

CHAPTER 1

SOMETHING IS WRONG – AND IT’S EVERYBODY’S BUSINESS

“As I grow older I pay less attention to what people say. I just watch what they do.”

—Andrew Carnegie

WHAT’S THE PROBLEM?

One of the most important institutions in modern society is facing a shattering crisis.

In fact, the relationship between Business that is creating wealth and generating taxation, employment, products, services and

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innovations; government that is managing, regulating, seeking social progress, setting the rules under which everyone operates and has a mandate to lead, and society – all of us – is broken. That hurts everyone and it's something that should concern us all. Yet while the connection between politics, government and society is often reported and analysed, the crucial relationship between Business and society is much less understood.

We think we know about Business and, for the most part, we don't much like what we *think* we know. One of the biggest things that Business does is ultimately operate as the sole generator of taxation revenue for the country. When a Business makes money there are only three things it can do with the profit: reward the shareholders who took the risk by way of dividend or capital gain on sale, and the shareholder will pay tax on it. Or keep the profit in the Business, and pay tax on it. Or pay employees – who'll pay tax on it! That tax goes in part to pay the wages of people in the public sector – who'll pay tax on it! If it wasn't for the wealth created by Businesses across the land, large and small, there would be no tax, there would be no public sector. It's the same with pensions. No Business, no public-sector pensions because of the tax revenue that pays for them. No Business, no private-sector pensions because of the salaries and wages that pay for them.

This lack of understanding and misrepresentation has some serious consequences. The few headline-grabbing,

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self-fulfilling prophecies endorse our prejudice and allow us to assume that the Business of wealth creation is an entirely selfish activity carried out by untrustworthy rogues, and that anyway Business is just where the money lies; cash is king and nothing else matters. As a result, we are quick to penalise Businesses and executives, and slow to give them any benefit or support.

Business faces a range of difficult problems – many of its own making, some that are not – and it is time that these were addressed. Fundamentally, Business has to recognise that it has a vital role to play in society and it needs to start fulfilling that role better. This book is about Business: what it means, why it matters and, more significantly, the challenges it currently faces and the solutions that it needs to adopt if it is to succeed for the benefit of us all.

A business that makes nothing but money is a poor business.

Henry Ford

We are concerned about a “democratic deficit” – the need for people’s views to be reflected by the politicians that serve them – yet we seem unconcerned about (or perhaps we are simply happy to accept) a “Business deficit”. If Business continues to detach from society, then both Business and society will, in many ways, be much, much poorer.

Fixing Business matters hugely. This book is written from a UK perspective but the points it makes will resonate

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wherever you live in the world and many of the examples cited are international. The role of Business in our society and lives is truly global, more than ever before in human history. Gary Clyde Hufbauer of the Peterson Institute for International Economics highlights the fact that virtually all of the “losers” of the 20th century rejected international economic links, either explicitly (in the case of the old Soviet Union) or implicitly (most of Africa). Whereas the “winners” of the 20th century embraced the international economy, for example: Japan, Korea, Taiwan, Spain and Ireland. In virtually all of these cases, the economic development and trade driven by Business contributed to stabilising entire societies, many of whom had previously endured turbulent times. Finally, those countries that have grown and prospered the most in the 21st century have accelerated their embracing of the global economy; Chile, Vietnam, Mexico, China and India spring to mind.

This point will be especially relevant, in 2017 and 2018, in the UK. As we discuss later in this book, it underpins the opportunity provided to the UK by Brexit, the country’s departure from the European Union. The UK wants, among other things, more direct control of its trade and the opportunity to complete trade deals with other parts of the world. Other current members of the European Union may aspire to this too. Clearly Business and trade matter, and they are exerting a remarkable influence on political developments.

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The most significant challenges and much of the mistrust facing Business are universal – just look at the rise in recent years of anti-globalisation protests – and the opportunities and remedies that Business leaders need to adopt are largely universal too (although the context may vary). This point about globalisation is complex but it does also serve to highlight the complexity of Business. Business is predominantly a force for good and so too is globalisation. And where there are problems with Business (and globalisation) they need addressing and resolving, not ignoring, pretending they don’t exist or rejecting everything that they have to offer. It is, in part, fear of the effects of globalisation, whether perceived or real, that created the energy that powered Donald Trump to the White House. Millions across the developed world feel, rightly or wrongly (as if there can be an objective “right” or “wrong” about this) that globalisation works for the few not the many. Business had better face up to that reality or the consequences will be dire.

One other vital point is worth highlighting: Business and commerce are not alien or inherently unusual activities, they naturally spring from the human condition. We make things, we provide services, we trade, we compete and we work to improve things, not despite the fact that we are humankind, but because of it. Creating wealth through Business has always been with us and, like it or not, it always will be. The key, therefore, is to make sure that it works better than ever before – and why wouldn’t we? There are few engines of progress and change as potentially

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beneficial as Business. This means that Business is here to stay; it is inevitable and a crucial part of who we are and what we do. That may be an uncomfortable truth for some people; one of the biggest drivers for people is the desire to do well. Many of the greatest innovations and successes in human history have been driven by commerce and Business: from the discovery of the New World in the 15th century to the dramatic improvements in healthcare achieved in the 20th and 21st centuries.

Consider these few facts: the global population at the start of the Christian era has been estimated at around 150 million people. It reached its first billion people in 1804, and by 1900 was 1.6 billion. Between 1900 and 2000 the global population nearly quadrupled, from 1.6 billion to 6.1 billion, and between 2000 and 2011 it increased by a further 900 million to 7 billion people. In other words, there was a bigger net increase in global population in the first 12 years of the 21st century (900 million) than the entire growth in global population between AD1 and the year 1804 (850 million).

The extent of the changes in global population that have taken place during our lifetime is astounding. This point is highlighted by the 20th century, which was particularly remarkable. During the last 100 or so years there has been the highest annual population growth rate (2% in 1969) and the shortest time for the global population to double, which it did between the administrations of US presidents Kennedy and Clinton.

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This was combined with unprecedented declines in mortality, changes in healthcare, education and incomes, significant international migration and increased urbanisation, resulting in the emergence of mega-cities. According to the United Nations, in 2007 the global urban population exceeded the global rural population for the first time in human history.

The post-second world war era has seen enormous strides in the improvement of standards of living across the globe. Global average real incomes per head rose 460% between 1950 and 2015. Over the same period, the proportion of the world’s population in extreme poverty fell from 72% to 10%. The global average life expectancy at birth was 48 in 1950; by 2015 it had risen to 71. These are some encouraging statistics which often get lost in the din of the doomsayers.

Business is one force, but a significant one, among several that are constantly shaping our world. From the opportunities in the cities to the internet that creates feelings of awareness, aspiration, envy or resentment, Business has been the driver for the greatest economic migration of peoples the world has ever seen.

WHAT HAS BUSINESS EVER DONE FOR US?

So, what precisely are the main benefits of Business? Why are we so certain that it is worth the effort of fixing? Well, let’s spell

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it out. Here are just a few of the indispensable things we get from Business. National wealth, distributed throughout society by corporate taxation and used to improve society; employment; communications; improvements in healthcare leading to longer lifespans and better quality of life; pensions; education and training; cheaper food and with greater variety; support for local communities; economic development for poorer parts of society and the wider world; technological innovations – from tablets and smart phones to electric cars, wind turbines, television and air travel; trade, leading to greater understanding and connectedness with other societies; environmental protection; plentiful energy; cultural developments – from sports teams to film, art and entertainment; infrastructure; water; security; personal financing; housing; fashion and clothing, transport and travel. The list goes on.

You may object to some of these but all of them, to a greater or lesser extent, were invented or at least innovatively brought to market by Business drivers, and all of them need Business if they are to work effectively. If you doubt this then consider those examples of societies, such as the 75-year history of the Soviet Union, which believed capitalism and Business to be obsolete ways to deliver anything. As it turns out, they were very badly wrong.

If that was not enough, there are also many intangible, personal and valuable psychological benefits of working in a

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commercial enterprise. I am no psychologist but it seems clear that, for many people – although admittedly not everyone – feelings and needs such as purpose, loyalty, fulfilment, affiliation, pride and competitiveness are all addressed not simply by working, but by working together in a commercial competitive environment. It is worth repeating that Business is here to stay: it is a crucial part of who we are and what we do.

The challenge, therefore, is to get politicians, the media and, crucially, society at large to be more supportive of Business as an activity – wealth creation – that profoundly benefits society. What is needed is a view of Business that is more objective, balanced and fair, and this can only be achieved if Business people are prepared to take the initiative by putting their heads over the parapet and explaining the good stuff they do.

It is worth asking the question: why are Business people so resented and reviled? Populist politicians and the media perpetuate the problem, constantly giving people bad news stories that distort public perceptions of Business. The truth is that Business is a reflection of society and – like every other part of society, for example, the church, politics, police, armed forces, media, the civil service – Business employs a vast majority of decent, diligent, well-intentioned, hard-working people alongside a small minority of rogues and scoundrels. Yet it is those rogues that get all the attention and this even extends into popular culture. For example, every time a “baddie” is needed in a film or

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television soap or drama it is invariably an unscrupulous Business person. This crucial point is often misunderstood: Business is not a nameless, faceless entity; it is entirely made up of people, mostly good, sometimes not. Yet if any other group in society were picked on as thoroughly and relentlessly as Business executives there would, quite reasonably, be concerns expressed about fairness and the potential harm caused by constant vilification. The difference is that Business is an easy target. Its occasional mistakes are amplified and seized upon while its contributions, successes and achievements are ignored, and there are too few people willing to make the case for Business.

This is not a whitewash though: Business clearly has problems and attitudes that need fixing, and they need fixing for the good of Business. One of the main problems (that actually gives rise to many others) is that some Businesses fail to recognise that people do not like to feel controlled, manipulated, abused or simply disregarded, even if it is only their perception. In other words, Businesses needs to get better at doing their job: showing leadership, connecting with people and being accepted in the communities where they operate.

This principle is best highlighted by a personal story. This one is mine but I guess we all have a similar tale we could tell. I feel powerless when dealing with BT, my telephone provider; if the bill is incorrect or something goes wrong with the service then the effort to get it fixed is so enormous that my resentment

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is building before I even start. My thinking is this: why don’t you make dealing with me easier? And if that takes more money then put me, the customer, ahead of the profit for the shareholder.

The usual sanction open to me in a commercial world is that unless I get the level of service I expect, I don’t pay ... except this is not available to me in my dealings with BT. If I refuse to pay until my problem is sorted, then I will be cut off. If I do what they insist and pay, then I have no leverage (and they have no incentive) to fix anything. The only option available is the nuclear option of leaving them. This creates a feeling of resentment, of being abused, to the point where I think, “What is the point of even looking at the bill?” To make it worth looking will mean I have to enter into a ghastly labyrinthine world of complexity, hanging on, delay and frustration. And therein lies the rub: BT would possibly reply that they have millions of customers and a huge and complex service to deliver. Process and technology are their areas of focus. My point is this: if you can’t provide a genuine service, one where you make each individual customer feel better and special, then you have failed. In BT’s case, and possibly many others, this might mean that the Business has simply become too big.

I have concluded that a lot of resentment directed at Business and what people think it means to them comes from their experiences with Businesses that deal remotely with them. The

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individual feels powerless and abused by the Remote, All-powerful Call Centre. It is often based overseas and (it might be politically incorrect to say so but it is the reality) the consumer often cannot understand what the person is saying, is already fed up by the patronisingly insincere, “How are you today?” and thinks, “I’m paying for this!” Mobile phone companies, energy Businesses, banks ... all find themselves regularly at the top of the “I hate Business” list and all charge for the delivery of ... er ... apparently anonymous, omnipotent poor service. These companies claim that they must keep costs down and that the consumer is unwilling to pay for a more personalised, less automated service. How about trying them? And what if the additional costs were not passed on to the customer but ate into the profits instead? Isn’t it a price worth paying by shareholders for a better general view of capitalism and thus the greater chance of survival of the system which gives shareholder returns in the first place? Of course, a reduction in the big pay cheque for the boss would also help in the perception war as well, if not in reality when spread across the entire cost base.

HARNESSING A POWERFUL FORCE FOR GOOD

Businesses exist to make money, that’s the way it works and it is a positive force that drives Business. It’s positive because making money requires Business to understand that the customer comes first, second and third. Making money relies on the customer and that is the essential driver of productivity, efficiency

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and innovation. Second comes the employee: the person who helps you serve customers and make money. Third comes the system – an ever-changing situation. To succeed, Business must be constantly flexible and dynamic, constantly up for change.

Contrast this with the public sector: the system comes first. “We don’t do it like that round here” is the public servant’s cry. A close second are the people who work in it. Highlighting this point is the view of many socialist MPs that parts of the public sector, from the NHS to Britain’s nuclear submarines, are there for the jobs they create ahead of the benefit that the tax payer is seeking.

The third priority in the public sector, and it is a poor third, is the tax-paying customer. The subliminal message to the customer is: “Put up with it, it’s free.” This is not a call for privatisation: it is a call for changing the ethos in the public sector. A focus on customers means a focus on service and efficiency, disciplines that improve the value we receive from our public sector. Invariably it is the pressure of the market that drives productivity, service and innovation.

Crucially, what drives people is people; the desire to do better than someone else, and to compete; something that socialists too often overlook. That is simply what people are like; it is an essential part of the human condition; anywhere, everywhere and through time. Or, to put it another way, the only way to

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slow or stop this competitive instinct for progress and success is with totalitarianism through prison or at the end of the barrel of a gun.

Business is in a unique position to blend the natural drive of people wanting to better themselves and make money, with the standards and values we all hold dear. It helps to temper people's drive to compete and succeed so this is productive – but not always. It is the same drive that creates our best Business executives and some of our worst. So, the challenge for a twenty-first century Business and the people who lead it is to channel that drive for the benefit of everyone: customers, employees and society as a whole.

GETTING TO WORK: THE PROBLEMS THAT NEED FIXING

So, let's look at those areas of vital importance that should be addressed by Business if they are going to win back hearts and minds. These are the problems that need fixing, issues that we will look at in more detail in later chapters.

First, the problem of Business reputation and branding. Let's all agree that the reputation of vast swathes of Business is a disaster and at an all-time low. Vitally important for wealth creation, tax revenues, education, employment and for everything we want to achieve as a society, the health of Business should matter to everyone. So, in a globalised economy that in many

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ways runs on credibility and confidence, it matters that institutions as large and significant as corporations are disliked and distrusted.

Take banking as an example. Since at least the time of Shakespeare, the reputation of bankers and money-lenders and the affection in which they are held has never been very high, but since the financial crisis of 2008 the feeling in large parts of society has been that “bankers” are untrustworthy, selfish and greedy at best, and unremittingly evil and rapacious at worst. They devastated the economy and profoundly affected such crucial issues as interest rates, property prices and the amount of money available for social services. Even today it seems as though it will be a long time, if ever, before their reputation can be restored. Yet financial services employ millions of honest, decent, talented and hard-working people worldwide, and the work they do is vital; enabling people to buy homes and provide for their families and their future, and helping Businesses to trade, employ more people and grow.

There is a Tax, and There are Attacks

Financial services is a global industry in which the UK excels. Crucially, it generates a huge amount of tax for the UK. Approximately 11% of total UK taxation comes from financial services. According to the consultancy PwC

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working with the City of London, the UK financial services sector in the year to 31 March 2015 “paid an estimated amount of total taxes in the region of £66.5bn, or 11.0% of total UK Government tax receipts”. In addition, employers’ National Insurance Contribution is the largest tax borne at 33.5%, and 1.1m people (3.4% of the UK workforce) were employed by the sector. PwC estimates that financial services companies pay £25,439 on average in employment taxes *for each employee*.

Given these facts does it really help constantly to criticise, ridicule and undermine the sector? Should our attitude not be more positive and constructive? Financial services is an intensely mobile global sector, and if we keep telling people they are not welcome then they could just make Dubai, Mumbai or Shanghai’s day. “Beware what you wish for because you might just get it” has never been more apposite.

The issues facing the sector are framed almost exclusively in terms of how we can curb the excesses, not how we can support the industry. Clearly the problem arises when you see huge bankers’ bonuses being paid, or colossal salaries for average performance, and quite understandably that is what people see, rather than the good that they do. So two things surely need to happen: bankers need to get their house in order (regulation clearly has a valuable part to play in this but bankers need to do much more as well), and society needs to stop screaming at them and adopt a more constructive attitude. Continually shouting at a recalcitrant child is not only very bad for the child, it isn’t great for the parent or family either. Find a better way.

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There has been an increase in the intimacy permitted by consumers to characterise the relationship between them and businesses that sell them what are increasingly seen as essential services. Digitalisation, social media, and the creation of a world modelled by Bill Gates and Steve Jobs have diminished face-to-face communication. Conversations have all too often become unilateral exercises in assertion or a route for the shy or aggressive to “have their say”, and through the conventional social intercourse traits of face-to-face contact or instant reactions. The branded device has become irreplaceable, a comfort blanket, an opiate of the masses for the 21st Century. But such insidious power, such brand reliance brings huge responsibility. The huge threat to societal and job security of constant, unceasing disruptive technological advance imbues correlative responsibility on the perpetrators to ensure their fellow human being is not left behind. The bigger and better your brand, the more customers and society expect from you. Which is at least part of the reason why the legal but unpopular tax avoidance tactics of firms such as Google, Amazon, Facebook and Starbucks are so incomprehensible to so many people – and potentially harmful to these firms.

Surely Facebook “get it” when their 2014 sales revenue worldwide was \$12.5bn, with UK revenues of £105m and the firm claiming that a third of UK adults visit their site every day, and yet the firm paid just £4,327 in UK corporation tax. This was because they made an accounting loss of £28.5m in Britain in

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2014 after paying more than £35m to their 362 staff in a share bonus scheme. In fact, in 2014 staff at Facebook's UK Business took home an average of over £210,000 in pay and bonuses. I find it incredible that a Business that relies so much on the goodwill of its customers is not thought of badly for exploiting this situation, and for not making a substantially greater contribution to the society that generates their income. Socialists claim that "making tax-avoiding multi-nationals pay their fair share of tax" will somehow provide all the increased revenue the Exchequer requires. It is a seductive argument. What I fail to understand is how the same members of the public who cheer the vilification of such corporations actually do nothing about it themselves; surely the Amazons and Starbucks, the Googles and Facebooks, would respond to a customer boycott far more speedily and meaningfully than any ponderous government initiative? But the inherent double standard of the consumer is constantly exploited ... and the result is then wrapped up in anti-Business bile by the very people who won't take action themselves!

One of the most important benefits of Business is obviously pay and employment and all that this brings. This not only includes intangibles such as progress, stimulation, satisfaction, esteem, confidence and fulfilment but other more down-to-earth benefits: greater skills, education, pensions and employability, for example. These skills and benefits actually work for the good of everyone, enriching the whole of society. Having a

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workforce that is highly trained and effective makes our Businesses more competitive and our economy stronger, and the careers of those skilled people are more secure, better paid and more rewarding.

We should also recognise that education and training address one of the biggest weaknesses of the UK economy: the need to enhance productivity, both in terms of hours spent and capital invested. The best way to do this is to skill and train our people better and in more depth and breadth every day: from abolishing adult illiteracy and innumeracy to substantially improving the quality of management.

Finally, people with some skin in the game of their future, where through being skilled they can choose what to do rather than just be done to, make for a safer and more understanding world, richer in the pocket and richer in the soul.

Protecting the environment. The undoubted fear and one of the most potent criticisms of Business is that it trashes the environment. It does this, so the argument goes, by, for example, using energy to manufacture or trucks for transportation. And when it comes to producing and selling energy *that* is worst of all: coal is unclean, gas is a fossil fuel contributing to global warming, renewables such as wind turbines blight the beautiful countryside and nuclear energy has unacceptable risks and perilous waste products. In fact, the environmental issue

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highlights the broader problem facing Business: it is too easy to criticise and condemn Business but there is no recognition that enterprise is simply providing what society wants, needs and expects. It is meeting a market need for things like food and energy coming from all of us. Criticising Businesses because they give you what you want is hypocritical and foolish. There has to be a better way.

And there is. Effective regulation operating alongside Business helps ensure that free enterprise prospers and provides us with what we want and need, while at the same time curbing harmful or unwanted practices. But if ever there was an area where globalisation could be harnessed to effect real change it is here. Business cannot fix this one on its own; it is a global problem.

Understanding and fixing the issue of executive pay. Consider this: in the UK if you set up a Business, risk money that you cannot afford to lose, work and sweat harder than you ever have before, employ people, sell a popular product or service, put your personal life on hold, build a successful Business, pay tax and, eventually, are able to afford a luxury car, you will probably be regarded as a greedy, flashy and probably unpleasant individual. Whether from fear, jealousy or sheer envy people will think negatively of you. Whereas if you win the lottery people will smile, wish you well and, probably, think positively of you.

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There are two key issues that matter when it comes to wealth and pay: did you earn it, and what have you done/are you doing with it? I know a great example of a hugely talented executive who built a world-class, market-leading Business, a major public company, from scratch. It took him all of his professional life and, several years ago, it was agreed with the shareholders that he would receive total remuneration (including shares) of £70 million if he met certain agreed targets relating to turnover, profit and dividend. All of the targets were achieved, his leadership and results were superb, and so he took the £70 million package to which he was entitled. Because the targets had been met all of the shareholders benefited, which would almost certainly include millions of other people (you and me) through our pension schemes. So, what’s the problem? The point is this: at a time when there are so many low paid but highly skilled people feeling that they deserve more, yet unable to receive large pay rises because the nation can’t afford it, surely here was a marvellous opportunity for a talented Business leader simply to set a better example and very publicly take much less simply because he could.

It is in situations like this that the reputational battle will be won or lost.

You may argue that executive pay is an issue of personal freedom, and it may be, but there is a bigger and broader issue

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“A very rich person should leave his kids enough to do anything, but not enough to do nothing.”

Warren Buffett

here as well that Business leaders often forget. Executive pay is a leadership issue. Restraint and reasonableness matter, because to do otherwise is to disconnect from people and reject a leadership role, a role which has helped you achieve your wealth in the first place. A sense of entitlement undeniably undermines Business and that negatively affects us all. This contrasts with leadership, which undeniably strengthens Business and society and benefits us all.

Bridging the gulf between big Business and small businesses.

There's no way to hide this point or dress it up: too often big Business can behave terribly, for example, by using their size and purchasing power to bully and dictate terms to smaller suppliers. There are just too many examples when small firms are used as banks by their larger customers. Supermarkets, for example, receive the goods and sell them often on the same day, and then take over 90 days to pay their supplier. Why? Well, the time value of money is one reason. By taking 90+ days to pay their bills they can invest and use the cash they have already received. Meanwhile the smaller Business is struggling to finance its own costs. The big boys unilaterally change the terms of Business with their suppliers, taking longer to pay simply because they can. Each change is only a small blip for the large company, although cumulatively it matters, while it can mean corporate life or death to the small supplier.

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This situation is not only grossly unfair, it is actually counter-productive for the big Business. They are missing out on their suppliers’ genuine loyalty and the benefits of a close, associative partnership – such as flexibility, innovation and quality – instead reducing everything to a win/lose squeeze on margins and costs. Part of the solution is proper, enforceable regulation (probably with some form of criminalisation), part is informal “naming and shaming” of big Businesses and part is a better understanding of the benefits of genuine partnerships in a supply chain.

Rank does not confer privilege or give power. It imposes responsibility.

Peter Drucker

Finally, there is a national issue here that should concern us all. By taking an unreasonably long period to pay their supplier, the big Business is robbing the smaller supplier of the chance to invest in training, plant and equipment or expansion – because the small Business is having to use all its cash and ingenuity simply to survive until it gets paid. Do you want to expand efficiency and employment in the UK economy? Then help small Businesses get paid more quickly and in a way that is fair and reasonable.

Doing the right things, right: corporate social responsibility. Business would often benefit from much greater genuineness and an improvement in the way they exercise their leadership role and influence. Too often firms come into a

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community, for example, and spend money on a worthwhile initiative so that their Business or brand will be given greater affection or achieve a higher profile. Profile and the pursuit of affection are not, by themselves, sufficiently compelling reasons to do good. Businesses should do good simply because it is the right thing to do – and many Businesses understand this, although their efforts are largely unreported. Acts of corporate social responsibility (CSR) may help benefit their Business understanding, or motivate and engage their employees, or provide some other Business benefit, but that cannot be the sole driver and reason why something is practised. CSR is practised because Business contributes to society, and every enterprise needs to be genuinely accepted and welcomed in the places where it does Business. True, genuine CSR does not reside in someone's in-tray or in a department; it truly only works when it is in the DNA of the entire Business and everything that it does.

Connecting all of these challenges are the things that are needed to Fix Business:

- **Business should shout about what it does that is good for society.** Business leaders need to get on the front foot much more, reassuring and explaining to people that the Business of wealth creation is not only exciting, honest and worthwhile, it is essential.

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- **A balanced media**, one that explains and celebrates the incredible progress being achieved by Business, not only exposing bad practice and behaviour.
- **Courageous, insightful politicians** who stop paying lip service to the need for wealth creation and start actively defending, supporting and encouraging it. I learnt a long time ago never to listen to what politicians say, but rather to watch what they do.
- **Genuine leadership and a clear understanding of their role from Business executives and entrepreneurs.**

Wishing for these things to happen is not enough, practical action is needed and it is Business that needs to take the initiative. This need for action starts with the battle to restore the reputation of Business, the issue that we explore in the next chapter.

Key Questions

- What are you and your colleagues doing to enhance the reputation of Business in your community? What more could you do?
- What, where and who are your community?
- Do you have regular two-way dialogue and sharing with local schools and colleges regardless of the size of your Business?
- What has been your Business’s greatest success in changing lives for the better? How widely is this known and understood?

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- In the absence of good news and engagement the media may find bad news, or none at all. So, how well – and how frequently – do you engage with the media?
- How easy is it to attract the best employees to your Business? What more could you do to make your Business genuinely attractive?
- Do you work up and down your supply chain on issues relating to CSR, skills and training and media liaison?