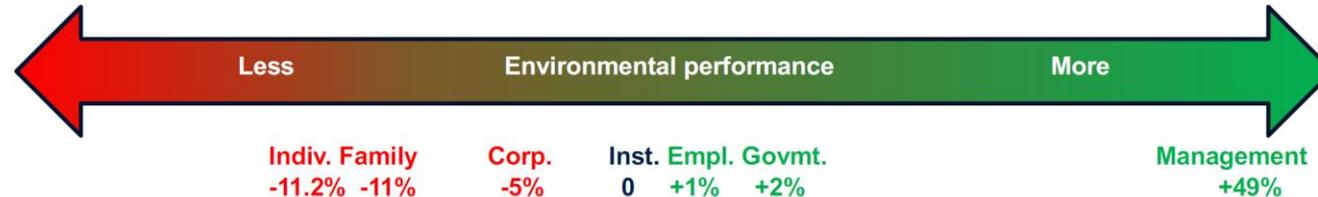


Villalonga, Tufano and Wang 2023



- Percentages indicate how much greater than the sample average the ESG score is when a particular type of owner(s) is present among the top 10 shareholders



Quaker Chocolate: Cadbury



*[Bennedsen and
Cadbury: Cadbury -
The Chocolate Factory:
Principled Capitalism]*

*[Bennedsen and
Cadbury: Cadbury -
The Chocolate Factory:
Sold for 20 p.]*

Are Family Firms a Force for Good?

The drivers of *good* in family firms and business families:

- Long term vision: The ability to think in generations makes you engaged in broader issues.
- Value based leadership: Family firms are more value driven.
- Loyalty: Towards family, employees, local communities, countries.
- Wealth can be given back or invested with impact for the societies.

The challenges towards being *good*:

- Weaker governance system implies less checks and balances.
- Over time engagement becomes entitlement: disentanglement from the corporate wealth generation is risky
- Powerful families shape politics to their own interest, who shall determine our social, educational and cultural policy?
- Incentives to aggressive tax avoidance on corporate and family sides