



Dear Friend,

Your Opportunity

In the aftermath of the 2008/9 global financial crash those interested in long term economic growth now support the urgent need to achieve greater diversification of business ownership. Most have realised that a disproportionately large number of businesses in global markets operate with a dominant goal of driving near term financial value for shareholders. There is also a growing recognition that too many businesses are constantly looking to create opportunities to sell the business for quick profit.

Such short term behaviours helped in part to create the 2008/9 crash and to compound its impact. Short termism has an important catalytic role to play in key parts of any economy as do mergers, acquisitions and business failures. But economies that are structurally *obsessed* with short termism will crash again within a generation.

There are now encouraging signs that economic recovery is within reach. This is brilliant news but we must not lose the moment of reality that the crash created. As consumer and business confidence slowly increases it is imperative that we stay focused on what type of recovery we are attempting to achieve. It absolutely must be a recovery in which employee ownership plays a significant role in the structural reform and rebuilding of market economies.

Employee owned businesses achieve higher productivity and innovation, greater profitability and have more engaged and fulfilled workforces. In the UK 4% of GDP is delivered by employee owned businesses and we are on target to achieve our goal of this being 10% by 2020. It was 2% of GDP at the time of the crash. The opportunity to build a new economy with a significant element of employee ownership within it is also open to Japan.

So I encourage anyone interested in the development of a modern highly competitive and hugely productive economy in Japan to explore the opportunities employee ownership offers. Looking at the UK experience via our [web site](#) is a great place to start!

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Iain Hasdell', with a horizontal line underneath.

Iain Hasdell

Chief Executive

Employee Ownership Association

**EMPLOYEE
OWNERSHIP
ASSOCIATION**

BETTER BUSINESS TOGETHER

Brough Business Centre
Skillings Lane
Brough East Riding of Yorkshire
HU15 1EN

T: 01482 667 122

W: www.employeeownership.co.uk

President: Sir Charlie Mayfield Founder: Robert Oakeshott

Vice Presidents:

Lord Richard Best OBE, Rt. Hon. Dr Vincent Cable MP, Dame Julia Cleverdon DCVO, CBE, Philippa Foster Black OBE, Ram Gidoomal CBE, John M Neill CBE, Polly Toynebee, Professor Richard Wilkinson

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