

Transforming business & investment into a force for good

Erinch Sahan



Senior Associate



Board Director



Board Director

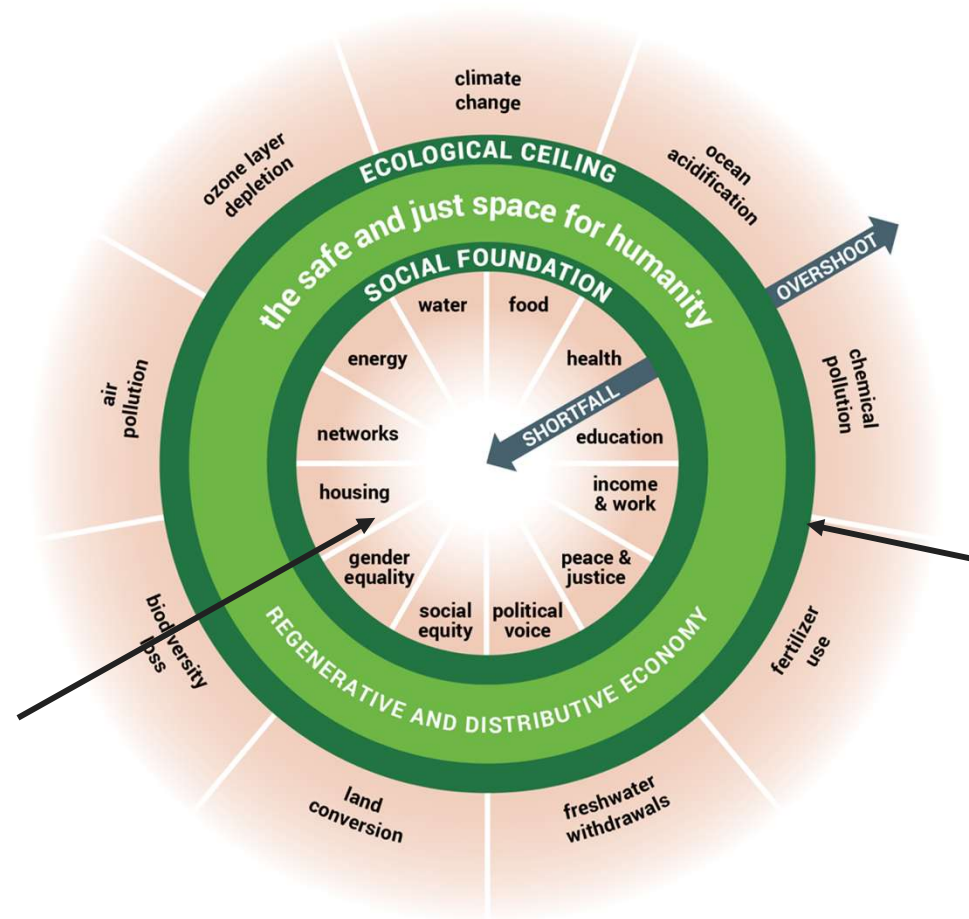


Associate Director for Investment

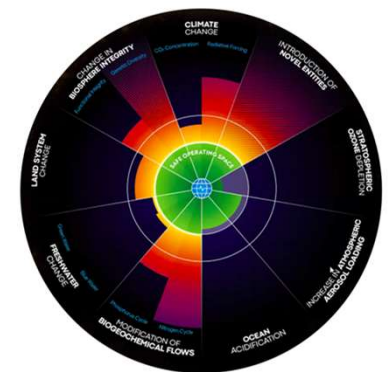


A compass for human prosperity

Meeting the needs of all people within the means of the living planet

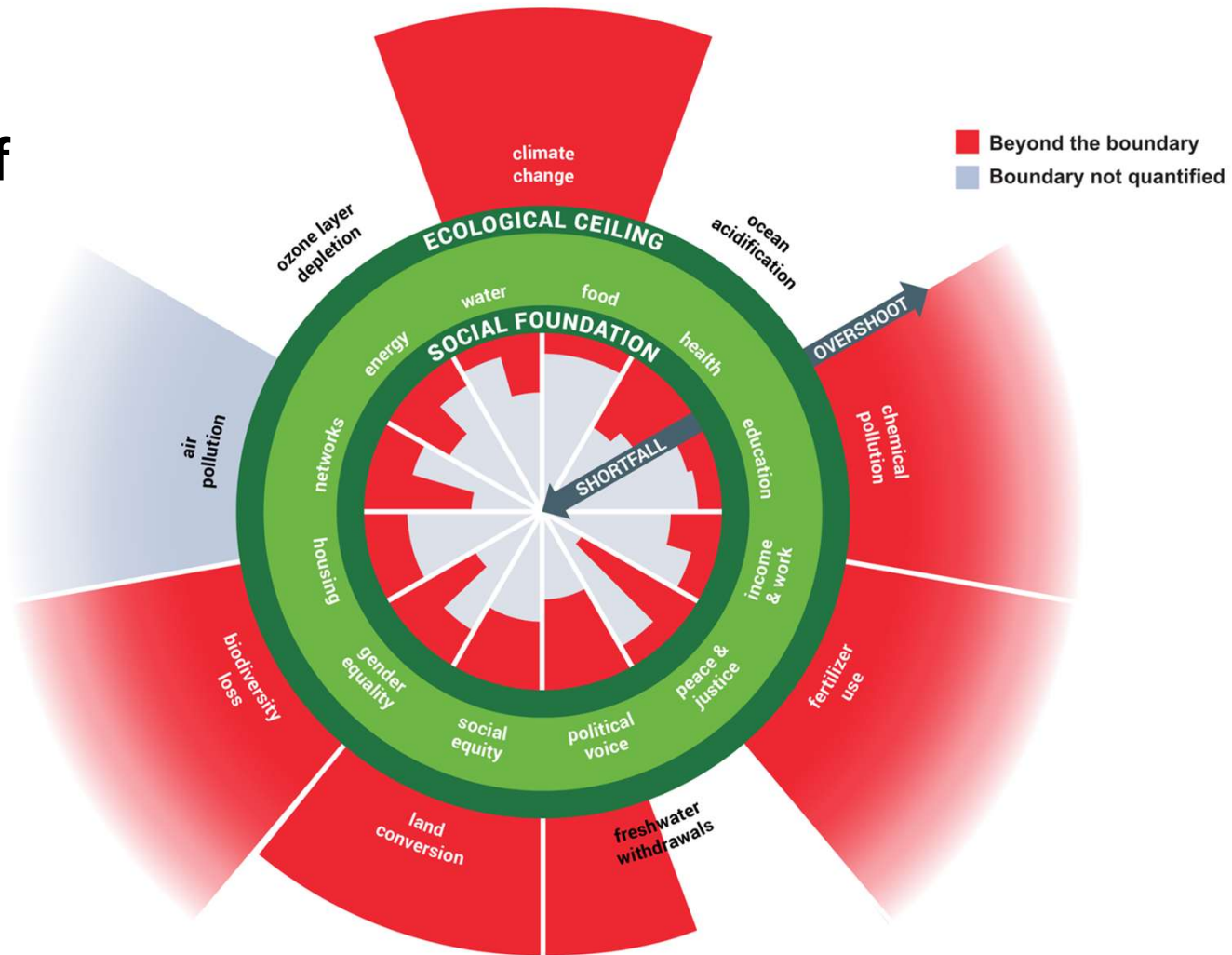


PLANETARY BOUNDARIES



UN 2015, Richardson et al 2023

A world deeply out of balance



How distributive ownership & governance mitigates crises



Extreme wealth inequality



Risk to wage labour (e.g. AI)



Loss of trust in democratic process



Resistance to green transition

Economic inequality leads to democratic erosion, study finds

Scientists warn: AI means job losses in every profession

Trust in democratic institutions declining around the world

As 'Greenlash' spreads, the economic and climate fallout deepens

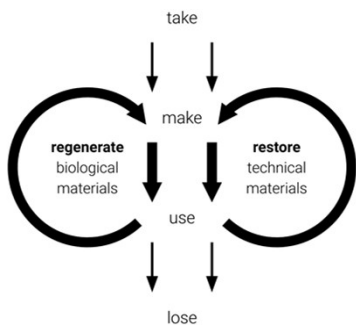
Spreads wealth

Creates participation & shares asset value 'upside'

Builds democratic muscle memory

Makes workers & communities partners in green transition

Towards regenerative practice



Open modular design - Fairphone



Rural renewable energy - SELCO

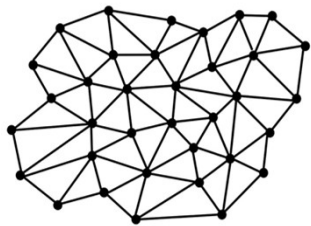


Factory as Forest - Interface



Restoring nutrient loops - Sanergy

Towards distributive practice



Waste-picker livelihoods – SWaCH



Profit sharing – Richer Sounds



Commitment to community - FairBnB



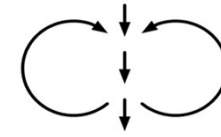
Co-ownership – Home.Earth



Degenerative



Divisive



Regenerative



Distributive

Profit-driven business



Purpose

Networks

Governance

Ownership

Finance

Purpose-driven business



100% slave
free
the norm in
chocolate



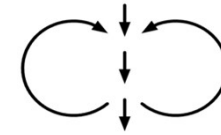
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Degenerative



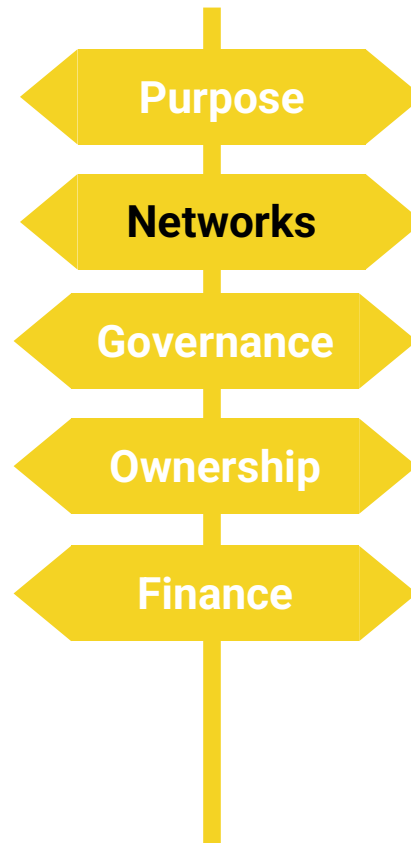
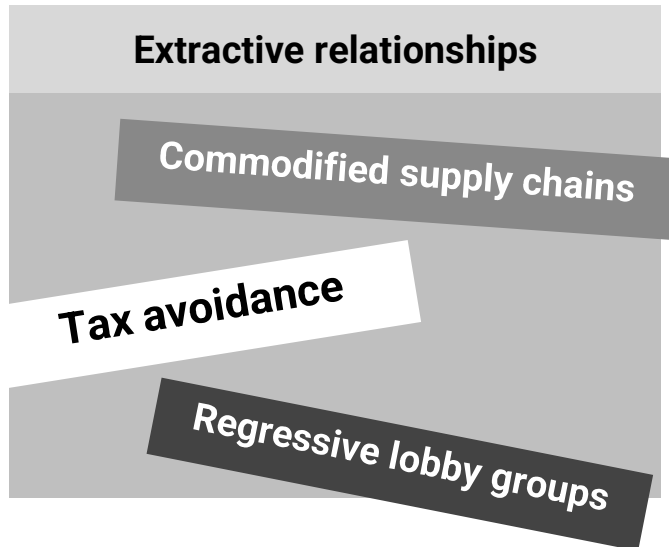
Divisive



Regenerative



Distributive



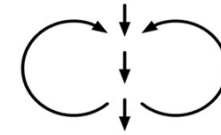
El Puente, Germany



Degenerative



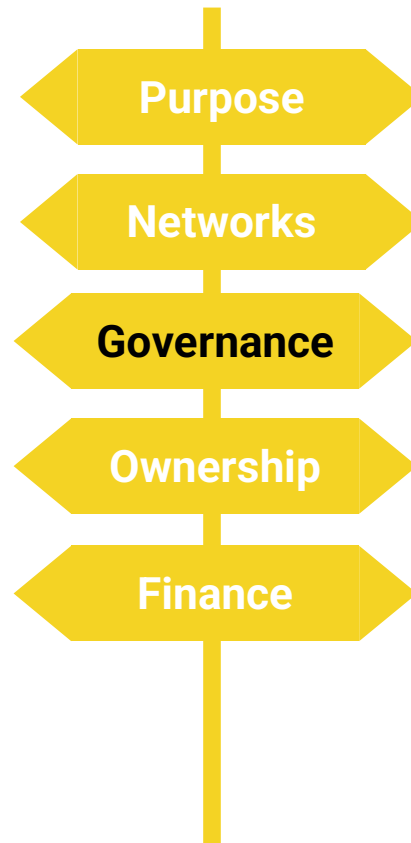
Divisive



Regenerative



Distributive



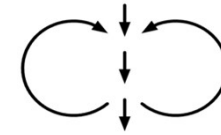
Faith in Nature



Degenerative



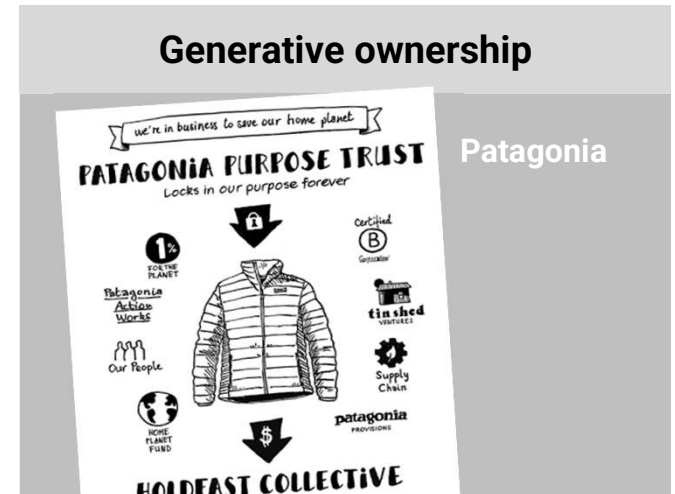
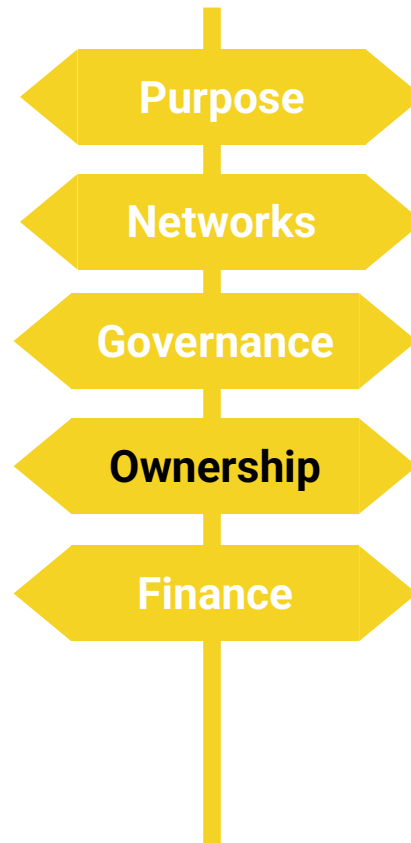
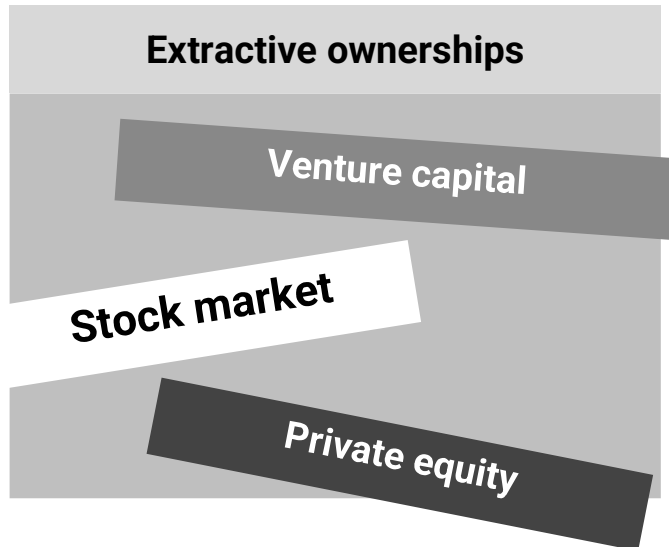
Divisive



Regenerative



Distributive

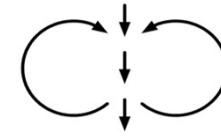




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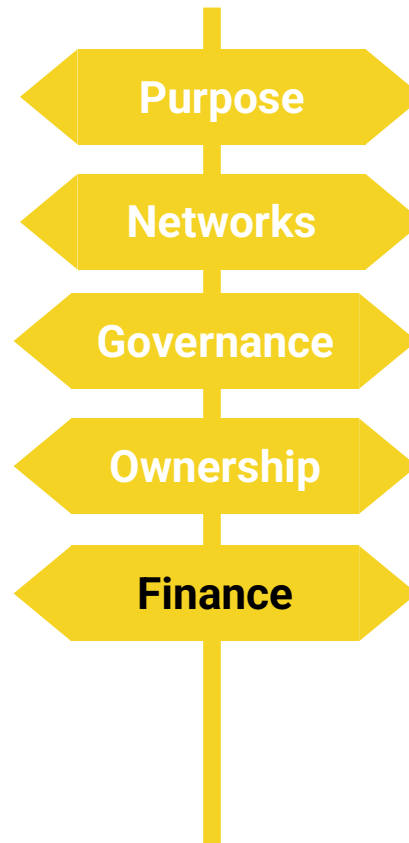
Divisive



Regenerative



Distributive



Selco India





doughnuteconomics.org/tools/doughnut-design-for-business-case-studies

Policies to transform business & investment

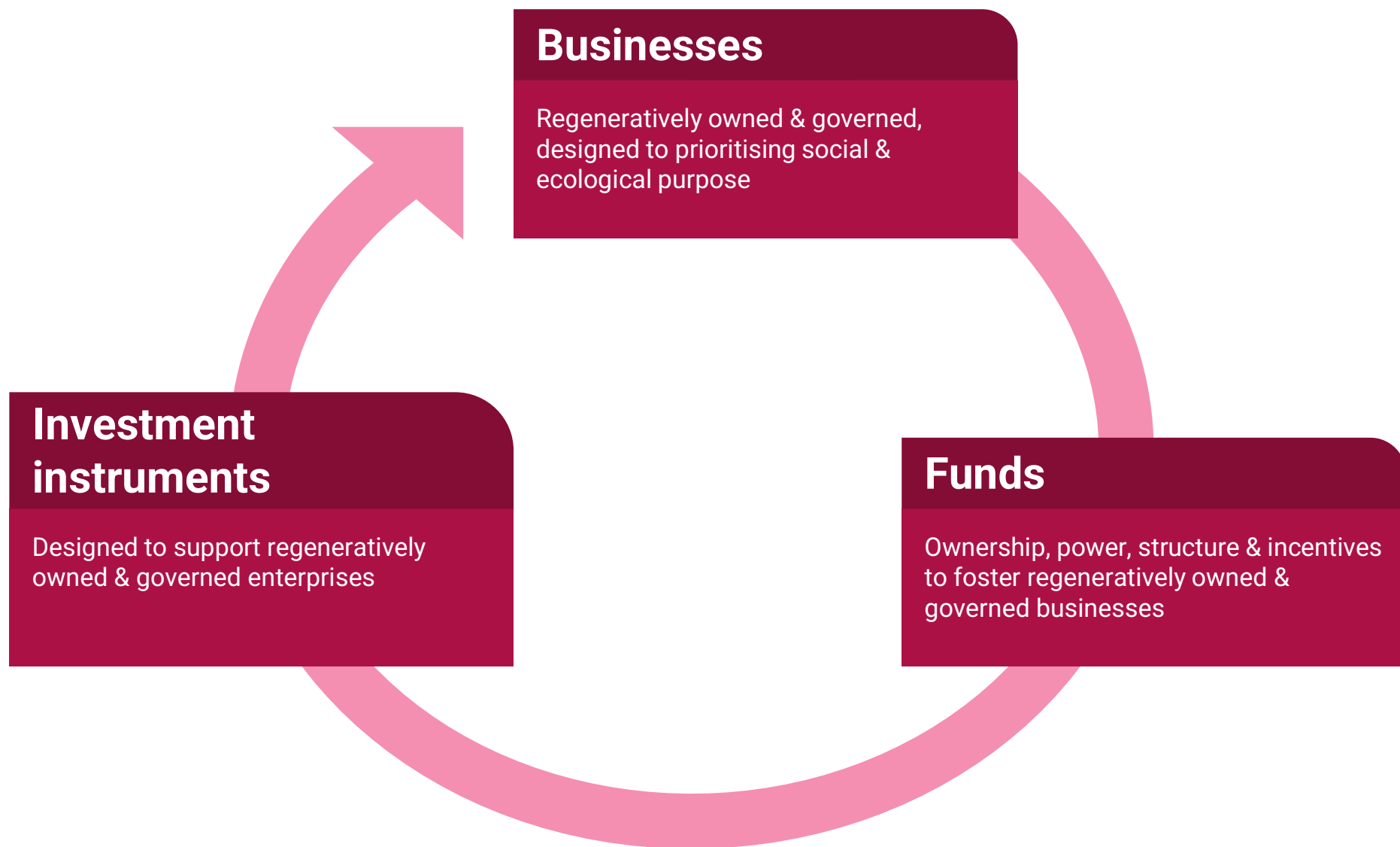
Policy goals focused on regenerative community ownership	Policy examples in action	Relevance to level of government			
		City	Province	National	Transnational
 Foster new businesses	Set up development funds to support such enterprises	✓	✓	✓	✓
	Allow use of publicly owned premises	✓	✓		
	Create place-based hubs of support	✓	✓		
	Target assistance for emerging industries	✓	✓	✓	✓
 Convert existing businesses	Exempt conversions from taxes		✓	✓	
	Assist conversions of businesses	✓	✓	✓	✓
	Require that employees have an option to invest in such enterprises		✓	✓	
	Support representation of workers on boards		✓	✓	
 Recognise their role	Provide constitutional recognition			✓	
	Pass common regional legislation			✓	✓
	Create diverse legal forms for different contexts		✓	✓	
	Ensure regenerative community ownership is not disadvantaged	✓	✓	✓	✓
 Target tax and public procurement	Actively shape public procurement	✓	✓	✓	✓
	Join forces with local anchor institutions	✓	✓		
	Ensure appropriate tax treatment	✓	✓	✓	
	Encourage a regenerative investment ecosystem		✓	✓	



<https://doughnuteconomics.org/tools/207>

Unlocking the transition:

A pivotal role for redesigning investment & finance



Businesses

Regeneratively owned & governed, prioritising social & ecological purpose



Community voice – REScoop



Profit sharing – Equal Exchange



Guardianship board - Riversimple



Steward Ownership - Einhorn



Artisan enterprise – Manos del Uruguay



Employee owned – John Lewis

Investment instruments

Designed to support transformational enterprises

Innovative
Finance
INITIATIVE

OWNERSHIP
Capital Lab



Revenue based financing

Mezzanine debt

Recoverable grants

Supply chain financing

Impact-linked financing

Crowdfunding

Preferred stock

Redeemable equity



Funds

Ownership, power, structure & incentives to drive a transformational agenda



Ownership

who holds it, and who's been kept from it: employees, communities, nonprofits, and stewards; each redesigning who profits from what capital builds

Power

who decides, and who defines what good looks like: from citizens voting on every deal to Indigenous nations assessing decisions across 7 generations

Structure

the vehicle itself, redesigned from the ground up: permanent capital, ecosystem funds, and vehicles built for markets the standard templates forgot.

Incentives

who gets paid, for what, and why: from carry redirected to a nonprofit to managers who removed their own carry altogether.

Funds

Ownership, power, structure & incentives
to drive a transformational agenda

**The rules of finance
aren't laws of nature.
They are *choices*.**

Meet the pioneers who are choosing to shift power, share ownership, and rewrite the rules of finance.



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