

JUBILEE  
CENTRE

# BEAUTIFUL ENTERPRISE

A BIBLICAL AGENDA  
FOR GOOD BUSINESS,  
A FAIR ECONOMY &  
DIGNIFIED WORK



# JUBILEE CENTRE

Biblical insight & enterprise for social purpose

**jubilee** noun

a time for celebrating | a year of liberation and restoration

**We are building a movement for good business, a fair economy and dignified work. The Jubilee Centre is a ‘think and do’ tank which uses biblical insight, research and collaboration to pioneer new ways of working, for the good of all.**

The Jubilee Centre is an independent Christian charity which is working with Christians, churches and other partners to build a movement for good business, a fair economy and dignified work.

We are inspired and informed by a biblical vision of economic justice, a strong society and environmental flourishing, drawing on nearly 40 years of theological work and relational analysis. We combine this biblical insight with research and collaboration to pioneer practical new models and behaviours, for the good of all.

We believe that good purpose-driven business is one of the best long-term solutions to poverty, social breakdown and environmental degradation. We want to engage and support workers and entrepreneurs, investors, innovators and activists – from the shopfloor to the boardroom – to bring positive social change to their businesses and the marketplace and contribute to the cultural renewal of our nation.

We believe that Christians and churches can play a key role in making this happen, working alongside partners beyond the Church. Our work involves:

- Insight & imagination - We are shaping a biblical vision of ‘good business, a fair economy and dignified work’
- Connecting people - We are building a national movement, as a natural home for workers, entrepreneurs and activists for social purpose
- Experiments for impact - We are developing and promoting the adoption of good behaviours in the marketplace

[www.Jubilee-Centre.org](http://www.Jubilee-Centre.org)

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# Foreword

## What makes for good work?



“Being valued... a valued member of the team.

It’s general working conditions, if they’re half-decent...

It’s other people’s attitudes to you, isn’t it...

I had this little toddler come up... he’s two foot nothing, he’s come up and he’s looked up, and he’s put his thumb up, honestly – how adorable was that? Made my day.

Anyone that acknowledges me, it goes a long way. Just for that “Thank you, driver!” ‘Cos a lot of them don’t even look at you.

What’s my job as a bus driver? Well I’m a security guard, I’m a babysitter, I’m the one that makes the decisions and keeps everyone safe; I handle the money... the things that you don’t even think of. Once you put your foot on my bus, you put your life in my hands.

From your point of view, you want to make the customer’s experience of what you do the best, that’s why I go to work.”

**Steve, Bus Driver**  
(Interviewed January 2022)

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From your point of view,  
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customer's experience  
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that's why I go to work



# 01 | Our Agenda



**This is an agenda for change in the UK.**

**We are setting out a vision – firmly based on biblical principles - for how our nation’s businesses and economy can deliver greater economic justice, a strong society and environmental flourishing. We believe that purpose-driven businesses can be a force for good. It can be a beautiful thing.**

**We are working with Christians, churches and others to build a national movement to make this a reality; we believe that the Church can play a significant role in a 21<sup>st</sup> Century wave of renewal for our economy and society.**

## **Enterprise matters**

The UK remains one of the richest countries on earth. Having led the world with the industrial revolution in the 18<sup>th</sup> Century and the first wave of globalisation in the 19<sup>th</sup> Century, we continue to play a leading role in the ongoing digital revolutions of the 21<sup>st</sup> Century. Enterprise has played a huge role in our national story. Today, some three out of four jobs in the UK are in the private sector. It is clear that what happens in our nation’s businesses – big or small - shapes our lives and the world around us.

It is also clear that the way that we do business in this country is deeply flawed, both in the past and today. Millions of workers live below the poverty line, whole communities have been left behind by economic restructuring, the distance from those at the top and the bottom has rarely been wider, families are under strain and we face a historic challenge in climate change.

These are not small or temporary problems, nor just technical policy questions; the scale and urgency of social and environmental problems we face today represents a national emergency.

We can change this.

## **We have the power to act**

It is possible to design and run businesses that meet needs in ways that respect people and planet.

It is possible to create jobs that are fairly paid and offer dignity and satisfaction.

It is possible to manage our economy in a way which is fair and supports stronger social relationships and environmental flourishing.

We know this because it is already happening – at least in part – through a growing number of purpose-led enterprises and initiatives, demonstrating new and better ways of working. Consumer and investor attitudes are already shifting. But we want to go further and faster. Within this generation, we want to see the UK’s businesses and economy comprehensively reshaped for good.



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Within this generation, we want to see the UK's businesses and economy comprehensively reshaped for good.

How? We believe that the Church has an essential role to play in this historic challenge. Not only do the Church's millions of members still have an active presence in every community and every sector, but the Bible offers a clear, attractive and coherent vision for how we can make business and economics work better for everyone. We can have an impact as workers, as business leaders, as consumers and as investors, from the shopfloor to the boardroom. We have the collective power to act.

### Our call

The agenda we outline here draws on nearly 40 years of work by the Jubilee Centre. It brings together biblical insights which provide a clear, attractive and coherent set of principles for **rebuilding our economy and our businesses in a way which is fairer, more relational and more sustainable**. It is a vision of what could be.

We intend to work with churches and other partners across the nation to build a movement which will deliver this agenda. This is our call. Work with us.

“

We have the collective power to act.



## Biblical Principles for a Purposeful Economy

The true purpose of our economy is to provide for human fulfilment and the care of creation, through making the most of our resources in a creative way, bringing order and adding value.

This is a summary of the principles we set out in our agenda.



### Principle 1 – Purposeful Enterprise

A good business has a social purpose which it delivers well



### Principle 2 – Dignified Work

A good business offers dignified work



### Principle 3 – Fair Pay

A good business pays its workers fairly and honestly



### Principle 4 – Relational Capital

A good business uses capital in a fair and relational way



### Principle 5 – Rooted Communities

A good business contributes to rooted community



### Principle 6 – Fair Taxation

A good business pays its fair share of taxes



### Principle 7 – Environmental Stewardship

A good business promotes environmental flourishing in its approach to using resources

02

# The Purpose of Enterprise



What is the purpose of a business? Is it to maximise profit? To deliver a good financial return for investors? To create jobs? And what about the wider purpose of economic development? To make the most efficient use of resources? To raise living standards?

It is conventional to define business and economic objectives in purely material terms, hence the traditional focus on 'shareholder value' for companies and 'Gross Domestic Product' for nations. And whilst some material aims are clearly good and necessary, they are insufficient alone. A purely material approach ignores the social impact of how we do business and the environmental issues that often arise too.

Given the impact of such decisions on people and planet, these are not just technical questions but are moral issues too. They require more rounded debate about what 'good outcomes' actually look like. We need a compelling vision of what 'good business' and a 'good economy' can be.

### Why it matters

Today in the UK, over 5 million workers earn less than the real Living Wage. Millions have insecure work in the 'gig economy' with precarious income. About a quarter of our children live in households in poverty, putting many families under great strain.

At the same time, the CEOs of FTSE 100 companies earn over 100 times more than the average UK worker. Some of our biggest companies, like Amazon and Google, pay hardly any Corporation Tax.

Our collective carbon emissions remain well above sustainable limits and other environmental issues, like air quality, adversely affect many communities and impact on future generations.

And despite historically unprecedented technological innovation, opportunities for social connection and our collective national wealth, the levels of social isolation in the UK remain striking.

If 'business as usual' is not working, where do we go next?

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The biblical view of enterprise, and markets, is a positive one.

### A Biblical Vision of Purposeful Enterprise

The bible provides a clear view of the purpose of enterprise. The biblical view of enterprise, and markets, is a positive one. At a time when it can be tempting for some to equate 'business' with 'bad', we need to reassert the biblical view of enterprise as a natural, creative human drive which is a gift from God and which – done well – can contribute to meeting essential needs, human thriving and responsible environmental stewardship. Markets too, if properly managed, can work well. **In other words - done well, business can be a force for good. Every business can – and should - have a social purpose.**



## business can be a force for good

But what is that purpose?

At the heart of a biblical vision for our economy is the core insight that **the quality of our relationships with each other is more important than our material wellbeing alone**. We need to build businesses and economies which contribute to healthy and fair relationships – within families and communities, between neighbours and countries, from one generation to the next. This ‘relational’ view of our economy is the foundation for our agenda and drawn from 40 years of biblical reflection. It also includes a special concern for those who are poorer or more vulnerable and whose lack of power leaves them more at risk of exploitation by others.

This is about much more than giving profits to charity or Corporate Social Responsibility (not bad things in themselves), it is about something more fundamental; how we do business in the first place – our priorities, our values, our practices, our business models. What makes a business ‘good’ is not how it distributes its profits, but how it makes them.

### Biblical Foundations

The Bible provides a strong, clear and coherent vision for what matters most in a business and in an economy and offers frameworks for how we can relate to each other. It does not provide ready-made models or specific policies – it needs to be understood and applied anew in each generation and in each context. But it reveals the unchanging priorities and character of God in both the Old and New Testaments, and its stories about Israel and the Church give valuable insights into counter-cultural principles for social and economic organisation.

Here we present a summary of the Jubilee Centre’s 40 years of biblical research relevant for our agenda. More detailed analysis and background information is available in our published reports and papers.

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What makes a business 'good' is not how it distributes its profits, but how it makes them.



03

# Biblical Principles for a Purposeful Economy



We believe that the Bible offers insights which provide a sound basis for a coherent set of principles for business and the economy. Taken together, these principles provide an attractive vision of how we can work together for a better future for all.

The true purpose of our economy is to provide for human thriving and the care of creation, through making the most of our resources in a creative way, bringing order and adding value. There is much scope for creativity, initiative and belonging in a good economy. Human beings were created to participate in work, and work contributes to dignity and meaning.

Every economy needs to be based on, and contribute to, three kinds of healthy relationships in order to achieve its purpose:

- **Fair financial relationships**

Our financial relationships with each other must be based on justice, rewarding hard work but avoiding exploitation and ensuring that people are not left in poverty.

- **Strong social relationships**

Families, communities and nations matter as groups which we belong to and within which we can flourish. Our economy should support these relationships and not undermine them.

- **A sustainable relationship with our environment**

We also need to establish a relationship with our planet that helps it flourish in the long-term, living within our ecological means and being fair to future generations.

We believe that a managed market economy with a complementary public sector is entirely consistent with a biblical world view – the Bible sees enterprise and trade as having potential for good and includes a clear call for orderly societies, the respect of law and scope for private property.

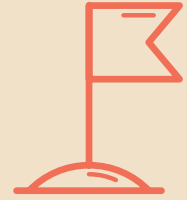
Here we present a summary of our working agenda for renewing our marketplace and economy in the 21st Century. Each principle is based on existing in-depth research and provides a starting point for further work going forward. Some of the principles outlined here are already being translated into projects, initiatives and policies, although much more work remains to be done too.

This is a working agenda; join us in delivering it.



## Principle 1 – Purposeful Enterprise

A good business has a social purpose which it delivers well



The Bible begins with a story about work – God’s creation of the universe is described as ‘work’ and he declares it to be ‘good’. When men and women are created they are also called by God to work – it is an original feature of a perfect world. We are created to work – it brings purpose and meaning and is a reflection of the Creator’s own creative drive. All work, whether paid or unpaid, and of whatever kind should be meaningful and purposeful, meeting needs, developing human potential, stewarding our environment.

Jesus affirms the original value of work, even in a very imperfect world. But his life, death and resurrection also makes it uniquely hopeful as part of the journey towards a better world. There are many different types of work and much of it is unrecognised and unpaid. Every single person, no matter what their ability, can participate in God’s work. Those who are not in paid employment are equally as important as those who are. Children, the elderly, and those unable to have jobs for other reasons contribute to human flourishing in all kinds of ways, not least by keeping us rooted in the value of play, rest, and wonder.

“

Whether we are sweeping a floor, sculpting a work of art or designing a new piece of software, what we do and how we do it actually matters

Business is one particular type of work with its own special contribution to make. For humans to fulfil their purpose, they take the resources given in creation to develop everything from agriculture to arts, from housing to healthcare and from science to sport. Business is a way to reach these goals by adding value to natural resources and doing it in a relational way, through mutual exchange in the marketplace.

It follows that every enterprise should contribute to the same good purpose of work. We call this a ‘social’ purpose to recognise that the aims go beyond simplistic material objectives or even just enriching business owners. A good enterprise will benefit its customers, employees, owners, suppliers and the wider community – not just its owners. This does not preclude profit - indeed any sustainable enterprise must generate at least some profit to achieve its purpose. **But the profit is the means, not the end.**

Because work plays such an important role in God’s plan, it should be done well. Our work matters. Whether we are sweeping a floor, sculpting a work of art or designing a new piece of software, what we do and how we do it actually matters. Every role in enterprise has meaning and purpose; it should be done to the best of our endeavours. All work – whether of the head, hand or heart - is a calling by God and is worthy of respect as such.

## Principle 2 – Dignified Work

### A good business offers dignified work



Humans are created to participate in God's work. We are also made in the image of God and deserve dignity at work that matches this truth. Work should be meaningful and purposeful and should also be conducted in conditions which are respectful to the workers and their wellbeing. When workers are mistreated in any way, it contradicts the whole purpose of business – human flourishing.

Work does not give people dignity but it should enhance the God-given dignity that every person already has. There are several important aspects to the dignity of work:

- Agency**  
 Human beings are inherently valuable and are never just a means to a greater end. We exercise our humanity by learning, developing skills, making decisions and taking pride in our work. We have agency. Work which respects this reality is more likely to lead to job satisfaction and good outcomes than work which is entirely repetitive or gives no scope for autonomy.
- Mutual relationships**  
 Work is a key source of meaning and purpose. In paid work, the income is earned not just given – it is a two-way street. The relationship between the worker and the employer is one of mutual respect, each needs the other, providing a basis for self-respect. Other relationships - with customers or suppliers - should also be cultivated with the same kind of respect.
- Safety**  
 Workers should be protected from injury or mistreatment at work. Adequate provision should also be made for their wellbeing if they are unable to work, to prevent them working whilst it is harmful to them to do so.
- Limits to work**  
 The biblical principle of a 'day of rest' each week (the 'Sabbath') shows an important recognition that if work is to contribute to our wellbeing then it must have boundaries. Humans are not machines. Work should contribute to healthy lifestyles, strong families and lively communities - not undermine them. Even today, a shared day off is essential for our health and the health of our relationships. It helps remind us that the purpose of work is not to maximise profit but to maximise human flourishing.

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the purpose of work is not to maximise profit but to maximise human flourishing.

## Principle 3 – Fair Pay

A good business pays its workers fairly and honestly



The Bible regularly asserts the importance of paying workers fairly – not only a fair wage, but also paying honestly and promptly. This is a question of justice, not charity. Workers have worked for, and deserve, their wages so that they can do well in their lives outside of work. A good relationship between employer and worker requires fair payment. This also applies to a business' supply chains and the workers employed by sub-contractors.

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The Bible regularly asserts the importance of paying workers fairly

There is also a driving concern to ensure that people are not left in poverty as a result of low wages, or unfair or dishonest practices. Not only does this call into question the kind of relationship that exists between worker and employer but it has a negative impact on family and social relationships, as well as personal wellbeing.

There is also a flip-side concern that those with more power than others do not abuse their position 'at the top' to secure excessive and unmerited rewards. Pay - and all kinds of remuneration - need to be fair at all levels. All of the workers in a business have value, make a contribution and deserve a fair reward.

## Principle 4 – Relational Capital

A good business uses capital in a fair and relational way



A biblical perspective on money does not stop at remuneration but takes issues of power into account. The Jubilee Centre has undertaken much in-depth research on the Bible passages about the power dynamics of financial relationships, debt and interest and has identified some important insights.

An underlying problem in marketplaces is that capital assets, including money and land, usually end up being very unevenly distributed between people. Some accumulate a lot of capital whilst others are left with little or nothing, creating very unbalanced power relationships. Human nature being what it is, this can often lead to abuses and exploitation.

The Bible sets out practical ways to address this challenge and ensure that capital is owned and used in a way which is relational. The Old Testament famously bans the use of interest on loans. Such an approach may not be readily achievable today, but we can move towards this by drawing out the principles and intentions from this teaching. The fundamental biblical principle here is the need to avoid the excessive accumulation of money and power in a few hands and the consequences for relationships that can flow from this.

A relational approach to capital allows a market for products and services, but also recognises the limits to markets – it does not allow land, labour or capital to be used or traded simply as commodities, it recognises that their value is more than just economic. The aim is to ensure that everyone retains control over their own capacity to generate an income, engage in dignified work and live in community.

More specifically, a relational approach to capital implies the following:

- **Distribution** - Capital should not be allowed to accumulate to the extent that it leads to an excessive concentration of power in the hands of relatively few people, corporations or state actors.
- **Risk sharing** - Financial relationships between people should involve the sharing of risks; partners should not be able to outsource or offload their risks and impose them on others as this is fundamentally unfair. This means that in business, equity (i.e. investing in shares) is often a fairer route for joint endeavours than debt (i.e. loans with interest payable); risks and rewards should always be bound together.
- **Debt** - Where debts occur, they should not be allowed to accumulate to a level, or persist for a length of time, where people are effectively enslaved by them leading to material and relational harm. In the Old Testament, lending money to the poor at high rates of interest is prohibited and people can only be bought out of their land temporarily, not permanently. Because of this, debts cannot build up endlessly and effectively enslave people who have no place of their own – their dignity and economic independence is retained.

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The fundamental biblical principle here is the need to avoid the excessive accumulation of money and power in a few hands

## Principle 5 – Rooted Communities

### A good business contributes to rooted community



The Bible is clear that healthy households, including extended families, matter greatly as part of the strong communities we need for fulfilling lives. This involves long-term relationships, which explains a biblical focus on the importance of ‘place’ (‘the land’) as the context for this. Therefore, some degree of ‘rootedness’ is important for the health of our families and communities.

The Jubilee year outlined in the Old Testament is designed to maintain rooted communities. This arrangement – calling for a return to family lands every 50 years - highlights the importance of ‘place’ and being rooted in familiar places which have traditions and meaning, with a sense of belonging. It also fulfils other priorities, preventing the excessive accumulation of wealth over time and protecting against destitution (being ‘landless’).



some degree of ‘rootedness’ is important for the health of our families and communities

Clearly, travel and mobility are necessary parts of our lives, not least in making many businesses possible. But an excessive focus on mobility in the marketplace – or a lack of understanding that settled communities matter – can undermine community and extended family life.

Even in the 21<sup>st</sup> Century – perhaps even more so than before – places matter. Everywhere is somewhere. There is a role for the settled local community and we need to rediscover a healthier balance between geographical mobility and rootedness. The consequences of endlessly mobile business patterns are economically and socially impoverished communities.

Within this concern there is also a need for capital investment and ownership patterns which are more long term in nature, not just seeking short-term profits. Highly mobile capital can undermine our communities. Relational capital investment would also be an investment into our communities.

## Principle 6 – Fair Taxation

A good business pays its fair share of taxes



A common concern throughout the Bible is the welfare of those in society who are vulnerable or who need support. It often comes through in both the Old and New Testaments as an abiding concern for ‘foreigners, widows and orphans’. Those with wealth and resources are encouraged to be generous and share these informally as neighbours. But solidarity is also institutionalised through the regular ‘tithe’ – a proportion of income given to support others, and described as an act of worship.

Each household had land to cultivate, but it was not just a case of looking after their own families. Those who farmed were also encouraged to permit ‘gleaning’ which involved not harvesting to the edge of fields and leaving a proportion of the harvest for others to gather. This was a communal act of kindness to those who did not own their own fields or have a good harvest themselves.

Today this can readily be understood as a commitment by individuals and companies to pay their fair share of tax to support those less capable of paid work. Taxes in modern societies also go further than this, supporting the ‘common good’ of public services, public infrastructure and social welfare.

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People flourish and relationships are strengthened when everyone pays their way to help maintain and develop the public goods that we all share

There are legitimate political discussions to have about the precise nature and extent of taxation, but there can be little doubt about its overall importance to a healthy society. Neither the evasion of tax (which is illegal) nor the vigorous avoidance of tax (technically legal) contribute to a healthy society. People flourish and relationships are strengthened when everyone pays their way to help maintain and develop the public goods that we all share.

## Principle 7 – Environmental Stewardship

A good business promotes environmental flourishing in its approach to using resources



The Bible describes our physical universe as ‘good’ – something created by God for his own pleasure. He has given the earth to us to be our shared home, making it natural that we should care for and look after it.

Human impact on the environment is increasingly well understood and well documented, especially large-scale pollution, the destruction of species and habitats and global climate change. It is clear that we need to find new ways of meeting our needs in which the interdependence of humans and environment leads to the flourishing of all, both people and planet.

This has significant implications for business and the economy which we are only beginning to address but at least three key action points can already be identified:

- **Climate change** - Firstly, fossil fuels cannot be relied on to cater for the ever-increasing energy needs of a growing population. Cleaner and more efficient forms of energy must be developed, urgently.
- **Resources** - Secondly, businesses must find more sustainable ways of using resources in general, both reducing excessive and wasteful usage as well as improving practices of recycling and re-use.
- **Biodiversity** - Thirdly, urgent attention must be paid to the ways in which business activity damages habitats and contributes to the alarming decrease in plant and animal biodiversity.

None of these measures necessarily pit human and environmental wellbeing against one another: God’s creation is such that all things can work for the best in dependence on one another. People flourish best when the wider creation flourishes and vice versa.



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The Bible describes our  
physical universe as ‘good’



04

# Signs of Hope



The agenda we have outlined in this document is not wishful thinking. It is already happening.

Our aim is to celebrate progress where we find it and work to expand and extend this, to build a growing national movement for change.

Some of these signs of hope are emanating from our churches. Christians are already starting new businesses, or leading them or doing their work in ways which are faithful to a biblical vision of 'good work'. There are many good examples also from other businesses and initiatives which are not connected with the Church at all; for example, the UK has seen a significant growth of social enterprise and purpose-led business in the last 20 years, which is to be welcomed.

In this section we highlight and celebrate a handful of the exciting initiatives already running in the UK. They are practical examples which contribute to a biblical vision of a fairer, more relational and more sustainable economy. **There are many more, this is just a taste.** We look forward to working with you to accelerate and deepen this movement for change.

## The Living Wage Movement

### Signs of hope: A national movement



The UK's Living Wage Movement has led to the growth and adoption of a simple but compelling idea – that 'a fair day's work deserves a fair day's pay'. Employers sign up to voluntarily pay the real Living Wage, a wage rate that is higher than the Government's Minimum Wage. A movement which began in a church hall has increased the pay of hundreds of thousands of low paid workers.

A 'Living Wage' is a simple idea – it's an hourly wage that is calculated to be high enough for someone to live on, based on the current cost of living. The idea has long been a part of Catholic Social Teaching and was a response to the poverty wages that many workers were paid in the 19th Century. The principle is that if someone is willing to work for a living then their wage should at least be high enough to keep them out of poverty. Today, there are still millions of people whose working wage leaves them and their families living in poverty.

The Living Wage Movement in the UK began 2001 in East London. Citizens UK, a new broad-based community organising initiative, had drawn together churches, mosques, schools and other civic institutions in East London to identify local social issues. Top of the list was 'low pay'. They fastened on the Living Wage as a practical solution and began local campaigning to ask local employers to voluntarily pay the Living Wage as a minimum.

It has caught on, gaining cross-party political support and has been adopted by employers across many sectors. The Living Wage Foundation has now been set up as independent national charity to spearhead the adoption of the Living Wage across the UK. It re-calculates the Living Wage each year and formally accredits employers as 'Living Wage Employers'. Today, there are over 8,000 accredited Living Wage Employers in the UK, employing over 250,000 people between them. A growing number of churches are involved in campaigning for this as members of Citizens UK in many cities.

You can find out more about the Living Wage through the Living Wage Foundation ([www.livingwage.org.uk](http://www.livingwage.org.uk)) and about church-based community organising with Citizens UK via the Centre for Theology and Community in London ([www.theology-centre.org](http://www.theology-centre.org)).

## Clean for Good Ltd

### Signs of hope: A new purpose-led business



Clean for Good is an ethical office cleaning business in London which launched in 2017 and provides a professional service to its customers but also delivers fair pay and dignified working conditions for its cleaners, as well as high environmental standards. It originated in a church.

The business was the initiative of the Anglican Parish of St Andrew-by-the-Wardrobe in the City of London back in 2014. The Vicar and his team had conducted a 'listening exercise' with a local community organiser to identify social needs in the parish and found many low paid workers struggling on the minimum wage and experiencing poor working conditions. The circumstances of these many 'hidden workers' – cleaners, couriers, security guards, bar workers - was in stark contrast to the salaries and working conditions of most City of London office workers.

The church realised that what these workers wanted and needed was not charity or sympathy, but better jobs – so they resolved to establish a new kind of cleaning company which would deliver fair pay and more dignified work for cleaners in central London. The church drew together a handful of founder investors to put up the initial money – through buying shares - to get the business off the ground.

At the time of writing, and after nearly 5 years of operation, Clean for Good has grown to become a commercially viable £0.75 million turnover business employing over 50 people and cleaning workspaces across central and inner London. Crucially, the business is a Living Wage Employer, offers Terms and Conditions above statutory minimums, invests in face-to-face training and management, has high environmental standards and has developed an ethical supply chain. It is a different kind of cleaning company – commercially viable, professional in standards and purpose-led. You can read more on the company's own website: [www.cleanforgood.co.uk](http://www.cleanforgood.co.uk)

## Luminary Bakery

### Signs of hope: A new social enterprise



Luminary is an award-winning social enterprise bakery which offers opportunities for women who have experienced significant social and economic disadvantage, to build a future for themselves and their families. The bakery and its two cafes in London also provide an excellent service to many customers. Luminary spun out of a small Baptist church.

Kahaila is the name of a Baptist church in the East End of London. The church is based in a café it started (of the same name). The café provides a great service to many passers-by each day, but is also where the church meets and is a core part of the church's mission.

Alice Williams was working in Kahaila and was drawn to working with vulnerable women in the area. With support from the church, she founded Luminary Bakery in 2014 – a bakery business which supplied local cafes but which also recruited vulnerable women to give them new skills, work experience and paid employment. It was a way of empowering women to build their careers.

Today, Luminary has a bakery and training centre, two cafes of its own in London and provides a growing range of services, including a web-based delivery service to individual customers. It has also expanded the programmes it offers – now delivering a structured two year programme so that it can provide training, employment and a sense of community to more women, with greater impact. In 2020, they supported over 50 women.

Luminary now comprises a commercial bakery business and a related charity. The bakery provides employment for some of the women on the training programmes. Luminary is a social enterprise – part business, part charity – helping vulnerable women back into dignified and meaningful work. In 2021 it won a Queen's Award for Enterprise.

## Individual workers & business leaders

### Signs of hope: You?



**We have highlighted some celebrated examples here, but there are millions of Christians in the UK working at every level of business – from cleaners and couriers to managers, chief executives and investors. How are you bringing hope to your business and your sector?**

A core part of the Jubilee Centre's work is to engage Christians and churches right across the country who work in businesses – to help unlock their enormous potential for good. Understanding a biblical vision for 'good business' can not only deepen our faith and discipleship as individuals but also equip us to serve others more effectively through our work. The practical work of changing our world for the better may not always be glamorous, but it is always satisfying and always useful. The next section explains different ways you can get more involved in bringing 'good work' to our nation.

# 05 | Your Role



The Jubilee Centre wants to engage Christians and churches across the UK in building a movement that will bring greater economic justice, stronger social relationships and more environmental responsibility to the way we do business as a nation. We believe that business – done well – can be a powerful force for good and for positive social change, and the church could play a key role in making this happen.

We will work with partners outside of the church to do this – it will be a partnership endeavour, working alongside those willing to work with us. We ‘seek the welfare of the city’ for the benefit of all.

We want to **connect** like-minded people through a national network. We want to **shape** thinking about what ‘good business’ looks like, drawing on biblical insights. We want to work with practitioners to **experiment** on new ways of working through our ‘Learning Labs’.

You will find more information about us and our work on our website: [www.Jubilee-Centre.org](http://www.Jubilee-Centre.org)

There are many ways you can be involved in this generational challenge:

- **Commit yourself** to applying your faith to your work, wherever you live and work
- **Participate** in one of our new Learning Labs or research projects – over time we will be launching new Labs year to experiment and develop new ways of working
- **Join the Network** by signing up for our monthly Jubilee News email and keep in touch
- **Read and download** the reports, resources and blogs on our website
- **Shape our thinking** by contributing to workshops – for reflective practitioners and interested thinkers
- **Contribute** to our growing national community of donor supporters; we are entirely reliant on independent donors



## Acknowledgements & Bibliography

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A selection of key publications relevant to this agenda are available on our website.



