
Salt!

■ THE **CHRISTIAN AID**
BUSINESS NETWORK



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aid

Salt

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MORE THAN TOIL

SMALL GROUP SESSIONS FOR EVERYDAY DISCIPLES IN BUSINESS LEADERSHIP

The Christian Aid Salt Network is committed to equipping the church and Christian business leader to put faith into action in the workplace. More than Toil is a 5 session discipleship tool for individuals and groups to think actively about your faith and your business leadership.

Each session will give you an opportunity to reflect on scripture, review your leadership and explore new ways of operating so that not only you and your work flourishes but you are inspired to go beyond the bottom line and transform the world for good too.

Each session can be run as a small group, larger workshop with external speaker or as an individual discipleship tool.

General Session Summary

	<i>Duration</i>
1.0 Networking <i>The session opens with refreshments and networking</i>	20 mins
2.0 Welcome <i>Welcome all delegates to the session, allow introductions and set ground rules</i>	10 mins
3.0 The Salt Network <i>Give a brief overview of the Salt Network, its history, vision and mission</i>	10 mins
4.0 The Topic <i>Introducing the topic.</i>	15 mins
5.0 Reflection <i>This section allows time to reflect upon the topic before moving in to discussion</i>	10 mins
6.0 Small group breakout session <i>This section draws together sections 4.0 and 5.0 and allows time for the group to discuss the topic from their context.</i>	20 mins
7.0 External Speaker <i>Overview of work they have done in relation to the topic.</i>	20 mins
8.0 Coffee Break	15 mins
9.0 The Topic 2.0 <i>This section outlines the scope of actions that businesses can take in relation to the topic.</i>	20 mins
10.0 Small group break out session <i>This section allows time for the delegates to discuss section 9.0 and the possible steps they could take.</i>	20 mins
12.0 Close <i>AOB and Closing prayer</i>	10 mins

1.0 Networking

The session opens with refreshments and networking

- Allow at least 20 minutes for all the delegates arrive and network with one another.

2.0 Welcome

Welcome all delegates to the session, allow introductions and set ground rules

- Introduce yourself and other leaders
- Have each delegate introduce themselves.
 - **Optional:** use Blob person image. Ask the delegates which blob person they feel like the most when considering the topic. Allow a few minutes for delegates to choose. Ask each delegate to introduce themselves and which blob they chose.
- Set the **Ground Rules**.
 - Chatham House rules
 - All things discussed within the group will stay within the group
 - We respect one another even though we may disagree

3.0 The Salt Network

Give a brief overview of the Salt Network, its history, vision and mission

Christian Aid's Work

Christian Aid aims to end poverty and injustice worldwide by focusing on seven key areas. (1. *Gender, Power and Inclusion* 2. *Voice and Governance* 3. *Community Health* 4. *From Violence to Peace* 5. *Humanitarian* 6. *Inclusive Markets* 7. *Resilience and Climate*)

This involves working in partnership with local organisations, as well as with governments and the private sector.

Our work includes helping people to:

- claim their rights and access services such as healthcare and education
- ensure they are not discriminated against for any reason
- become more resilient to shocks and disasters such as drought, climate change and hurricanes
- make the most of opportunities, such as being able to sell their produce for a fair price.

Most simply our work can be broken down into 1) *long term development programmes*, 2) *Humanitarian assistance* and 3) *Advocacy and campaigning*.

Christian Aid and the Private Sector

Christian Aid's Vision is to end poverty however this cannot be done alone.

- It cannot be done without the support of national and international businesses committed to responsible business and investment practices.
- What's more business plays an essential role in job creation, technological innovation and economic development.
- When done in a sustainable way, business can be a ladder out of poverty for the developing world.

This is why the private sector is at the heart of the partnerships that Christian Aid seeks to build. We've always worked with the private sector, but the Salt Network is pioneering this partnership and taking a fresh look at equipping the private sector to play a vital role.

Historically Christian Aid has

- worked with multinational companies, often through coalitions (particularly tax, climate and health) to support and encourage them to adopt more sustainable & ethical policies
- Adopted a name and shame approach to bad practice – Set high standards through our policy work

The Salt Network takes a new approach

The Salt Network is about supporting, equipping, growing together and praying for one another. It is about joining together as Christian business people to start the conversation about the multifaceted power of business as a tool for good in the world. It is about offering peer-to-peer challenge about current practices and steps towards taking positive ones. It is about education of key issues facing the world today and what is available to support business towards being an answer and positive force both locally and globally.

Salt believes that spirituality is an asset in business and Christians can be a valuable voice for ethical and sustainable business...Business is a force for good.

The Sustainable Development Goals

The role of business in overcoming poverty isn't just recognized by Christian Aid. The United Nations Sustainable Development Goals (SDGs) are clear about the essential role business has to play in the alleviation of poverty.

Resource: Read more on <https://www.unglobalcompact.org/>

Transforming Business, Transforming Community

The Salt Network is working towards growing a community of likeminded business leaders committed to being the change we want to see in the world. As a community of action, we come together around 3 principles to:

- 1) **Lead Change** *_In our own businesses, how can we be leaders of the change.*
- 2) **Provoke a community of change** *_Amongst our communities, how can we be influencers of the change that needs to be made.*
- 3) **Resource change** *_With our finances and skills, how can we resource the change through partnership with Christian Aid.*

Building a Values-based Business

*A values based culture
eats strategy for
breakfast*



*True business impact starts in
the heart and mind of its
leader*

4.0 The Topic

Introducing the topic.

Being a value-led business is a journey that often starts from a foundational motivation or 'calling' to becoming a business leader – but how does this motivation translate across an organisation? This session will address both sides of the coin, first, how to better understand the origins and reasons that lead to being part of a business organisation and, second, how this sense of purpose is put into practice.

We identify three steps in this Values based journey. Ask yourself:

- **What motivates you as a business leader?**
 - What are you trying to achieve?
 - How does your faith play a role in that?
 - Did you feel 'called' to set up your business?
 - Do you feel a calling to operate in your current role?

- **How do you articulate your leadership motivations?**
 - Do you have a vision statement and / or value statement for your company?
 - Did you help develop your company value statement?
 - Do you feel aligned to your company value statement?

- **Do you put values into practice?**
 - How have you tried to embed these values in your organisation?
 - Are you measuring progress on them?
 - What are the barriers you see to embedding these values?

The fact is: across our society and indeed the world there are significant social and environmental injustices. Many of these injustices can be linked either directly or indirectly to the actions of the private sector. This is not to say that the private sector is the cause of injustice, although at times it is, but rather to highlight the opportunity that business and work in the private sector presents to positively impact the world around us through influencing financial markets, transforming employment practices, innovating revolutionary new products and services, providing employment and enabling public sector spending through the taxes we pay. Business is at the heart of our society. Faith aligned, values based leadership is a calling and an honour.

The question is: are you actively building a values driven organization?

And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him.

Colossians 3:17

5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

Read:

Matthew 5:13,14

Think:

There are many illustrations of how we are to be like salt and light in the world, but what does it really mean to be like salt and light? John MacArthur said that you can boil these verses down into a single word: influence

We are called to be people of influence not hidden away, snuffed out or flavourless but rather shining bright and releasing the creative flavour of God's kingdom into the world.

Many Christian business leaders say that they:

- Feel called to their workplace and position of leadership

But

- Their minister or church do not really understand or value that call

Does this feel familiar? For too long business has been seen as synonymous with wealth, greed and the love of money. You and I know that that is not true but what could be done to show that to others?

How can you be a positive influence and ambassador of business for good?

Reflect:

The first job to developing a Values based business is to understand your values. It is very helpful to start with your story. Spend some time sharing your experiences and practices that brought you to becoming a business leader with group.

- Was it a calling?
- What was the foundational motivation, idea or inspiration?

Pray:

- Consider petitioning God to identify or reignite your sense of call
- Consider presenting to God the times where you have not followed His call

6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

In groups consider one or more of the following questions:

1. How would God measure success in business?
2. Is there a tension between your Christian Values and shareholder values?
3. Do you make decisions based on purpose or profit?
4. When have you sacrificed profit for purpose?
5. As a Christian leader, can maximizing profit be your purpose?

7.0 Coffee Break

- Allow at sufficient for all the delegates to network with one another.

8.0 External Speaker

Overview of work they have done in relation to the topic.
Allow time for Q&A

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have done in their own business practice. Ensure that you allow time for a presentation and questions.

Recommended Time

- 15 minutes for the presentation
- 5 - 10 minutes for questions

Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
- You may wish to invite someone from the group to share their experiences. Depending upon the group size you may wish to use this space each time you meet for a group member to explore the topic through their eyes.
- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

- Deutsche Bank found that aligning business operations to Environmental, Social and good Governance (ESG) principles improves long term financial performance
- Edelman found that 81% of people have more confidence in companies that demonstrate a positive impact.
- Some estimate the low carbon and circular economy will be worth £300 billion by 2025
- 89% of executives said a strong sense of collective purpose drives employee satisfaction according to the E&Y Beacon Institute.

Building a Values based organisation is not just a nice thing to do but it makes clear business sense also. Identifying and cascading your corporate values drive employee commitment, boosts customer engagement, secures stronger financial return and enables a more efficient, transformative and impactful organisation.

One of the false narratives that undermine values based business leadership and organisation structure is the notion that profit and purpose are at conflict with one another. This is not true! It is true that it is not always easy to align profitable activities with purposeful mission but it can and ought to be done so as to maximise the influence and impact you can have.

It is a battle worth fighting

- What are the challenges you foresee in aligning values and profit making?

So we want to build a values based organisation, but how do we do it?

The first job is to share experiences and practices that brought you to becoming a business leader whether it is a calling, a foundational motivation, an idea or inspiration in the back of your mind that you want to achieve. Telling your story amongst peers, and finding key turning points in this story allow you to articulate your motivations.

You might find it helpful to work through the *Purpose Developer Worksheet* at this stage

- *Consider listing your top 10 values, ranking them in importance from 1 – 10.*
- *Consider identifying biblical principles that are most important to you – why are they important, how do you live them out, how do they influence your decision-making process?*

The next step is to look at embedding these values into a business and moving from the personal to the corporate.

This will involve

- Making an explicit purpose, value and mission statement

and then

- Operationalising it through specific company policies and practices.

A value-led business would, therefore, develop its own understanding of its role as a positive agent of change and would choose to be proactive in going beyond what is legally required by laws, rules and regulation both:

- Internally to improve relationships and ways of working.
- Externally with wider stakeholders and the environment.

To embed values within a company, Many companies find it useful to have a **value statement**, where key principles and definitions are outlined. Having such a document informs and strengthens Principle based decision making which as we have seen can complement cost minimizing and profit maximizing as well as further benefits to the organization as a whole.

Try Identifying your corporate purpose and values.

- *Revisit you brand purpose what is the core purpose for your corporate existence?*
- *What is your corporate mission? is it aligned to your purpose and your personal/ faith values? If so then great, if not, what is different and could it be aligned? What factors most enable to you attain your corporate mission, financial return, happy and healthy staff, efficiency etc.*

Some implement value statements in the form of benchmarks or toolkits – this was the case of Barclays when Anthony Jenkins was the CEO with a focus on citizenship from 2012 until 2015 at a time when the memory of the financial crisis was still in the minds of many customers after the financial crisis that began in 2008 revealed Barclays involvement in scandals such as Libor Rigging, electricity and gold market manipulation. Based on a statement of 'purpose and values' They developed a 'balanced scorecard' which included their 5Cs (Customer & Client, Colleague, Citizenship, Conduct, Company) as a basis of decision making.

Implementing such purpose driven organisational structures is not always received well by those invested in the status quo, Anthony Jenkins found this out when he was fired from Barclays for what he describes as wanting to do banking differently. However the business case on being a value-led business can be explained in a number of ways:

- Creating positive work relationships that improve ways of working, retain staff and strive for excellence in all areas.
- A company can seek to address wider ethical values and motivations as a principle that can at times override short term profitability. This can significantly strengthen the corporate identity especially in consumer driven markets.
- There are positive win-win situations in investing in a social and environmental impact for the company (e.g. real economic impact of greater women's participation in the workforce at all levels, reducing harmful pollutants that cause illness in staff, saving energy and raw materials also reduces costs of inputs).

Building a values based organization is far from easy but with bold leadership it can signal a step change for your staff, customer and bottom line.

10.0 Small group break out session

This section allows time for the delegates to discuss section 9.0 and the possible steps they could take

- Have you looked at embedding values in your business already? If so, what risks and opportunities have you identified?
- What support do you think you might need and what will be the biggest challenges you will face when trying to implement a Values based business strategy?

11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Complete the pledge form.

12.0 Close

AOB and Closing prayer

Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music



Leading by the Book

*Finding and living your
purpose in
organizational
leadership*

*The Spirit of the Lord is upon
me*

Luke 4:18

4.0 The Topic

Introducing the topic.

Leadership is one of those words that stimulates significant debate across almost all walks of life, is a topic that many have written and spoken on and we could spend the rest of our lives trying to understand and master what makes a great leader. This session on biblical leadership encourages us to look again at the Christian and biblical tradition, start to ask the questions and develop some answers to how we can become Christ centered leaders of impact.

Many of you will have spent time and resources on understanding and honing your leadership through training, mentoring, personality type indicators and other resources. With such significant focus upon leadership over the years it is no surprise that there are many differing views.

Here are some views on leadership from those often considered great. What are the similarities between the quotes below? What are the differences?

Martin Luther King, Jr.

"A genuine leader is not a searcher for consensus, but a molder of consensus."

Queen Victoria

"We are not interested in the possibilities of defeat; they do not exist."

Nelson Mandela

"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

Marie Curie

"We must believe that we are gifted for something, and that this thing, at whatever cost, must be attained."

Dhanush Bangera

"The alpha does what other lions fail to do. He reminds himself time and again that he is the alpha, and second to none."

Brené Brown

"Courage starts with showing up and letting ourselves be seen."

The fact is, good leadership is essential to ensuring our communities and organizations thrive but if we spend our time and resources trying to understand good leadership simply through the resources that fill our bookshelves we will quickly be wrapped up in contradicting views and anecdotes of leader's experience. That does not mean these resources are bad, quite the contrary, they are often very helpful. However as faith based leaders we have the added benefit of having a template for transformation leadership in the person of Jesus and throughout the biblical tradition.

As faith based leaders, let us start with the book!

The question is, if Jesus was the leader of an organization what character traits do you think would make him successful and Why?

Being a value-led business is a journey that often starts from a foundational motivation or 'calling' to becoming a business leader – but how does this motivation translate across an organisation? This session will address both sides of the coin, first, how to better understand the origins and reasons that led you to being part of a business organisation and, second, how this sense of purpose is put in practice.

The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom to the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour

5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

Read:

Romans 12:3 – 8

Think:

Romans 12 is a scripture full of lessons for the everyday disciple, including those of us called to and gifted in leadership.

There are 2 key messages we can see within Romans 12:3-8 that can inform our view of bible centered leadership applicable to our everyday.

- 1) **One amongst many.** The passage starts by calling us to “not think too highly of ourselves”. This seems like an odd thing to say within the context of addressing gifting. However the passage calls us to recognize ourselves within the content of others and their gifts. Paul, the author of this passage makes the point that each of us operate as a single part of a communal whole. Our gifting, including our gift and call to leadership is no more important than any other gift or role and depends upon the gifts of others so that collectively we thrive.

Leadership requires humility and an ability to ‘see’ the others who equally contribute to the thriving of the whole.

- 2) We clearly see an emphasis on embracing unity within the diversity of gifting’s and roles. Leadership often places us in the position of developing teams and shaping organization structure, this passage calls us to think deeply and value the rich diversity of others. You may have come across or even used the Homogenous Unit Principle (HUP) in stimulating the growth of networks and groups. The HUP is based upon the notion that people gravitate towards likeminded people. In marketing and product growth terms we might say that to deliver growth we ought to identify our core proposition and product values and then work towards simulating activity primarily amongst our target audience and those of shared value. This might sound like sense, however when it comes to building teams, thriving organizations and healthy society, this passage challenges us to deliberately look beyond homogeneity and embrace diversity.

We know that diversity boosts innovation, return in investment, efficiency and growth of organizations. Moving beyond homogeneity is not only a spiritual trait of leadership it makes business sense too.

Reflect:

Christ centered, biblical leadership doesn’t just happen but takes a proactive effort to reflect upon ourselves and others and then embrace the diversity we see. Self-awareness, humility and embracing difference is not easy and requires a willingness to engage with and accept the risk of acknowledging views different from our own.

- When have you made the deliberate effort to seek views different from your own? What are the risks to pursuing diversity?
- What does humility look like in leadership?

Pray:

- Consider petitioning God to present opportunities for humility
- Consider requesting God to highlight where your organisation could be strengthened through greater diversity.

6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

In groups consider one or more of the following questions:

- What is the difference between a leader and a manager?
- What are the key character traits of good leaders?
- Have you actively looked at your weaknesses as a leader?
- What leaders do you find most inspiring and why?
- Do you think Jesus was a good leader? Why did you answer the way you did?

7.0 Coffee Break

- Allow at sufficient for all the delegates to network with one another.

8.0 External Speaker

Overview of work they have done in relation to the topic.

Allow time for Q&A

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have in their own business practice. Ensure that you allow time for a presentation and questions.

Recommended Time

- 15 minutes for the presentation
- 5 - 10 minutes for questions

Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
- You may wish to invite someone from the group to share their experiences. Depending upon the group size you may wish to use this space each time you meet for a group member to explore the topic through their eyes.
- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

As we've discovered leadership, is a concept that has the ability to manifest in many different forms. Each of these forms, whilst some more desirable than others, have strengths and weaknesses and identifying 'right' leadership from 'wrong' leadership is difficult.

This session will avoid simply adding another leadership theory to the already very busy catalogue of theories. Instead, as disciples, let us look to the person of Jesus and to scripture to understand the characteristics of leadership displayed therein and what we can learn for our own leadership today.

Leading by the Book

There are many examples of biblical leadership principles and leadership characteristics.

Biblical Leadership Principles

Individually or as a group read the passages below and discuss your findings.

- God is the Leader of leaders. – *2 Chronicles 13:10 – 12*
- Leadership is a significant responsibility – *Hebrews 13:7 – 19*
- Leadership is a gift – *Romans 12:3 – 8*

Biblical Leadership Characteristics

Individually or as a group read the passages below and discuss your findings.

- Humility – *Romans 12:3; Luke 20:46; John 13:14-15*
- God Centered – *Mark 12:29-31*
- Servant Hearted – *Luke 4:18; James 2:1*
- Accountable – *Ephesians 5:21; 1 John 1:6-7;*
 - In finances – *1 Timothy 6:10*
 - In entitlement – *Philippians 2:6-7*
 - In Time – *2 Kings 5:25*
- Don't over work – *Mark 2:27*
- Feed the mind with goodness – *Philippians 4:8-9*

Leadership starts with purpose

Read the passage below and identify Jesus' sense of purpose.

The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom to the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour

Luke 4:18 – 19

The session, **Building a Values based Business** looks at identifying our corporate purpose, however understanding and developing our personal purpose statement is essential to impactful leadership. Jesus' leadership starts with understanding and walking in his purpose. We saw in our reflection that each of us have gifts and like a body with many parts thrives, we must identify our gifting so that we can play our part and thrive. Not understanding our purpose can have significantly negative impacts.

"without vision the people perish",

Proverbs 29:18

Whilst many of us may not find ourselves in a situation like that of Toby in the story below, this story illustrates the impact of a life without purpose and vision.

Toby had it all, the new car, detached house, wife, 2 children and a growing business and yet he felt hollow. When he looked at his success all he could see was what he hadn't got or achieved. He drifted through life and longed for something more and yet he couldn't identify what it was. I had no purpose.

I started visiting the casino and what started as small bets became larger bets and then unmanageable debts. I lost everything.

Toby was homeless for 3 years. He now supports addicts and homeless men find a life and hope through one to one mentoring.

Toby's experience is a stark illustration of what can happen when our sense of purpose is unclear or misguided. Whilst this might not be the experience for most of us I am sure many of us can recognize those moments of emptiness and purposelessness.

You might find it helpful at this stage to work through the *Purpose Developer Worksheet*. If you do not have time to complete the Purpose developer during your group session:

- Consider listing your top 10 values, ranking them in importance from 1 – 10.
- Consider identifying biblical principles that are most important to you – why are they important, how do you live them out, how do they influence your decision-making process?
- Consider discussing what purpose means to you. Do you have a personal purpose statement.
- Using the boxes below identify your why, what and how.

<i>YOUR WHY Complete the sentence. I exist to...</i>	
<i>YOUR WHAT Complete the sentence. I feel called to...</i>	
<i>YOUR HOW. Complete the sentence. I will impact the world though...</i>	

Leading a purpose driven organisation

Leading a purpose driven organization can be the difference between future sustainability and decline. PwC researched the importance of purpose in organisations and found that 79% of business leaders believe that an organization’s purpose is central to their business success. However 68% expressed that their purpose is not actually used as a guide for leadership decision making within their organization. PwC further noted that millennials have a strong connection to the purpose of their organization and are over 5 times more likely to stay at a purpose driven organization; however only 33% of all employees asked drew any ‘real meaning’ from their employer’s corporate purpose.

The PwC research clearly shows that whilst there is notable value in identifying and cascading corporate purpose throughout an organization, there is a significant disconnect between theory and the practice of leaders imbedding these values.

The issue is often found that whilst identifying a personal and corporate purpose is a valuable exercise, implementing that purpose into corporate structure can be difficult.

- **Have you implemented purpose throughout your corporate structure? If so, what steps did you take?**

The DRIVE model is helpful for the process of purpose implementation

D – Define your purpose, write it down and understanding what it means to your organization.

R – Retool your organization with the infrastructure, skills and resources needed to achieve your purpose

I – Inspire and Inform the whole organization to the new status quo. “This is the way we do things here”

V – View of the organization, from boardroom to basement/ Assess your supply, operations, goods and services, does it look like your purpose?

E – Engage all stakeholders imbedding your purpose into all communications and engagements.

10.0 Small group break out session

This section allows time for the delegates to discuss section 9.0 and the possible steps they could take

- What does the bible teach you about the character of a Christ centered leader?
- What leadership characteristic to you most want to further develop?
- When considering the DRIVE model what stage do you think you are at in imbedding purpose into you organisation?
- What characteristics of leadership are most important to you?

11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Read and sign the Core Pledge or Statement of Intent.

12.0 Close

AOB and Closing prayer

Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music
- Consider using one of the prayers below.

(1)

*Lord, I'm drying on the inside
where there was once joy, now is beginning to feel like a burden.*

Fill me with deep and fresh passion for my work.

Take away weariness from me and inspire me to work diligently.

Holy Spirit, I invite you into this place today, lead and guide me in the way that I should go and correct me when I am wrong.

Remove any manner of dissatisfaction from my heart and help me to serve my workplace with passion and purpose.

In Jesus' name, I pray, Amen.

(2)

Jesus, you chose us that we may bear fruit.

You also said that without you, we could do nothing so me to be fruitful at my place of work.

Father, give me a spirit of excellence and strengthen me to do exceptional work for your glory.

In Jesus' name, I believe and pray, Amen



Good

Investment

Putting money to work

*'Put this money to
work,' he said, 'until I
come back'*

4.0 The Topic

Introducing the topic.

- How does the bible define 'Good'?
- What might a 'Good investment' look like in God's eyes?
- Do any of your current investments (Cash management / pensions/ investments) **actively do 'good'** (impact investment), **emphasise the good** (positive screening) **minimise the bad** (negative screening)?

You might be very familiar with the concepts of investment or you might feel that it is not something relevant to you because you don't have thousands of pounds with which to play the stock market. The truth is the concept of investment is something that many of us feel under equipped to engage with and yet it something that directly impacts us on a daily basis from the cash in our current account to our company pensions and of course active investments whether in a property portfolio, seeding start-ups, buying crypto currency or company equity.

The fact is: *you are investing whether you like it or not.*

The question is: *are you being deliberate and strategic about how your money is put to work or not?* If you're not you might be surprise by what you see you are funding though the financial assets you've placed with certain banks, in certain pension schemes or in securing certain shares.

If we seek to be values driven leaders who put our faith and values into action in our personal and professional lives we must be deliberate about implementing the steps we want to see. Without a vision of what you want to see you will not be able to develop a pathway towards achieving it.

With vision the people perish

-Proverbs 29:18

5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

Read:

Matthew 25:14 – 30

Think:

Like so much in the bible, application can be found within the wider biblical context. It is only right that we read scripture with a contextual interpretation front and centre. *Matthew 25:14 – 30* should be read within the context of chapters 24 – 25 which addresses compassion, love and holiness.

There is also a wider and more universal application for *Matthew 25:14 – 30*. The biblical narrative illustrates that each individual has been entrusted with resources, talents, skills and sometimes material wealth. These resources have come from God and belongs to Him. Whilst we steward these resources we are responsible for maximizing their impact, increase in value and further the mission of God. We are accountable to the Lord for the use of His resources.

Reflect:

- What resources has God entrusted to you? *What is your gifting, achievements, possessions?*
- What does God's mission look like in your life?

Pray:

- Consider re-committing your resources to God's mission
- Consider petitioning God to reveal His mission in your life

6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

In groups consider one or more of the following questions:

- Where do you bank? Can you influence your bank?
- Where are your pensions invested, how can you influence how they are invested?
- Do you own company shares and did you vote and participate in their AGM? What issues did you raise? What is successful?
- How can you make sure that a business has a value-based business model?
- Have you invested in an impact fund or social impact company? What are your expectations and desired outcomes?

7.0 Coffee Break

- Allow at sufficient for all the delegates to network with one another.

8.0 External Speaker

Overview of work they have done in relation to the topic.
Allow time for Q&A

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have in their own business practice. Ensure that you allow time for a presentation and questions.

Recommended Time

- 15 minutes for the presentation
- 5 - 10 minutes for questions

Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
- You may wish to invite someone from the group to share their experiences. Depending upon the group size you may wish to use this space each time you meet for a group member to explore the topic through their eyes.
- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

In section 4.0 we introduced the topic of 'Good Investment'. This section engages with the topic in greater detail and explores the practical steps leaders and businesses can take.

What is 'Good'

You will have found that the term 'Good' can mean many different things and therefore identifying what Good Investment is for you and your organisation is no easy task. However identifying this has to be the first step. There are 2 clear steps identifying what 'Good' is for you.

This can be done as a workshop exercise or simply presented to the group.

- **Understand your personal and faith values.**
 - *Consider listing your top 10 values, ranking them in importance from 1 – 10.*
 - *Consider identifying biblical principles that are most important to you – why are they important, how do you live them out, how do they influence your decision-making process?*
 - *How does the bible and Christian tradition define 'Good'.*
- **Identify your corporate purpose and values.**
 - *Revisit you brand purpose what is the core purpose for your corporate existence?*
 - *What is your corporate mission? is it aligned to your purpose and your personal/ faith values? If so then great, if not, what is different and could it be aligned? What factors most enable to you attain your corporate mission, financial return, happy and healthy staff, efficiency etc.*

Asking these questions will help you understand what Good looks like for you and your organisation and what factors need to be in place to achieve your corporate mission.

If maximising financial return is central to delivering your values driven corporate mission then that might influence the type of investments you choose in a different way from if your values driven corporate mission is not significantly dependent upon financial value generation.

However you ought to be always asking, what is our faith aligned, values driven corporate mission?

Once you understand what your framework of 'Good' is then you can start applying that framework to your investments.

Good Investment

As this is not a finance course we don't have the scope to explore all the details of the financial system and our interaction with it. However irrespective of what type of finance and investment you might wish to explore, we are able to better understand our approach towards the issues.

The themes we must consider are:

Integrity

- When we consider our transactional banking, cash savings and longer term investments are we holding with integrity to our faith and values aligned corporate mission? We can only know this if we have taken the time to identify where our money goes once it enters the bank account, pension fund or investment portfolio. So that brings us to our second theme.

Informed

- When we deposit our money it doesn't sit in a vault with our name on it. It is used by our bank, pension provider, company with which we have shares or investment fund to finance their return generating activities. It is essential that those activities are in line with your values based corporate mission. Does your pension fund invest in arms, adult entertainment or fossil fuel? Once you are informed on where your money is being invested there are 2 clear options, influence the change you want or use your funds to bring about the impact directly.

Influence

- Ask yourself the question, what influence can you have?
 - Where do you bank and are they the best option? Can you influence your bank?
 - Where are your pensions invested? How can you influence how they are invested?
 - Do you own company shares and did you vote and participate in their AGM?

Impact

- As a values based leader who takes deliberate steps in managing your financial assets you can have an enormously positive impact.

As the Salt Network we are particularly interested in how we become leaders of influence and impact by using our assets to deliver positive social impact and eliminate the multifaceted issues related to and perpetuate poverty around the world.

Impact investment which allows investors the ability to actively target and direct funds towards defined causes or impact themes most relevant to their own mission, delivered appropriately, is an excellent way to put our faith into action through our finances, be it personal or corporate. Impact investing has historically operated predominantly within the private equity or venture capital space (this might be the start-up or scale-up capital investment you've made to an eco-tech firm or a climate resilient agricultural company in Malawi), however impact investing has become significantly more common place and accessible across asset classes so by challenging the long-held view that social and environmental issues should or could only be addressed by philanthropy.

Impact investment enables us to actively move towards a 'Trade not Aid' approach to elevating poverty.

The key characteristics of Impact investments are:

- Intentionality** to generate positive,
- measurable** social and environmental impact whilst also securing
- financial return** ranging from below market rate to market rate.

The impact investment market, was estimated by GIIN to be worth around 502 Billion Dollars in 2019, seeks to address the world's most pressing challenges through meaningful investments.

Investments might be made across sectors such as sustainable agriculture, renewable energy, conservation, microfinance, and affordable and accessible basic services including housing, healthcare, and education.

Impact investment enables you to target 'Good' causes whilst securing a financial return.

Good investment is founded on understanding the impact you have on the world around you through the way you invest your money from the mere transaction banking through to long term investment. However you choose to invest your money the questions you must ask yourself is:

- Do you know what Good means to you and your organisation and is it expressed in your corporate purpose and mission?
- Are you being deliberate about how you invest so as to maximise your personal and corporate purpose and mission?

10.0 Small group break out session

This section allows time for the delegates to discuss section 9.0 and the possible steps they could take

In groups consider one or more of the following questions:

- What could you do to improve the likelihood of investments working for the common good?
- How can you build a business case internal to your organization for making changes to the way you invest?
- Are there any other ways that you can make positive social and environmental impact - campaigning / lobbying etc.?

11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Read and sign the Core Pledge or Statement of Intent.

12.0 Close

AOB and Closing prayer

Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music

NOTE: This Salt Network Session is not investment advice but rather seeks to highlight principles behind faith and values aligned business activities.



Business and Creation

*Future Sustainability
Means action now*

*We are His Creation
Standing upon His
creation*

4.0 The Topic

Introducing the topic.

- *How is the climate changing?*
- *Can you do anything about the changing climate?*
- *Climate change is impacting many around the world but what has it got to do with your business?*

Our planet is already experiencing the impacts of climate change – droughts and heatwaves, floods and cyclones. And the frequency and severity of worldwide climate change impacts are growing. However, Environmental degradation and climate change affects humanity and biodiversity in a differentiated manner, and it is mostly those in the global South who are more adversely affected by climate change and environmental degradation than people living in the global North. This is due to both the greater impact of climate change in certain developing country regions as well as lesser resilience at a personal and governmental level to withstand some of the shocks that extreme weather, drought, and other changes bring.

- In Kenya, the climate becomes unpredictable and the weather is no longer reliable.
- In Bolivia, glaciers are shrinking and farmers who used to depend on them for drinking water and for irrigating crops have been forced to find alternative supplies.
- In 2017 alone,
 - heavy monsoons in south Asia caused the deaths of 1,288 people and affected over 45 million people in Bangladesh, India and Nepal.
 - Thirty percent of the world's population experienced extreme heatwaves
 - drought displaced 892,000 people within Somalia.
 - Wildfires in Portugal killed over 100 people and burned 520,000 hectares of forest.
 - The Arctic saw record wintertime heat.
- The 2018 wildfire season is the most destructive wildfire season on record in California, with an area of 1,890,438 acres (765,033 ha) burned, the largest amount of burned acreage recorded in a fire season.
- 2019 – 2020 saw unprecedented wildfires across Australia, burning an estimated 18.6 million hectares, destroying over 5,900 buildings, including 2,780 homes. Fires were responsible for killing an estimated 34 people and one billion animals sparking fears of driving some endangered species to extinction. Air quality has dropped to hazardous levels and the cost of clean-up is expected to exceed the £2.5 billion.

The Fact is, *Climate change is happening*

The question is, *what can you do to limited climate change and environmental degradation through your personal and professional activities?*

As business leaders we have an opportunity to impact significant positive change through transforming the way we do business. Through analyzing our operations, supply chains and goods and services and then applying science based targets so as to move towards net-zero or carbon negative operational footprint we can actively steward God's creation for the benefit of people and planet.

If not us, then who

5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

Read:

- *Genesis 2*
- *Psalms 24*

“How are we to... inspire new behaviour, nourish new dreams, and bolster a new kindness toward the Earth?”

Leonardo Boff, Cry of the Earth, Cry of the Poor, 1997

Think:

There is a growing call to reshape our understanding of creation and our place within it, and to move towards a vision of a humanity ‘in communion’ with creation, not dominating or exploiting it for our own direct gains. Throughout Christian history we have often looked towards the ‘prophets’ as those with a vision of God’s moral roadmap for His creation, and as the challenging Divine mouthpiece amongst His people. Prophets are intended to help us discern the truth and to act upon it. They call people to behave differently, to help resolve moral dilemmas and pursue a better future. This prophetic tradition continues, forcing us to think of what constitutes a ‘prophetic voice’ or a ‘prophetic imagination’ within the world today.

As the people of God we ought to be asking:

- *How might we be the prophet speaking truth, challenge, guidance and radical love into the situations we face locally and globally?*
- *Do you recognize a prophet edge to your leadership?*

Reflect:

A concept closely aligned to the prophetic voice is that of stewardship. We are called as the people of God from the very first Adamic covenant which ripples on throughout scripture, to be good stewards of the living world beyond humanity; that is to protect the natural environment. Whilst we ought to reflect upon, albeit dated and widely rejected, biblical interpretations which argue for the natural world as merely a ‘dominion’ of humanity¹, to be used for our benefit at will; we should pay close attention to the scholarship suggesting the natural world as the honored cathedral of God’s glory within which humanity are priests, stewards and worshipers; a view now widely accepted.

However, whichever view we hold, what cannot be denied is the need to reflect deeply on a key relationship which had until just before this millennium been too long neglected – ***the theology of creation.***

- *What does a theology of creation mean to you?*
- *What is our role in creation?*
- *If God is a God of restoration then does it matter what happens to creation now?*

Pray:

- Consider petitioning God for a prophetic gifting to your leadership
- Consider repenting to any lack of consideration over environmental degradation and the part we play in it

¹ The inescapable fact about the biblical term “dominion,” from the Hebrew verb *radah*, is that it grants humans the right and responsibility to rule, to govern the rest of creation. Hiebert, T. 1996, <http://www.directionjournal.org/25/2/rethinking-dominion-theology.html>

6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

In groups consider one or more of the following questions:

- Is your business helping steward creation ?
- What are the challenges to prioritising environmental issues in your organisation?
- Are environmental issues important to your:
 - Suppliers
 - Board/ trustees
 - Senior leadership
 - Customers

7.0 Coffee Break

- Allow at sufficient for all the delegates to network with one another.

8.0 External Speaker

Overview of work they have done in relation to the topic.

Allow time for Q&A

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have in their own business practice. Ensure that you allow time for a presentation and questions.

Recommended Time

- 15 minutes for the presentation
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Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
- You may wish to invite someone from the group to share their experiences. Depending upon the group size you may wish to use this space each time you meet for a group member to explore the topic through their eyes.
- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

In section 4.0 we explored some of the issues impacting the environment. We also explore that theme of creation and what the Christian faith has to say on the matter. Section 5.0 offered an opportunity to explore the idea of stewardship and prophetic voice.

This section now engages with practical steps businesses can take to combat the issues previously explored.

The impact of climate change on businesses is only getting worse. However, with progressive policies and shifting consumer behaviour, trends and bold leadership, new opportunities are emerging. For those willing to be on the forefront of a just -transition to a NetZero economy will benefit enormously. Those who cannot change will not only expediate the issues but be quickly obsolete within the emerging sustainable economic future. Engaging deeply with climate change makes business sense as well as a moral and spiritual sense too.

This transition starts with:

Bold Leadership is it not enough to simply write and display a policy in the staff room. Bold leadership from the most senior members of corporate structures are needed to drive the organisation to recognise clear environmental goals throughout operations.

Bold leadership is needed because a sustainable future requires significant action now

- As a leader do you feel equip to engage with the issues around climate change and your corporate response to it?

Bold leadership sets culture and science based targets enables us to establish pathway to a carbon negative future. But what is carbon negative future?

You will have heard the phrase NetZero used in many situations. NetZero is understood as:

net-zero adjective

: resulting in neither a surplus nor a deficit of something specified when gains and losses are added together

You will see from the definition above that the issue with NetZero carbon and emissions targets is that it looks towards reaching zero surplus or deficit. This is problematic when we recognise that our companies have been releasing carbon, other emissions and influencing ecological degradation through our utilities, supply chains and business activities for as long as we have been operating.

Therefore we must:

Go beyond Net-Zero and pursue Carbon Negative Targets that seek to not only reduced current emissions to zero but actively remove previously emitted pollutants through sequestration and restorative practices.

Here are some steps you can take to start moving towards a Carbon Negative corporate culture:

Appoint a team with a cross organizational mandate:

This is the team responsible for the internal implementation of net-zero strategies across all components of your organization. The team should be made up of all departments and not just 'specialists'. This is a culture setting task as much as it is about change and policy management and will require buy-in from all teams.

Set a green company culture

- Incentivize low carbon (staff walk, cycle etc)
- Enable low carbon (staff bus, early leaving so as to reduce traffic congestion)
- Team eco days, company eco education sessions etc
- Model it (you do all the above)
- Stand for it by using your leadership to drive through board decisions (be prepared to be unpopular with the board/ stakeholder)

Identify and set science based targets:

This involved some deep dive work into your ecological and carbon foot print. There are many specialists who can help you with this work to identify your baseline foot print and identify a pathway forward for reducing it. Joining the Science Based Targets initiative (SBTi) is very helpful as they will externally verify your emissions reductions. All reduction targets from the SBTi are in line with the latest climate science suggestions to meet the goals of the Paris Agreement and limit warming to 1.5°C.

Identify and reduce your carbon footprint

- Heating
- Transport
- Energy
- Waste

Reimagine the business model:

Using internal and/or external resources, identify business areas across,

- Operations
- supply chain
- products and services

that do not align with your science based targets. Once an area has been identified the hard work really begins - analyze how this part of your business can be remodeled in order to reduce environmental impact and come in line with you pathway to Carbon negative operations.

Integrate a 'Green' policy throughout your business strategy

- Triple bottom line
- Circular economy
- Green supply chains
- Green investments (ESG pension funds etc.)

What has Christian Aid looked at?

Reducing its carbon footprint gradually by at least 5% reduction on a year on year basis

- By changing its boiler in the main office,
- Switching to solar power in the Malawi office,
- Reducing CO2 intensity of travel,
- New publications and communications policy to reduce office resources.

Eventually we will all have to look at our business models:

- Having staff closer to actual operations
- Reducing face-to-face international meetings
- Using more local partners in delivery and operations.

10.0 Small group break out session

- Have you look at this in your business already?
- Is there any lessons you can share
- If you haven't undertaken this kind od challenge before, what support do you think you might need?

11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Read and sign the Core Pledge or Statement of Intent.

12.0 Close

AOB and Closing prayer

Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music
- Use one of the following prayers

(1)

Lord God,

*Thank you for the opportunity to work in the business sector.
I trust in your wisdom as I seek to work hard to make it secure and prosperous.
May good practice be the cornerstone of everything I do.
Come reveal new openings and areas for expansion and development.
May this business grow and flourish, creating great opportunity and provision for all those involved.
In the name of Jesus,
Amen.*

(2)

All-powerful God,

*you are present in the whole universe and in the smallest of your creatures.
You embrace with your tenderness all that exists.
Pour out upon us the power of your love,
that we may protect life and beauty.
Fill us with peace, that we may live
as brothers and sisters, harming no one.*

*O God of the poor,
help us to rescue the abandoned and forgotten of this earth, so precious in your eyes.
Bring healing to our lives,
that we may protect the world and not prey on it,
that we may sow beauty, not pollution and destruction.*

*Touch the hearts
of those who look only for gain
at the expense of the poor and the earth.
Teach us to discover the worth of each thing,
to be filled with awe and contemplation,
to recognize that we are profoundly united
with every creature as we journey towards your infinite light.
We thank you for being with us each day.
Encourage us, we pray, in our struggle
for justice, love and peace.*

Business and Society

Building a business community that transforms lives



*May we be the paintbrush in
the artist hands of God
– Mother Teresa*

4.0 The Topic

Introducing the topic.

Business & Society

We live in a world where trillions of dollars in assets, goods and services are traded daily impacting everyone of us around the globe from the wealthiest to the poorest communities and individuals. All our lives are shaped by business and trade whether it is the price of fish in the market; the accessibility of fuel to fill our cars or the trust within financial, political and commercial markets to enable business viability. Business is far from suited executives in fancy city offices; business is and has always been a key part of human interaction and the fabric of society.

It is no surprise therefore that 45 of Jesus' 52 parables are set in the market place. Jesus calls his disciples to be active ambassadors of his gospel in everything we do. To be as Salt and light in the market place.

The question is, in a sector that impacts so many lives, communities and environments; how does God call us to live out our Christian faith within the market place and within the business world?

What does it mean to develop a business that complements the whole of society?

- How can we ensure that we run businesses that produce 'Good' goods and services which benefit those who purchase them?
- How do we foster an environment of 'Good' work that ensures flourishing for our employees and supply chains?
- How do we ensure that the wealth generated is distributed in a fair and equitable manner?

There are three key categories through which you can begin to address the questions above.

Responsible Products and Services

- By producing and delivering products and services that meet human needs and serve the common good
- By taking active steps to reduce social and environmental impact of production and service delivery
- By adapting your business model to help local and global communities thrive

Decent Work

- Recognise and implement strategies to ensure the dignity of employees and their right to flourish in their work
- Address employment inequality by actively including those from the margins of society within the work force

Good Wealth & Governance

- Using resources wisely, both to create profit and well-being
- Producing sustainable wealth
- Re-distributing wealth justly, fair and equal wages, honest cost structures for customers & suppliers, transparent taxes practices, imbedded social responsibility practises.

Inequality & Society

Inequality is the root cause for many societal issues.

Everyday we can read a different headline about issues facing our society whether it is obesity, teenage pregnancy, crime or something else. For the most part, these issues are regarded as separate from each other. Obesity is treated as a health issue, crime a policing issue and so on.

However ***The Spirit Level: Why More Equal Societies Almost Always Do Better*** suggested that many these issues share a single root cause: ***inequality***.

Such studies suggest that it's not absolute levels of poverty that create social issues, but the differentials in income between the rich and the poor. Just as someone from the lowest-earning 20% of a more equal society is more likely to live longer than their counterpart from a less equal society, so too someone from the highest-earning 20% has a longer life expectancy than their alter ego in a less equal society.

- **Do you agree that social inequality is the root course of our most pressing sociality issues?**

The nature of inequality

We often tend to think of inequality mainly through the lens of income. However there are many different axes of inequality and it is important to remember that poverty and inequality are not just about income but also about disempowerment. Therefore, poverty and inequality have personal, social, economic and political dimensions.

Christian Aid addresses different forms of inequality depending on the contexts it works in but we tend to understand inequality as an imbalance of power, dignity and justice. Therefore poverty is a process – people are made poor and improving the lives of people living in poverty depends on addressing the systems and structures that make and keep people poor.

Highlight the systematic and structural influences that shape the inequalities below.

- **Income inequality** often leads to power imbalances undermining the voice and participation of people living in poverty and leading to their exploitation by those more powerful.
- **Gender inequality** is a form of power inequality which underpins the inequalities of poor income such as health and education.

The fact is measuring poverty and inequalities is a real challenge because those who are most disempowered are often also invisible to the systems and processes that could help address the issue. For example, household level data doesn't tell us much about the situation of women for instance. Equally census data often excludes information about migrants.

The question is: how do we as leaders in our organisations look beyond the lack data and motivated by our faith, offer solutions such as jobs, equal employment, flourishing workplaces and just supply chains?

Carry each other's burdens, and in this way you will fulfill the law of Christ.

Galatians 6:2

5.0 Reflection

This section allows time to reflect upon the topic before moving in to discussion

Read

Amos 2:6 - 16

Think

Amos has a lot to say about oppression and the plight of the poor in Israel. Nowhere in whole book of Amos does the God ever suggest that poverty in some way the fault of those in poverty. Rather it is difficult not to assume from the book of Amos that God looks sternly on those in positions of power who use their position to take advantage of and fail to care for the poor.

Interestingly the book of Proverbs illustrates individual diligence and stresses the important connection between our appetite for work its impact on our respective wealth or poverty (10:4-5, 26; 12:24, 27). However Amos does not do this rather opting to stress that poverty and inequality is directly related to the actions of others and in particular the actions of the wealthy and powerful.

What is clearly seen from Amos is that God does expect a certain type of behaviour from one to another and he will not tolerate injustice. Interestingly note that he treats both Israel and other nations similarly in this regard (1:11; 2:1; 2:6). Justice is universally applicable and desired by God for all.

Do you think justice and equality look different depending upon the context?

Reflect

We have explored the fact that unequal distribution of power and abuses of power are instrumental in perpetuating inequality and poverty. It is right that we strive for a more inclusive world where everyone can thrive irrespective of who they are.

Reflect on the following 2 passages:

“There is neither Jew nor Gentile, neither slave nor free, nor is there male and female, for you are all one in Christ Jesus”

Galatians 3:28

“I came so that they could have life—indeed, so that they could live life to the fullest.”

John 10:10

- How do these passages influence that way you see the world?
- How might you implement these passages into your business?
- How do you think you might have inadvertently acted in an oppressive or bias manner in your business?

Pray

- Consider thanking God for his heart and call for equality and justice.
- Consider repenting to any bias or oppressive actions you've taken in your business activities.

6.0 Small group breakout session

This section draws together sections 4.0 and 5.0 and allows time for the delegates to discuss the topic from their context

In groups consider one or more of the following questions

Equity is often thought of as positive discrimination or affirmative action. It is the process of actively levelling the playing field for those who might be systemically discriminated against because of some distinguishing characteristic.

- Do you agree with affirmative action?
- What are the challenges on becoming more equitable?
- How does your business help or hinder equity:
 - in relation to your employees
 - in relation to the products or services you supply?
 - in relation to the way you re-distribute wealth?

7.0 Coffee Break

- Allow at sufficient for all the delegates to network with one another.

8.0 External Speaker

Overview of work they have done in relation to the topic.

Allow time for Q&A

At each event we recommend that you invite a speaker to present their view on the topic in relation to what they have in their own business practice. Ensure that you allow time for a presentation and questions.

Recommended Time

- 15 minutes for the presentation
- 5 - 10 minutes for questions

Selecting a speaker

- You may wish to invite an external expert or experienced practitioner / business leader.
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- Invite a Salt Network Staff member.
- Use further Salt Network media resources.

9.0 The Topic 2.0

This section outlines the scope of actions that businesses can take in relation to the topic

Case study: Responsible Business and Inequality in India

Marc Benioff the Chairman and CEO of Salesforce.com has demonstrated significant ways through which business can be a powerful catalyst for positive change in society whilst securing financial return. It is because of the financial value generation of business that he suggests

“Business in the best platform for change”

- Do you agree?

Christian Aid has been working with Inclusive Economic Development Programmes in a number of contexts for many years because they share this belief that business offers the ability for individuals and communities to become self-sufficient and valuable contributors to the wider societal ecosystem which in turn begins to address many other inequalities.

However we have found that whilst Small-scale food producers in India contribute to production, they do so on very unequal terms. They are often operating under circumstances which exclude them from the benefits of integration into mainstream value chains. Those from very marginalised communities such as Dalit, Adivasi and religious or ethnic minorities have limited bargaining power and often very low incomes which leave them vulnerable to exploitation by middlemen or traders who force sales of produce causing the producer to miss opportunities of maximising market rates.

Whilst the merits of business might offer one of the best platforms for change and progress, without equity the theoretical levelling power of business remains out of reach of the poorest and most marginalised.

Christian Aid's Inclusive Development Programme worked with gatherers of honey and other forest produce in Rajasthan and organic turmeric producers in Odisha, to help them to develop market linkages, reduce their vulnerability and enhance their productivity, establishing producer organisations linked to 'common interest groups' (often comprised of collectors, manufacturers and marketing intermediaries) to increase producers' bargaining power and achieve economies of scale.

It also increased productivity and value-addition by providing processing technology and storage facilities, and it offered skills-training in a variety of areas.

Business development services were established to enable the groups to make informed market decisions by monitoring price fluctuations; and community-managed savings and credit schemes supported access to affordable credit.

From honey and hazelnuts to lithium and diamonds many of the raw materials of the products we sell start in the fields, mines, forests and homes of communities like those in the case study above. For us to understand the full impact of our products we must spend significant time to analyse our supply chains.

In your group discuss the following questions:

- Have you analysed your supply chains from source? Who is involved?
- How do you think Amos 2: 6 -7 might be relevant to our supply chains?

Building a business of equity and Inclusion

Equity adjective

: Refers to fair opportunity for everyone to attain their full potential and be included in opportunities regardless of demographic, social, economic or geographic inequalities.

Creating equity helps to address the impacts of inequality – for example the ‘free and point of use’ nature of the United Kingdom’s National Health Service dramatically reduces the unequal access to healthy lives we’d have if we all had to pay for our health care.

Equity can be achieved by putting in place enabling conditions to support those who face the greatest barriers as a priority. On a government policy level this means greater legislation which in turn means greater enforcement. In contexts where systematic bias against certain groups has been acknowledged ensuring equitable societies is particularly difficult to enforce but even more important to implement mitigating strategies.

It is important to note that because of systematic bias, unconscious bias at senior levels and an often predisposition towards homogeneity and perceived risk limitation it is often not enough to rely upon practices such as blind or competency based questioning in your employment procedure for instance. Such practices may go towards creating an absolute equality (although that is debated) however they fail to address the wider imbalance that have and will impact those from marginalised groups. That is to say:

Equality is unfair in systematically bias societies or organisation. Fair and inclusive practices are not equal but equitable and active seek to readdress the balance.

Creating equity neither quick nor easy, but it achieves deep and sustainable change which benefits us all as we know that over time greater diversity stimulates community cohesion and drives operational and financial efficiency and growth. However because implementing equitable policies is inherently political and often requires a shift in power, voice and resources from the ‘haves’ to the ‘have nots’ significant challenges can be encountered.

- What challenges can you foresee in imbedding equitable policies across your organisation?
- Can you identify who might face significant inequality within the workplace in your context?

Business can help address inequality by...

- Thinking about how practices reduce or entrench inequalities
 - Making goods and services available and accessible to all
 - Playing a wider role in society beyond core business
 - Reducing environmental impacts and encourage sustainable practices
 - Use your influence to support appropriate policies and laws
-
- Can you think of other ways business can address inequality?

10.0 Small group break out session

This section allows time for the delegates to discuss section 9.0 and the possible steps they could take

- Have you looked at this in your business already?
- Is there any lessons that you can share?
- If you haven't undertaken this kind of challenge before, what support do you think you might need?

11.0 Time for action

Time for individuals to review / reflect on the workshop. Complete feedback forms and pledge forms

It is important that each Salt Conversation is action focused. This concluding section allows each delegate to:

- Offer closing remarks to the group. *Invite all delegates to offer any closing remarks if they have any.*
- Complete the feedback form
- Read and sign the Core Pledge or Statement of Intent.

12.0 Close

AOB and Closing prayer

Allow a few minutes of silence. You may wish to:

- Invite delegates to pray in small groups
- Pray as a whole group
- Remain in silence or listen to a piece of music
- Consider using one of the prayers below.

(1)

Lord God,

*Thank you for the opportunity to work in the business sector.
I trust in your wisdom as I seek to work hard to make it secure and prosperous.
May good practice be the cornerstone of everything I do.
Come reveal new openings and areas for expansion and development.
May this business grow and flourish, creating great opportunity and provision for all those involved.
In the name of Jesus,
Amen.*

(2)

All-powerful God,

*you are present in the whole universe and in the smallest of your creatures.
You embrace with your tenderness all that exists.
Pour out upon us the power of your love,
that we may protect life and beauty.
Fill us with peace, that we may live
as brothers and sisters, harming no one.*

*O God of the poor,
help us to rescue the abandoned and forgotten of this earth, so precious in your eyes.
Bring healing to our lives,
that we may protect the world and not prey on it,
that we may sow beauty, not pollution and destruction.*

*Touch the hearts
of those who look only for gain
at the expense of the poor and the earth.
Teach us to discover the worth of each thing,
to be filled with awe and contemplation,
to recognize that we are profoundly united
with every creature as we journey towards your infinite light.
We thank you for being with us each day.
Encourage us, we pray, in our struggle
for justice, love and peace.*