



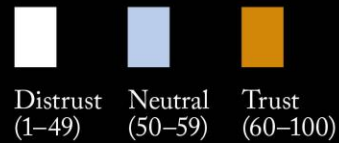
Shareholders, Corporate Purpose and Sustainability

Colin Mayer

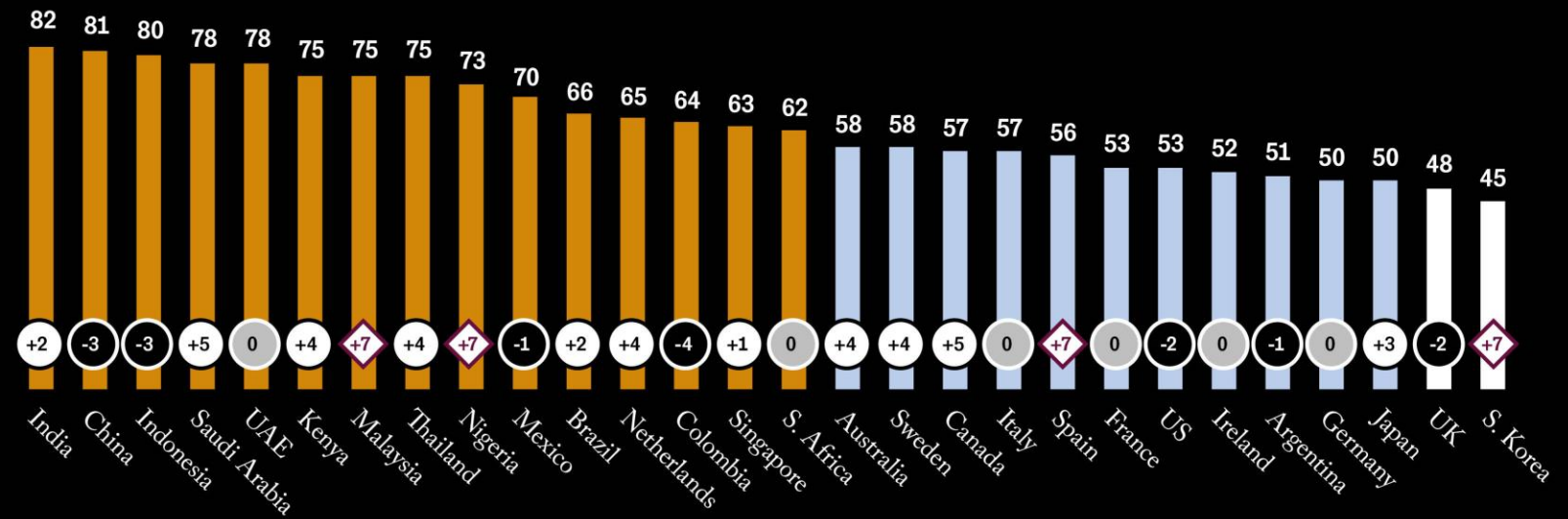
BUSINESS TRUSTED IN 15 OF 28 COUNTRIES

2024 Edelman Trust Barometer | Percent trust in business

Global 28



+1 pt
Change, 2023 to 2024

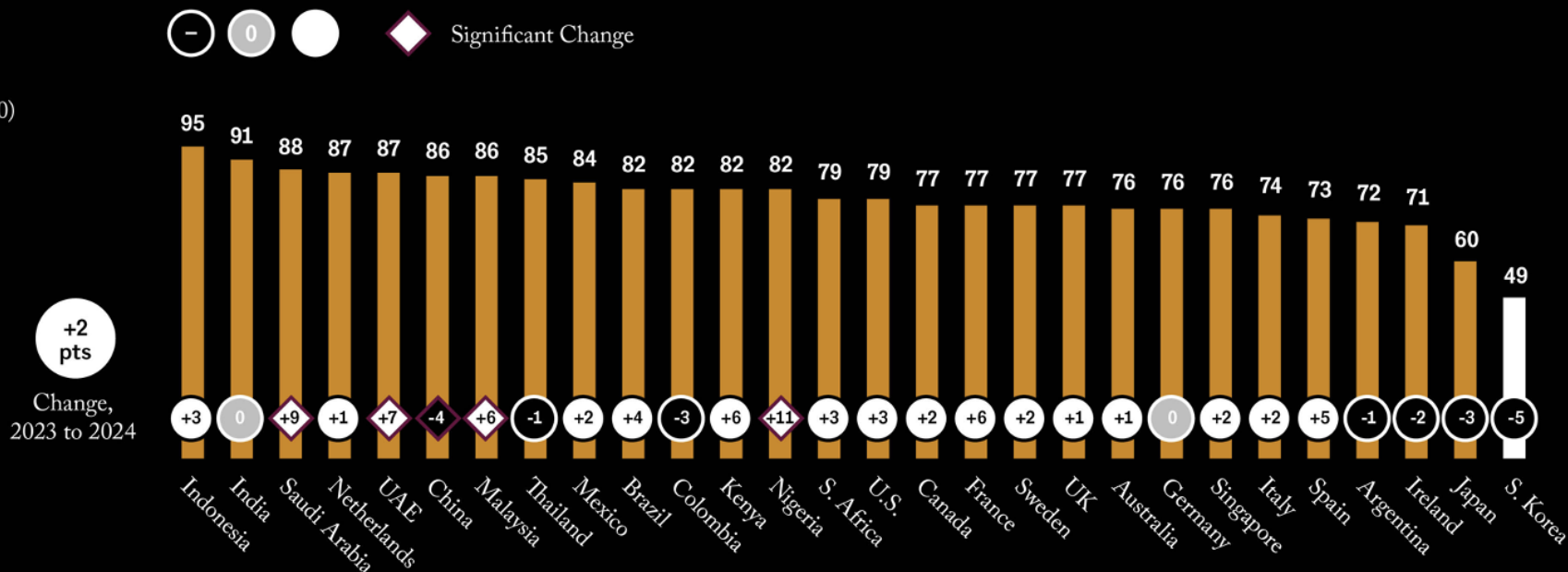
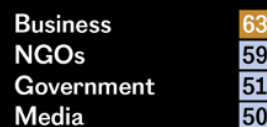


2024 EDELMAN TRUST BAROMETER. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 28-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

MY EMPLOYER TRUSTED IN 27 OF 28 COUNTRIES

Percent trust

Global 28



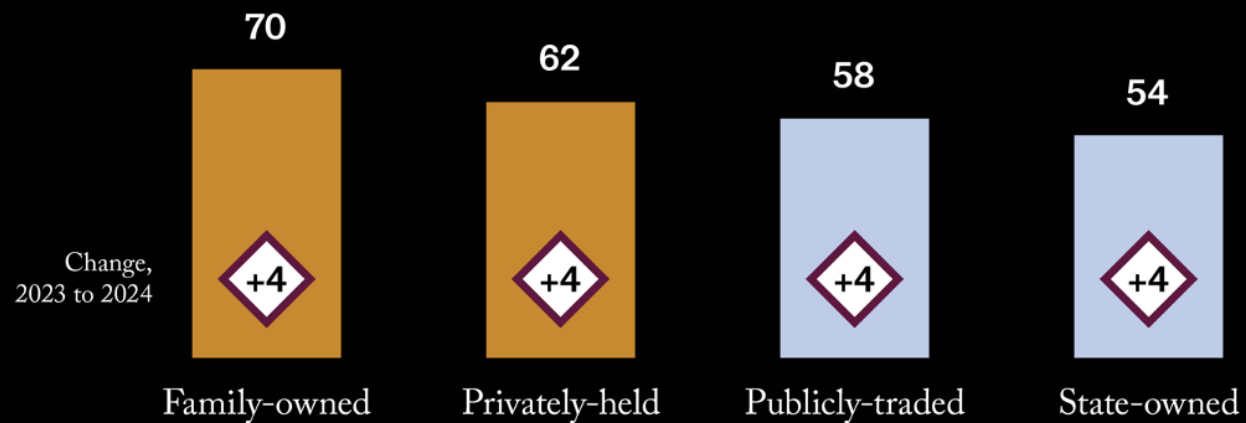
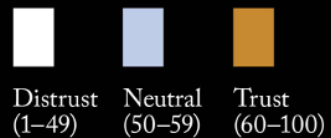
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FAMILY-OWNED BUSINESSES MOST TRUSTED

Percent trust in each type of business to do what is right

Global 28



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UK Companies Act 2006, s.172 (1)

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What is Success?

“Formula for success: rise early, work hard, strike oil.”

J. Paul Getty (1892-1976)

“To leave the world a bit better whether by a healthy child, a garden patch or a redeemed social condition. This is to have succeeded.”

Ralph Waldo Emerson (1803 -1882)

TOTAL VALUE

Just profit increment

Social improvement

Environmental improvement

REVENUE

Just profit

TRUE COST

Supply detriment

Measured profit

Labour detriment

Environmental detriment

MEASURED COST

Capital cost

Supply cost

Wages

TOTAL VALUE

REVENUE

TRUE COST

MEASURED COST

Just profit increment

Social improvement

Environmental improvement

Waves of initiative
innovation and
inspiration

Just profit

Measured profit

Weeds of entanglement,
exploitation, and
unjust enrichment

Supply detriment

Labour detriment

Environmental detriment

Capital cost

Supply cost

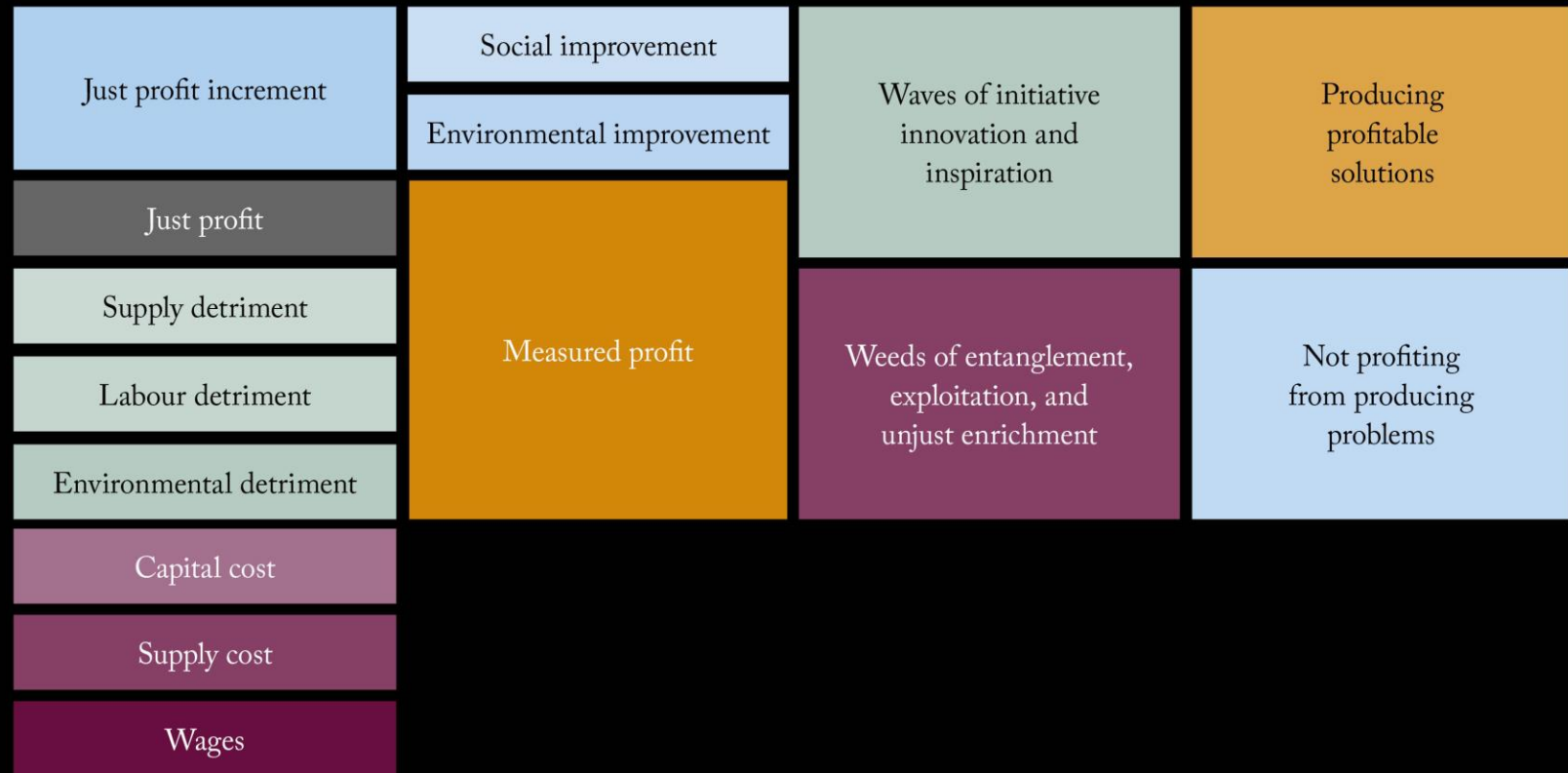
Wages

TOTAL VALUE

REVENUE

TRUE COST

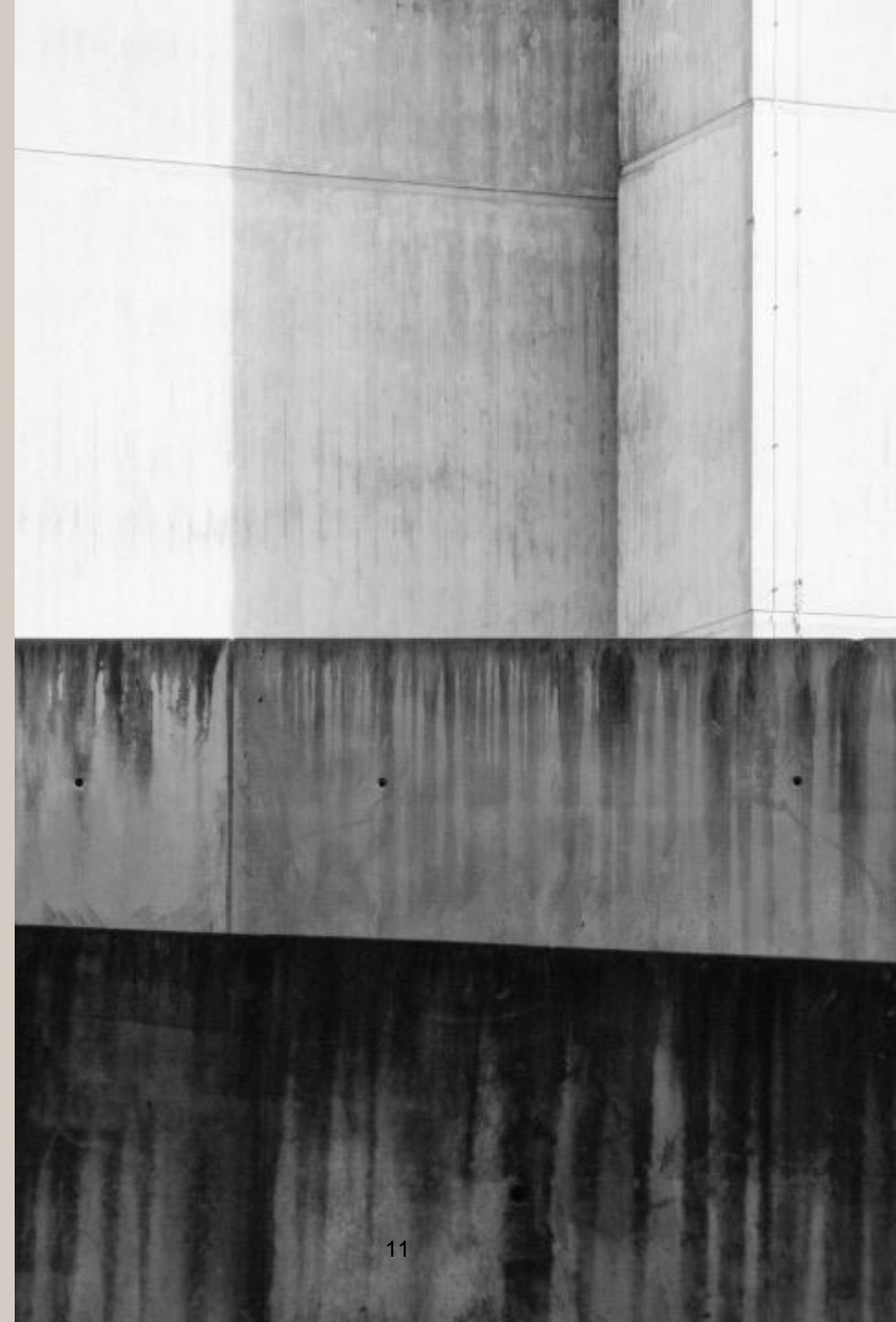
MEASURED COST



Purpose

“

To produce profitable solutions for problems of people and planet, not profiting from producing problems for either.

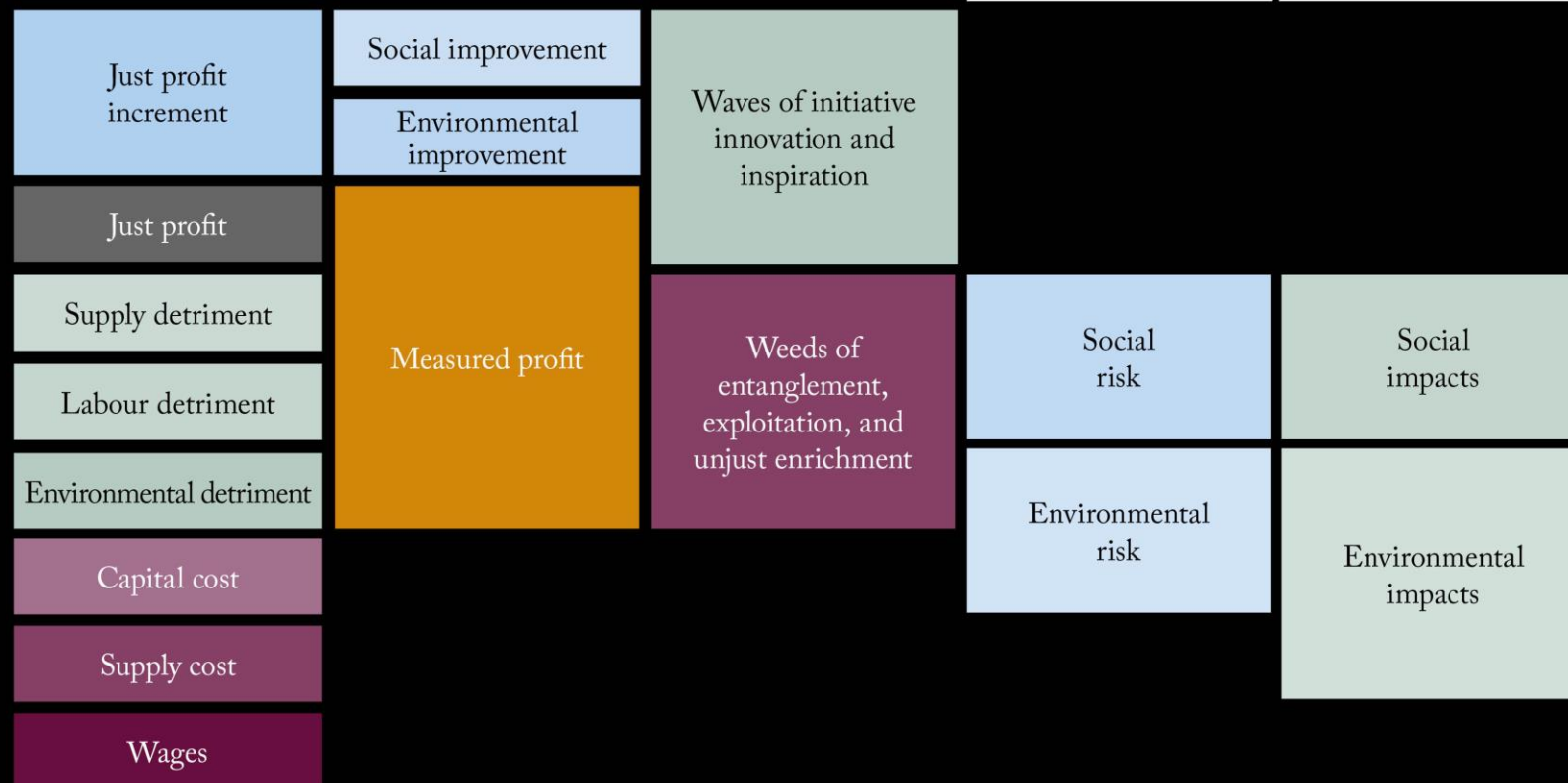


TOTAL VALUE

REVENUE

TRUE COST

MEASURED COST



TOTAL VALUE

REVENUE

TRUE COST

MEASURED COST

Just profit increment	Social improvement	Waves of initiative innovation and inspiration	Producing profitable solutions	Total capital enhancement
	Environmental improvement			
Just profit	Measured profit	Weeds of entanglement, exploitation, and unjust enrichment	Not profiting from producing problems	Total capital maintenance
Supply detriment				
Labour detriment				
Environmental detriment				
Capital cost				
Supply cost				
Wages				

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UK Corporate Governance Code

“The board should establish the company’s purpose, values and strategy, and satisfy itself that these and its culture are aligned. All directors must act with integrity, lead by example and promote the desired culture.”

“The board should ensure that the necessary resources are in place for the company to meet its objectives and measure performance against them.”

UK Stewardship Code

” The responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries leading to sustainable benefits for the economy, the environment and society .”

DEXIT and LEXIT

- ☀ s.144 Raising bar for controlling shareholders, reducing standards, facilitating cleansing conflicts, increasing director independence
- 🕒 s.220 Reducing access of minority shareholders to information
- ☀ Relaxing pre-emptive rights requirements, dual class share
- 🕒 restrictions, and shareholder rights to vote over large transactions

“It is not from the benevolence of the butcher, the brewer or the baker that we expect our dinner, but from their regard to their own interest. We address ourselves not to their humanity but to their self-love, and we never talk to them of our own necessities but of their advantages”.

“He intends only his own gain, and he is, in this, as in many other cases, led by an invisible hand to promote an end which was no part of his intention”.

“We conceive ourselves as acting in the presence of ... an impartial spectator who considers our conduct with the same indifference with which we regard that of other people”.

“To hurt in any degree the interest of any one order of citizens for no other purpose but to promote that of some other, is evidently contrary to that justice and equality of treatment which the sovereign owes to all the different orders of his subjects.”

“All systems either of preference or of restraint, therefore, being thus completely taken away, the obvious and simple system of natural liberty establishes itself of its own accord. Every man, as long as he does not violate the laws of justice, is left perfectly free to pursue his own interest in his own way, and to bring both his industry and capital into competition with those of any other man, or order of men.”

COLIN MAYER
CAPITALISM
AND CRISES
HOW TO FIX THEM

