





## *Foreword by John Cridland CBE, CBI Director-General*

It is an honour and a privilege to be Director-General of the CBI at any time but particularly as the organisation celebrates its 50th anniversary.

I have had the benefit, as the first home-grown Director-General, of the CBI's unique vantage point at the heart of public policy and political thinking, both at home and increasingly around the world. As UK global champions have strived to extend their reach, the CBI has worked to extend its influence on behalf of its members.

As we look forward and anticipate the UK's future economic success, the question is how and where that success will come from.

A rebalanced economy focusing on increased exports and investment is the most likely way to create the growth and jobs that will be needed. Together with entrepreneurs pushing the envelope on new innovation. But we will also need a fit for purpose education system that produces those rounded and grounded young people who can fully realise their potential in the workplaces of tomorrow.

The next 50 years of business innovation start right here...

*John Cridland*

50 YEARS OF LEADERSHIP



Sir Maurice Laing  
President, 1965-1966



Sir Stephen Brown  
President, 1966-1968



Sir Arthur Norman  
President, 1968-1970



Sir John Partridge  
President, 1970-1972



Sir Michael Clapham  
President, 1972-1974

1965



John Davies  
Director-General, 1965-1969



Sir Campbell Adamson  
Director-General, 1969-1976



*The strength of the membership consistently ensured we shaped a constructive and relevant business agenda.*

Sir Roger Carr, President 2011-2013





Sir Ralph Bateman  
President, 1974-1976



Viscount Watkinson of Woking  
President, 1976-1978



Sir John Hedley Greenborough  
President, 1978-1980



Sir Raymond Pennock  
President, 1980-1982



Sir Campbell Fraser  
President, 1982-1984

1984



Sir John Methven  
Director-General, 1976-1980



Sir Terence Beckett  
Director-General, 1980-1987

50 YEARS OF LEADERSHIP



Sir James Cleminson  
President, 1984-1986



Lord Nickson of Renagour  
President, 1986-1988



Sir Trevor Holdsworth  
President, 1988-1990



Sir Brian Corby  
President, 1990-1992



Sir Michael Angus  
President, 1992-1994

1984



Sir John Banham  
Director-General, 1987-1992



*I owe the CBI such a lot...but then,  
so do millions of others.*

Lord Jones of Birmingham, Director-General 2000-2006



Sir Howard Davies  
Director-General, 1992-1995



Sir Bryan Nicholson  
President, 1994-1996



Lord Marshall of Knightsbridge  
President, 1996-1998



Sir Clive Thompson  
President, 1998-2000



Lord Vallance of Tummel  
President, 2000-2002



Sir John Egan  
President, 2002-2004

2004



Lord Turner of Ecchinswell  
Director-General, 1996-1999



*It was a privilege to serve.*

Dame Helen Alexander, President 2009-2011



Lord Jones of Birmingham  
Director-General, 2000-2006

50 YEARS OF LEADERSHIP



Sir John Sunderland  
President, 2004-2006



Sir Martin Broughton  
President, 2007-2009



Dame Helen Alexander  
President, 2009-2011



Sir Roger Carr  
President, 2011-2013



Sir Mike Rake  
President, 2013-2015

2004

2015



Sir Richard Lambert  
Director-General, 2006-2011



John Cridland CBE  
Director-General, 2011-Present





I was extremely honoured and delighted to be asked to be President of the CBI for such an interesting period including a European election, the Scottish Referendum and the general election!

It has been a real pleasure, not only to work with the highly professional team at the CBI, but with members and member organisations right across the country and in Beijing, Delhi, Washington and Brussels.

What has perhaps been most satisfying is seeing the impact, access and influence the CBI can have from a political and regulatory perspective. The CBI really is the voice of business.

**Sir Mike Rake, President, 2013-2015**





My time as President of the CBI was one of the most enjoyable and rewarding experiences of my corporate life.

It was only after becoming President that I really appreciated both the depth of professionalism and breadth of the international network that makes the organisation such an effective voice of business.

The credibility of the CBI always provided a remarkable platform for political engagement and the strength of the membership consistently ensure we shaped a constructive and relevant business agenda.

The quality of the team, the enthusiasm of members and the contribution made by the CBI in driving economic recovery in the UK was a stimulating and enriching experience that I will always value and never forget.

**Sir Roger Carr, President, 2011-2013**



Nelson Mandela visits the CBI for the first time, 1993



Lord Nickson of Renagour and Prince Philip celebrate 21 years of CBI



CBI President Sir John Partridge and Director-General Sir Campbell Adamson outside Number 10



Mikhail Gorbachev with CBI Director-General, Sir Howard Davies



Her Majesty the Queen and Prince Philip visit the CBI



The great privilege and joy of being Director-General of the CBI is the opportunity it gives to visit member companies all around the UK. All kinds of interesting people doing fascinating things, and all working with a real sense of purpose. It's visible proof of the energy and dynamism of British business.

Sir Richard Lambert, Director-General, 2006-2011



Sir John Sunderland, the Prince of Wales and Lord Jones of Birmingham, 2006



Sir Martin Broughton and Alistair Darling  
at the CBI Annual Dinner, 2008



Lord Turner of Ecchinswell with Tony Blair at  
the CBI's National Conference, November 1994



Dame Helen Alexander and Vince Cable  
at the CBI Annual Dinner, 2011



Five years as Director-General goes quickly. We built good relations with the first Labour government in almost 20 years, developed forward looking policies on climate change, and rebuilt the lower two floors of Centre Point to give us a modern office space and escape a horribly expensive lease on half the tower. And I visited member companies from oil rigs to fish farms, distilleries to chicken abattoirs: and learnt that whatever the policy issue, someone in the CBI was a real expert. Five great years.

**Lord Turner of Ecchinswell, Director-General, 1996-1999**





Sir John Methven prepares for the CBI's first National Conference



Lord Michael Heseltine, John Cridland, Sir Richard Lambert & Lord Jones of Birmingham celebrating 50 years at the CBI, 2015



Sir John Banham launches the CBI's Business/Education Taskforce



The CBI's decision-making processes can be cumbersome, but once a view is reached it really does have membership support, and isn't just a bright idea from the Director-General. So it is the authoritative voice of business.

I ate more rubber chicken than was ideal, but meeting members was always rewarding.

Regional dinners were usually a highlight, but not everywhere. I recall a Yorkshire regional dinner in Cutler's Hall when I thought I had good material, with some respectable jokes. It was received in total silence. Afterwards, in the bar, a few members said 'very good speech lad, very funny'. Eventually I protested "But nobody laughed". 'Oh no', came the response 'we wouldn't want to encourage you'.

Since I left, twenty years ago, I have watched with admiration the way the CBI has navigated some treacherous waters, at home and abroad, with great skill.

**Sir Howard Davies, Director-General, 1992-1995**





I had been on the President's Committee for many years and I already understood the enormous importance of the relationship with Government that the CBI has. I most enjoyed meeting the hundreds of wonderful people running small and medium businesses in Britain and never ceasing to wonder at their energy, skill and utter determination to succeed and I was very pleased to take the role. It has certainly enriched my professional life.

**Sir John Egan, President, 2002-2004**



Sir Roger Carr, William Hague and John Cridland at the CBI Annual Dinner, 2012



The CBI on the BBC's University Challenge in 2004



Dame Helen Alexander and Sir Martin Broughton at the CBI Annual Dinner, 2009



Sir John Egan and Lord Jones of Birmingham, CBI Annual Conference, 2002



Director-General, John Davies, on a visit to Moscow



Gordon Brown receives a teddy bear for his son from Lord Jones of Birmingham, 2003



"If the CBI didn't exist, someone would invent it!". The words of my President, Sir Clive Thompson, echoed in my ears on my first day, 4th January 2000, at Centre Point. Six and a half years (& Lord Vallance, Sir John Egan & Sir John Sunderland) later, as I left this fabulous organisation for the last time, I had come to realise exactly what he had meant.

Taking the fight every day in every way in a non-party political way to those who make the rules, to get as good a deal as possible for the wealth-creators of our country, to enable them to go about their task on a socially-inclusive basis.

Becoming Director-General changed Pat's and my lives for ever; we moved into the public space with all that that entails. I went into it, from the obscurity of life as a Brummie corporate lawyer (although as the serving West Midlands Regional Chairman of the CBI!), with eyes wide open and a willing heart. I learned something new every day and loved every minute! I particularly loved visiting businesses all over the nation, especially those, large and small, that made things.

I took the UK business message overseas to a greater degree; we opened offices in Washington and Beijing.

But the most important aspects for me, from beginning to end, were the people. Those fabulous, hard-working, modestly paid women and men in the CBI without whom I could have achieved absolutely nothing... and the businessmen and women of our country without whom not one penny of tax and not one job would be forthcoming.

As I said on that first day over fifteen years ago, "remember that the three most important things in this organisation, and never forget, are the members, the members and the members".

Oh! Nearly forgot! Being thanked personally by Her Majesty the Queen for helping British business, when she knighted me, with Pat, my sister and my Mum looking on, wasn't bad either!

Yes...I owe the CBI such a lot...but then, so do millions of others. Happy 50th birthday CBI!

**Lord Jones of Birmingham, Director-General, 2000-2006**





I was delighted when approached about the role of President – even as a child I had known who the President was.

It was eye-opening; the range of policy covered, the skills needed to relate to central government, the strength of the CBI in the regions, and above all the range of members and the fascinating businesses they are in. It gave me huge confidence in the calibre of the people and the innovative nature of business in the UK, and an insight into government and businesses' priorities which would be hard to replicate. It was a privilege to serve.

**Dame Helen Alexander, President, 2009-2011**



I found myself unexpectedly in the role of President. Once I figured out the role and got fully into it, I really enjoyed it and was delighted I'd been offered the opportunity. I particularly enjoyed building the relationship with our European counterparts, and working with the team headed by "the Brain" ie Richard Lambert. I'd been involved with the CBI before but seeing it up close made you realise what a class bunch of professionals they are.

**Sir Martin Broughton, President, 2007-2009**







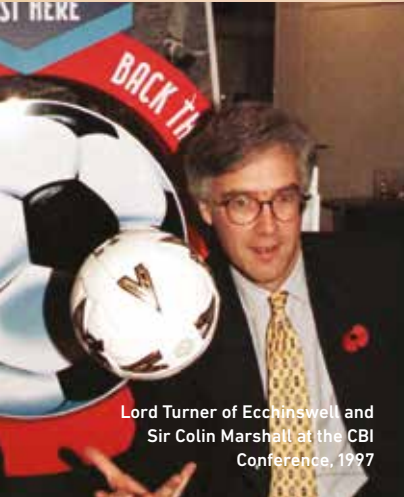
John Cridland encounters Star Wars filmstar, R2D2, at the CBI Annual Conference, 2014



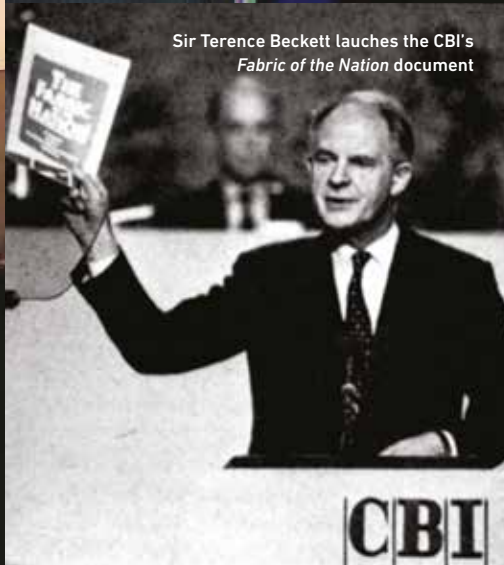
CBI President, John Sundeland, meeting Nicolas Sarkozy at the CBI Annual Conference, 2004



Sir Roger Carr and John Cridland at the CBI Annual Conference, 2011



Lord Turner of Ecchinswell and Sir Colin Marshall at the CBI Conference, 1997



Sir Terence Beckett launches the CBI's *Fabric of the Nation* document



Sir Martin Broughton and Sir Richard Lambert at the CBI Annual Conference, 2007

# 2

Changes to taxes and regulation made life considerably more complex for businesses, and particularly for small firms.



1966 >

# 4

Full CBI membership was extended to "all the main sectors of the business community".

1968 >

# 6

Fuel supplies became a growing concern for businesses as industrial discontent led to a number of "work-to-rule" actions.

1970 >

# 8

Inflation hit 27 per cent as a series of major pay disputes shattered the government's incomes policy.

1972 >

# 1965

< 1965

The Confederation of British Industry officially came into being on 30 July, bringing together the British Employers' Confederation, the Federation of British Industries and the National Association of British Manufacturers.

It was born into a world of state intervention and a time of rampant inflation, together with a severe balance-of-payments crisis.

# 1

< 1967

A joint initiative with the TUC aimed to increase awareness of key issues among management, unions and workers.

# 3

< 1969

The CBI published Britain in Europe – A Second Industrial Approach, a consultation document advising on issues vital to Britain's membership of the European Economic Community.

# 5

< 1971

A survey of CBI members by the Europe Steering Committee showed a strong majority in favour of EEC membership.



The CBI's Brussels office was opened, giving direct access to the policy machine of the EEC.

# 7

# 10

The year saw the imposition of a three-day week, the oil crisis, a miners' strike, two general elections and three Budgets.

1974 >

# 12

The Road to Recovery, a report produced with input from more than 500 member companies, had a significant impact on government thinking and public attitudes to issues such as cuts in spending, lower taxation and the need for further pay restraint to help beat inflation.

1976 >

# 14

The outbreak of strike action, now known as the Winter of Discontent, proved to be a nadir in industrial relations.

1978 >

# 16

As the government increased interest rates to as high as 16 per cent to combat inflation, CBI director-general Sir Terence Beckett delivered his controversial "bare-knuckle fight" speech at the national conference.



1980 >

< 1973

A CBI committee chaired by former Conservative minister Viscount Watkinson published a report, *The Responsibilities of the British Public Company*, which set the scene for the debate on corporate governance and responsibility.

# 9

< 1975

The CBI launched a vigorous campaign for Britain's continued membership of the EEC, which was the subject of a referendum.

# 11

The CBI held its first national conference in Brighton. Delegates from 800 firms attended the event, which attracted coverage in the print and broadcast media.

# 13

< 1977

The election of Margaret Thatcher as Prime Minister appeared to herald an end to industrial problems.

# 15

< 1979

# 24

The Initiative 1992, a series of roadshows, kicked off a continuing process of preparing companies for the business implications of the completion of the Single European Market in 1992.



# 22

The CBI held a conference, Keying into the Future, and set up a panel of under-35s called Vision 2010 to study the direction British industry should take over the next 25 years.

1986 >

# 20

The report, A Share in the Action, was a key document in the argument for promoting greater individual participation in the creation and ownership of wealth.

1984 >

# 18

The CBI argued for savings from government expenditure and borrowing to be used to cut industry's overheads and to finance new projects, thereby boosting economic activity without increasing inflation.

1982 >

# CBI: 50 YEARS OF

# 23

The CBI called for an "era of investment", saying industry needed to retain more of the wealth it generated so that it could invest in people, skills, machinery and innovation.

< 1987

# 21

A major policy discussion document, Change to Succeed, was the driving theme behind the national conference and much of the CBI's policy work throughout the year.

< 1985

# 19

The CBI launched its regular monitor of retail sales: the Distributive Trades Survey.

< 1983

# 17

The CBI started to focus on the issue of boosting national competitiveness as the government began to gain control over inflation.

< 1981

26

Although the economy was growing strongly, the CBI warned that five points of inflation cost business around £20 billion a year – more than the total retained earnings of all UK commercial and industrial companies in 1989.

1980 >

28

In the Budget, the Chancellor responded to CBI calls for cuts in rates on business properties and for higher tax allowances on capital projects.

1992 >

30

The CBI launched a sustained campaign for a "skills revolution" that promoted vocational qualifications and closer links between business and education.

1994 >

32

The CBI launched the Business in Europe campaign, making the case for a free market rather than a regulated European Union.

1996 >

# BUSINESS INNOVATION

< 1989

The CBI set up task forces to look at specific areas where competitive handicaps faced the UK economy. They investigated the building of links between schools and business, the need for transport infrastructure, a strategic approach to urban regeneration and the improvement of skills.

25

< 1991

At a time of momentous change in the countries of the former Soviet Bloc, the CBI launched its Eastern Europe initiative to help speed emerging trade between British companies and newly independent countries.

27

< 1993

The CBI launched the Manufacturing by Design initiative to increase the awareness of manufacturing among young people and to strengthen links between business and education.



29

< 1995

The CBI went public over its concerns around the Private Finance Initiative, making recommendations that challenged the government to fulfil its commitment to PFI.

31

< 1997

In the wake of the landslide Labour victory in the general election, the CBI decide to engage fully in the debate over the government's commitment to the Social Chapter, the prospects of a National Minimum Wage and compulsory trade union recognition.

33

# 34

CBI membership of the Low Pay Commission ensured a successful start for the National Minimum Wage.

1998 >

# 36

The SME Council launched its SME charter Facing the Future.

2000 >

# 38

CBI director-general Digby Jones opened the CBI's office in Washington, DC, to expand the international presence it had established with its Brussels office.

2002 >

# 40

Our chief economic adviser Ian McCafferty (now a member of the Monetary Policy Committee) led his team to victory over The Royal Opera House on BBC2's University Challenge.



2004 >

# 42

The CBI welcomed what it called individual business-friendly steps in the Budget, but warned that the package fell short of the boost for UK competitiveness that business was seeking.

2006 >

< 1999

The CBI publication Clockwork was at the forefront of an initiative driving British companies to take action to ensure their computer systems would survive any effects of the feared "millennium bug".

# 35

< 2001

The CBI designed the Emissions Trading Scheme and proved to government it was a better way forward for the environment than the Climate Change Levy.

# 37

< 2003

CBI's work on The UK as a Place to Do Business series responded to members' concerns about the deterioration of the UK business climate and focused attention on the factors critical to determining international investment decisions.

# 39

< 2005

The CBI launched its Business Agenda setting out the top 10 priorities for the new government, calling for immediate action on pensions and climate change, together with long-term investment in skills, transport, and science and innovation.

# 41

# 44

In its report *Just What the Patient Ordered*, the CBI warned that restricted opening hours, difficulty in booking appointments and limited services on offer in many doctors' surgeries resulted in millions of lost working days and was detrimental to people's health.

2008 >

# 46

In *Room at the Top*, the CBI called on listed firms to improve boardroom diversity by using the UK Corporate Governance Code on a "comply-or-explain" basis rather than on internally set targets. This influenced the subsequent decision by Lord Davies to argue against quotas.

2010 >

# 48

The CBI's *First Steps* report, setting out a new approach for schools, found favour across the education establishment with calls for a greater focus on developing more rounded and grounded young people.



2012 >

# 50

The CBI's major report *A Better Off Britain* set out how business and government could work to improve the lives of low-income/working families by making growth work for everyone.

2014 >

# 2015

< 2007

As the financial crisis started to hit the UK, Richard Lambert called for the government to provide "well-targeted, controlled and time-limited fiscal stimulus in the immediate future", while focusing on cash flow for small firms.

# 43

< 2008

Steve Ballmer, the CEO of Microsoft, gave the CBI Annual Lecture, focusing on ways in which businesses from all sectors could not only survive tough times but continue to thrive despite the challenges of the worldwide downturn.



# 45

< 2011

New director-general John Cridland leads the CBI's campaign to gain support for medium-sized businesses and increase trade produced results, with the £1 billion Business Finance Partnership and other policies to support exports, as recommended by the reports *Future Champions* and *Winning Overseas: Boosting Business Export Performance*.

# 47

< 2013

The CBI released the landmark report *Our Global Future: The Business Vision for a Reformed EU*, an apolitical analysis of the advantages and disadvantages of the UK's EU membership, which concluded that the UK should remain in a reformed Europe.

# 49



50 YEARS OF LEADERSHIP