

July 2019



Sometimes a change of perspective can change everything. To see these city lights from space both illustrates how individually we are small and yet if we come together each with our little light burning we can have significant impact.

## The Time is Now

The Christian Aid Salt Business Network partners with Christian business leaders across the UK, supporting, encouraging and equipping them to be agents of positive change within their organisations and across the business world.

Why, because Christian Aid has seen the impact poor and unjust business practises have on some of the world's poorest communities. Whether it is failing to pay tax in the countries in which wealth is created, or unequal employment policies; or turning a blind eye to the painful reality of modern day slavery.

Many of the Salt Network members are not large multinational corporations, although some are. In fact most are small operations; but whatever the size the Network is unified by the belief that there might be a better way which honours life, equality and justice.

Jesus said:

**You are the light of the world... let your light shine before others, that they may see your good deeds and glorify your Father in heaven**

- Matthew 5: 14-16

The world is full of injustice, brokenness and pain. It is also full of joy, healing, dignity; and imperfect people willing to stand as a flame of hope amidst the dark believing that there might be, and they might be pioneers of a better way.

**You are the light of the world.**

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ABOUT: The Christian Aid Salt 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 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@christian-aid.org

## You are not the Messiah: for those of us who aspire to lead

BY: Reuben Coulter, CEO, Transformational Business Network.

<https://www.tbnetwork.org/>

Bill McGlashan is a business partner of U2's Bono and a famed Silicon valley proponent of 'doing good by going well'. He is CEO of the world's largest impact investing fund, the \$2 billion global Rise Fund, which is designed to achieve environmental and social outcomes such as expanded access to educational attainment. Until a few weeks ago he was heralded as the new, ethical face of business. Then he was charged with bribery in connection with the US college admissions scandal - he had spent several thousand dollars to bribe his son's way into an elite university. His downfall has been swift, McGlashan was fired from his position shortly after prosecutors opened the case, and people have been outraged at his hypocrisy.

The world has no shortage of supremely self-confident visionaries, business superstars and Heads of State who believe that they can improve the state of the world. Some will succeed while others will fail in dramatic and possibly humiliating public fashion.

My time as CEO of Transformational Business Network has made me ponder, how can I as a leader maintain the self-belief that I can make a difference but not slip into delusional and dangerous egotism?

1) Focus on those you serve and put their needs first

In ancient Rome, generals who had won great victory would often lead triumphant processions through the streets. Always, a slave stood behind the victorious general whispering in his ear "All glory is fleeting. All glory is fleeting"; a constant reminder of the transient nature of success.

Jesus has set an example of true servant leadership for us. He clothed himself with humility, considering his disciples more important than himself. Jesus reminds us that leaders must have the discipline and humility to exercise ego management, to remain relevant to those they serve. Mohammed Yunnus, the father of

microfinance and founder of Grameen Bank, is another incredible example. Despite his incredible success, he remembers that his mission is to serve the poor and marginalised of the world which keeps him grounded.

2) Live life with friends who will challenge and ground you

There are countless examples of derailed leaders who were once luminaries of the Davos circuit from Ken Lay, former CEO of Enron, or Dominic Strauss-Kahn, Managing Director at the International Monetary Fund. One of the most distinguishing features between a successful leader and one that has failed, is the presence or absence of secure bases in his or her life. Professor George Kohlrieser at IMD Business School writes in his book, 'Hostage at the Table', when leaders feel safety and comfort in their own lives, they are inspired to dare themselves and to push their followers out of their comfort zones to achieve more. The theme of friendship and community weaves through the whole Bible. After creating Adam God said "It is not good that the man should be alone". God wants us to maintain healthy and honest relationships with friends and family which are vital to keep us grounded and that only occur when we invest time in them. My wonderful wife provides a healthy dose of laughter when I become too grandiose.

3) Share power and invest in your team

When we become successful there is a temptation to believe that it is through our own brilliance and hard work. When things don't go as planned the pressure and the responsibility to succeed can rest heavily on our shoulders and often overwhelm us. We need to realise that we are not the Messiah. Our faith can help us to stay grounded when things go well, but also to find rest when things get out of control. God doesn't want us to rely on our own strength. By developing a strong team around us and giving away power we can achieve so much more.

4) Become a follower to a servant leader

Of late, the term Servant Leadership has become popular in the secular world. It's not a new concept but one that was articulated thousands of years ago by Jesus. Quoting the



### Access the experience of fellow game changers and stay informed of Network News by joining your regional Salt Network WhatsApp Group

We have now set up WhatsApp 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.

### TIME TO MAKE A PLEDGE

Leadership is certainly no easy task. With the weight upon your shoulders and the buck stopping firmly at your feet, ensuring that we remain action focused and purpose driven is a challenge to even the most seasoned. However the Salt Network is confident that a brighter, more fair and just society requires the courageous leadership that is prepared to act for and demonstrate the change we want to see in the world. That is why we encourage the act of 'pledging'. Pledging to make change in our organisations, amongst our spheres of influence and through our resources is a powerful and inspirational statement to the world around us.

#### STEP ONE

What difference do you want to see in the world?

#### STEP TWO

Identify what you can do with the resources you have to make the difference

#### STEP THREE

Have a go

#### STEP FOUR

Let us know how it went by emailing [salt@christian-aid.org](mailto:salt@christian-aid.org)

Torah, he challenged the crowds to 'Love your neighbour as you love yourself' and to 'Give and you will receive'. Finally, he said 'Follow me'. The best way to learn servant leadership is to become a disciple of someone whose life demonstrates integrity and humility.

In the face of the enormous challenges facing humanity, we can be tempted to walk away in fear or rush into the fray in delusional self-belief. The world is in desperate need of courageous leaders who are willing to serve humanity. Rise to the challenge but remain humble.

### **Entrepreneurial Humility: Innovating with emerging generations is essential to economic and societal development.**

BY: Samuel P. S. Williams,  
UK Manager Salt Network

When we get honest with ourselves; amidst these rapidly changing times of economic, political and sociological transition many of us, if only on occasion, feel a little out of the loop, and fighting to understand the latest innovation to hit the marketplace and how our businesses might respond.

We are 'Future Shocked'; as described by Alvin Toffler the prolific writer, businessman and political futurist in his work of that name, we are hit by the perception and subsequent impact of 'too much change in too short a period of time' that feeling that leaves us saying 'everything is changing and I don't know how to keep up'.

It is not all without just cause either, the past two decades have seen increasingly rapid changes and innovations from the production of culture shifting products such as mobile technology, transport, and connectivity; to wholesale paradigm shifts that debunk the bastions of old, such as religion, life long career, nuclear family and gender stereotypes. And one does not need to look much further than the headlines to see the results of such a changing world. Closing borders, restrictions on trade and the rebuilding of socio-political monoliths to days gone by. Many combat this Future Shock by yearning for the days and structures in which we were rulers amongst fiefdoms of familiarity, security and a status quo of our making; building businesses based upon and beholden to the worldviews

of its shareholders and senior executive alone. However, such unbridled retrospection kills a progressive market economy because it births fear and aversion to innovation. And the truth is, irrespective of one's attitude towards it, the future is forever revealing itself, and revealing new generations of pioneering innovators who do not hold to the business models of last year, let alone yesteryear. The question is, will we welcome the future?

Toffler continued to state that "the secret message communicated to most young people today by the society around them is that they are not needed, that the society will run itself quite nicely until they - at some distant point in the future - will take over the reigns. Yet the fact is that the society is not running itself nicely... because the rest of us need all the energy, brains, imagination and talent that young people can bring to bear down on our difficulties. For society to attempt to solve its desperate problems without the full participation of even very young people is imbecile."

No greater fact reinforces the importance of Toffler's point than to acknowledge the swelling youth population of Sub-Saharan Africa and the resulting demographic dividend to be paid over the coming decades to a continent with 60% under 25 years old. Anne Bakilana, Senior Economist at the World Bank notes that in the 60 years between 1950 – 2010 the region's population grew from 186 million to 856 million; with countries like Nigeria expected to outgrow the United States by 2050 to the tune of some 30 million. In addition, improving education, WASH and socio-political structures have driven a significant reduction in levels of deprivation in many areas. The factors perpetuating poverty are declining and an influx of extraordinarily ambitious, informed and connected young people is rising.

Whilst disparity between rich and poor has often increased, significant extreme poverty persists and the dangers of population growth far surpassing that of GDP such as is forecast for Nigeria loom; the pay-out from a booming population of highly educated, globally connected, tenacious and socially conscious youth and young adult generation offers an exciting future in which greater welfare, but also change is inevitable.

It is of course not just in Africa where



#### **MEMBERS VOICE: In conversation with**

**Simon Hickman,  
CEO,  
Access Insurance Services**

Access Insurance Services has always sought to run a value-based business model (VBBM); creating value for customers (most of whom run churches, charities or enterprises with social aims), staff and the wider world as well as our shareholders.

I wanted to start a conversation internally about our mission and values. We wanted to give back to good causes and had got to the point where we were able to give an amount equivalent to 50% of our profits to charity annually. We have always been a growth-focused organisation so we set ourselves the challenge of achieving 10x charitable giving by 2025 - at least £500,000 annually. This required significant investment in growth and acquisitions. The fruition of our plans will vastly outstrip our previous donations by 10 fold in just one year.

The Salt Business Network was an eye-opener; it has given me a greater vision on governance and Christian values being worked out in the workplace.

The Salt Business Network, those who run and attend it, have helped shape our business into one with authentic values demonstrated by action. You will find many of our staff are volunteers or trustees. Several work because they feel it is a God given opportunity to serve him in achieving the charitable aims that Access has.

My hope is the Salt Business Network flourishes as it strives to create a community of like-minded Christian professionals, committed to alleviating poverty worldwide.

young people are bringing an economic step change through an innovative and entrepreneurial start-up landscape; it is seen across the UK, US and elsewhere too. The approach to work is changing furthered through greater flexibility and a clear growth of values based businesses models. No longer is it acceptable clock in and clock out to work, the younger generations expect more from their work place and if they can't get it, well, they will start their own thing. A dynamic business minded and socially hearted enterprise revolution is unfolding before us and the question is: will you welcome the future.

I started my first company when I was 24, and much to people's surprise it was a consultancy firm specialising in various communication strategies. I remember people saying, 'don't people consult at the end of their career' by implication they were saying don't people consult once they've got a life of learning behind them. My response then and my response now is to echo Toffler, that the world needs the "energy, brains, imagination and talent that young people can bring to bear down on our difficulties. For society to attempt to solve its desperate problems without the full participation of even very young people is imbecile".

Enterprising, socially engaged emerging generations will be the ones to lead us all into the future, drive economic growth and combat societal injustices; and so, to listen to them, to their insights and experience, to welcome them into your companies and onto your boards, to innovate with them and build companies that recruits and retains them is not only advisable but essential.

Whilst this listening, welcoming and working requires significant entrepreneurial humility which accepts that age is a poor measure of wisdom within a modern world, unless we can muster such humility within our personal lives and our business practices there is great risk we will be left only shocked by a future of which we are no longer a part.

## Engendering Business and Human Rights

Dr Marianna Leite and Dr Matti Kohonen,  
Christian Aid

Christian Aid has a vision: a world free from poverty. To achieve this, we are committed to exposing the scandal of poverty, helping in practical ways to root it out from the world, and to challenging and changing the systems that favour the rich and powerful over the poor and marginalised. As an international development NGO, Christian Aid campaigns internationally, regionally and nationally on the root causes of global poverty. These include key issues of our time, such as climate change, economic justice, peacebuilding and gender inequalities.

The role and responsibility of the private sector, and especially the largest and most powerful transnational corporations (TNCs), is critical in achieving the Sustainable Development Goals (SDGs) as part of the 2030 Agenda. Just as crucial is the need for this private-sector role to be coherent with human rights law and the principles that underpin the SDGs - including the imperatives to 'leave no-one behind' and 'reach the furthest behind first'.

All states have their collective and specific responsibilities not only for financing human rights obligations and the SDGs, but for ensuring that SDG financing is being mobilised according to the Addis Ababa Action Agenda (AAAA). Agreed in 2015, it explicitly refers to business and human rights<sup>1</sup> as a way of aligning private finance with sustainability. This report provides a thorough gender analysis of the UN Guiding Principles on Business and Human Rights (UNGPR), as well as international human rights law, and offers five overarching recommendations.

To read the full report contact the Salt team.

# event



## Upcoming Events

### West Midlands Hub

Date: 10th September 2019

Location: TBC

### East Midlands Hub

Date: 12th September 2019

Location: TBC

### London Hub

Date: 17th September 2019

Location: TBC

### Liverpool Hub

Date: 18th September 2019

Location: TBC

### Newcastle Hub

TBC

For all Salt hub event details visit the Salt Event pages of the website:

<https://www.christianaid.org.uk/business-network/salt-events>

## Annual Conference:

**Restorative Stewardship:  
Building a better world by  
building better businesses**

**Friday 11th October**

**09:00 – 16:30**

<https://salt2019.eventbrite.co.uk>

Join us for a unique event, bringing together business leaders, entrepreneurs, aid workers and thought leaders from across the UK, unified around a single goal: to maximise the common good through developing successful and sustainable business enterprise.



# Salt

■ THE CHRISTIAN AID  
BUSINESS NETWORK