
Salt!

■ THE **CHRISTIAN AID**
BUSINESS NETWORK



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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 A*



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 surprised by what you see you are funding through 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.