:1-2). The violent way they went about achieving their vision, however, was less than optimal.

However, we are not here to argue the merits or quality of Marvel’s commentary. What this does highlight, as the arts often do, is that the world is in tension and in desperate need of change. The younger generations can see clearly that things are not as they should be. What is true is that change will come, and we can either be the ones who help to usher it in or the ones who try in futility to hold it back.

As business leaders in the burgeoning 21st Century, with its endless possibilities, you are at the forefront of history-shaping change. And rather than harking back to bygone days it is time to plough new fields, to come together and realise that rather than being in competition with each other to maximise profits at all cost, you are united to each other in what Simon Sinek calls The Infinite Game. In the infinite game, “There is no finish line, no practical end to the game, there is no such thing as “winning” an infinite game. In an infinite game, the primary objective is to keep playing, to perpetuate the game.” (Sinek, The Infinite Game)

In order to perpetuate the game, profit must not be the only or even main consideration, but we must consider people and environment as well. If we use up the people and planet resources, the game will end. John Elkington is one of the world leaders on this line of thought. In his book, Green Swans, he extends his popular triple bottom line approach – by way of a sort of product recall – to encapsulate the concept that companies easing their conscience

through altruism isn’t enough to make the necessary change. Instead, a shift in motivation is required. People and planet must be the driving forces guiding 21st century economics. He argues that a 10% change in the way we do things will result in too little too late for our world. What we need is 10x change and we need it now.

The cost of the switch from fossil fuels to sustainability will be high. As will the cost of transition in mindset and motivation to make profit the by-product of well-run business instead of the chief aim. However, the earlier the transition is made, the sooner the rewards will be seen. Even though the initial costs of transformation are high, Elkington believes that, in the near future, the move to sustainability will result in a multi-trillion-dollar global economy which will benefit every nation. Therefore, we have the ability and responsibility to be at the forefront of changing the way the world does business.

Taking a more holistic view of the role of business in society requires adherence to the new social contract – “One world, one people” with a shared responsibility to look after each other. That contract will look different in different parts of the world where there is a greater or lesser degree of expectation on the market and State for assistance. But what is indispensable is the acceptance that we are responsible for our actions and for looking after all of those in our society, especially the vulnerable and the displaced.

Slowly evolving change which takes generations to develop is no longer enough. Instead, what is required is immediate change which shakes the foundations of what has taken decades to form. Values-based businesses that take seriously the social contract (i.e., God’s desire for His creation), committed to playing the infinite game, longing to right the wrongs we have done to our planet, can reap the rewards of early adoption by loving people, rescuing the planet, and treating profit as a tool to continue the virtuous circle.

Salt

The Christian Aid Business Network:

Our vision is to create a movement of business leaders working together as agents of change, leading best practice within their own businesses and in the wider, global community. Founded on strong theological principles, the Salt Business Network aims to inspire businesses and business leaders to be the 'salt of the earth and the light of the world' (Matthew 5:13-16) in advancing God's work here on earth.

It is also a Network grounded in learning and action. Through our workshops, online community and at events, leaders have the opportunity to explore the impact businesses large and small have on our world and re-frame what it means to be in business. To find out more about the network and how you can be involved contact: salt@christianaid.org Join the Salt Network on Social Media:

- > Find us on Facebook @TheSaltBusinessNetwork
- > Find us on LinkedIn at 'SaltNetwork'
- > Find us on Twitter @NetworkSalt
- > Join the WhatsApp Group.

We have groups for all regional Salt Hubs. These groups enable you to be more connected to the network, receive event details and network with fellow members. To join a hub simply contact us at salt@christian-aid.org.