

# Creating value through governance

*A potential framework of activity  
for boards to use governance to create value*

25<sup>th</sup> March 2015

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*MBS - challenging perception*

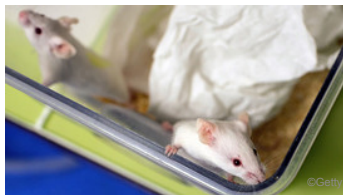


## FINANCIAL TIMES

February 22, 2015 6:44 am

### Happy animals equal good governance

Sophia Grene [Author alerts](#) 



Asset managers are increasingly asking companies how they treat the animals in their supply chain, and using the answers to help make investment decisions.

The move is indicative of greater investor focus on how companies and their suppliers measure up in terms of “soft issues” such as human rights, child labour and carbon emissions.



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**“The board is responsible for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives.**



**The board should maintain sound risk management and internal control systems”**



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**STRATEGY**



**RISK**



**CONTROL**



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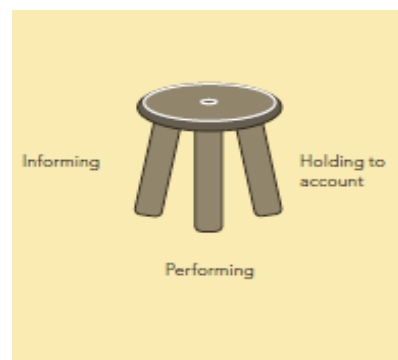
## *John Lewis Partnership*

The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business.

Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards profit, knowledge and power.

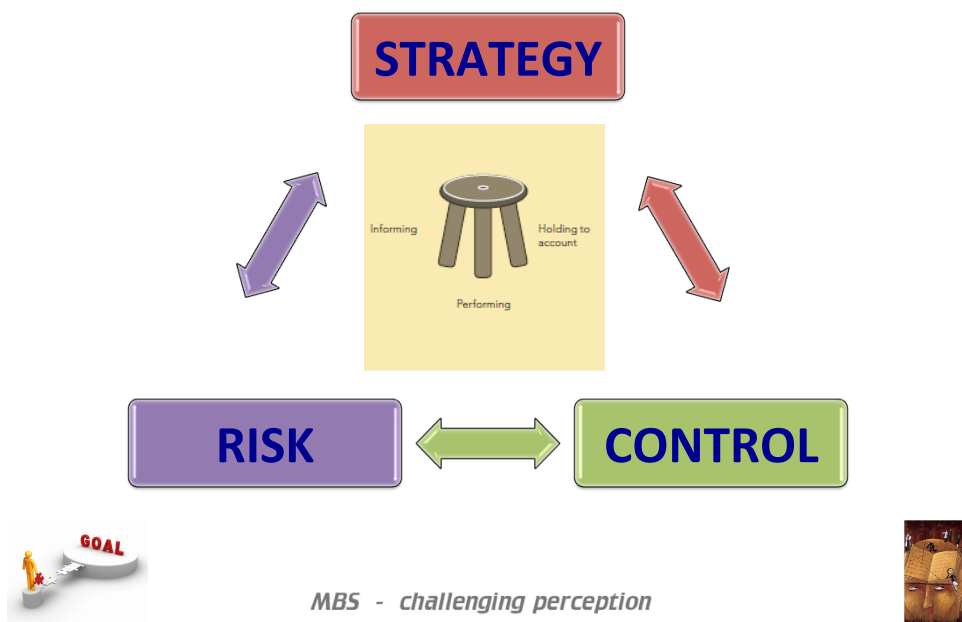
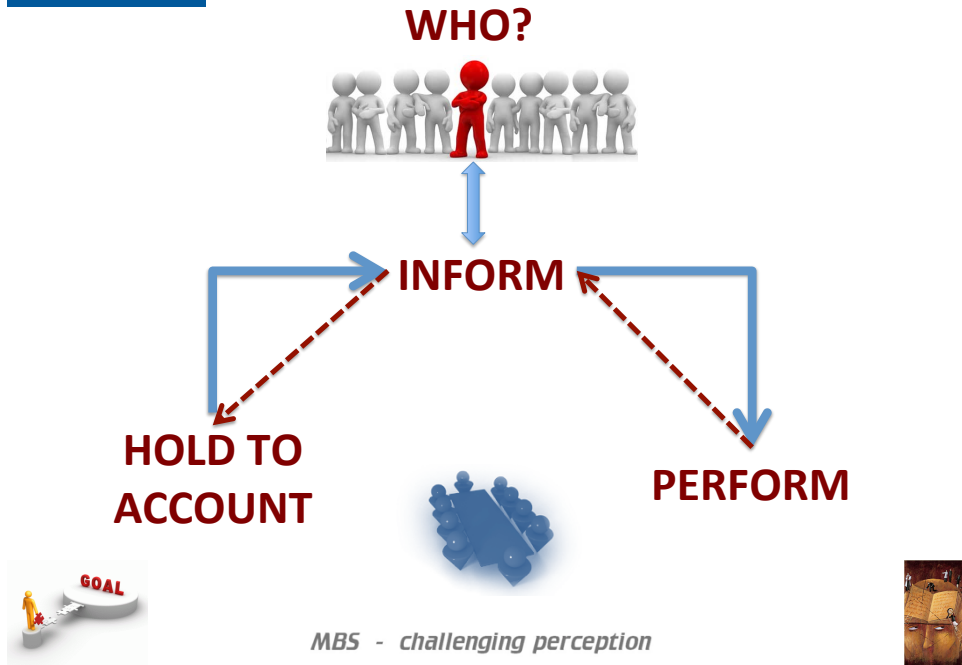


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# YOURSELF



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**STRATEGY**



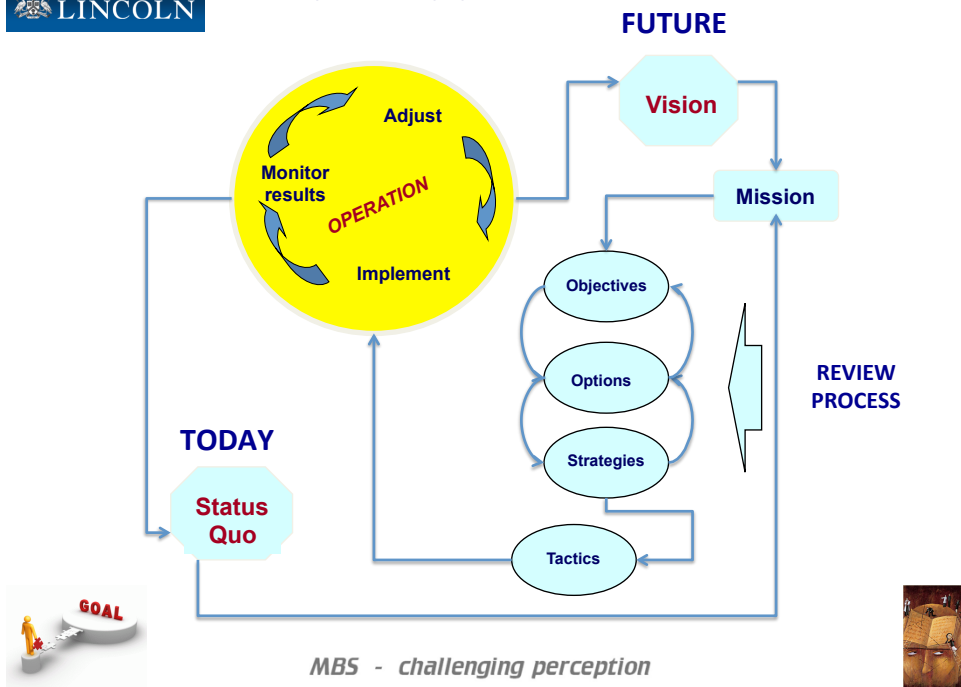
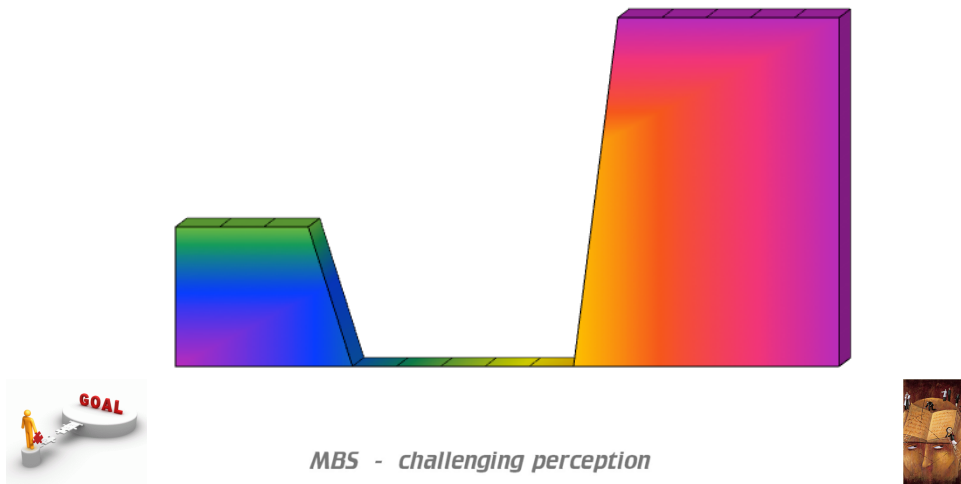
**RISK**

**CONTROL**



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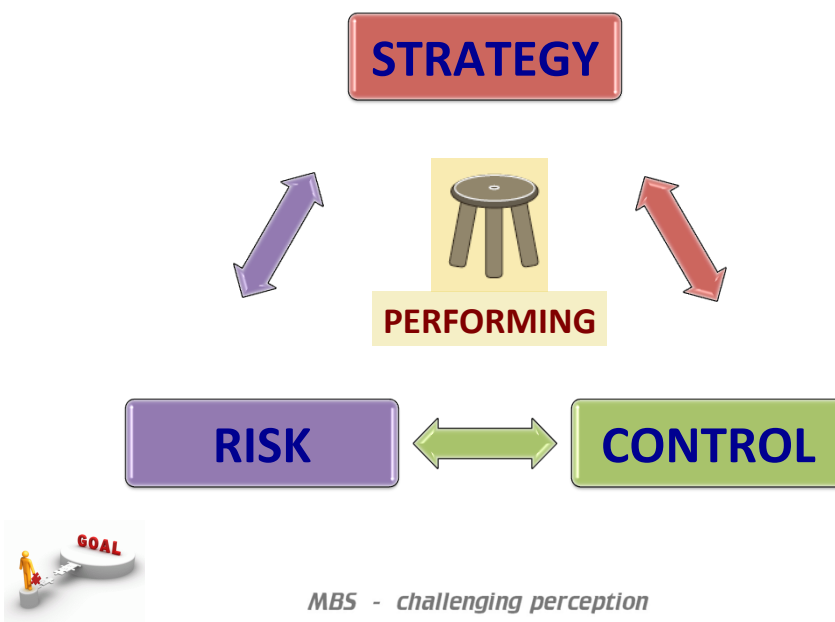




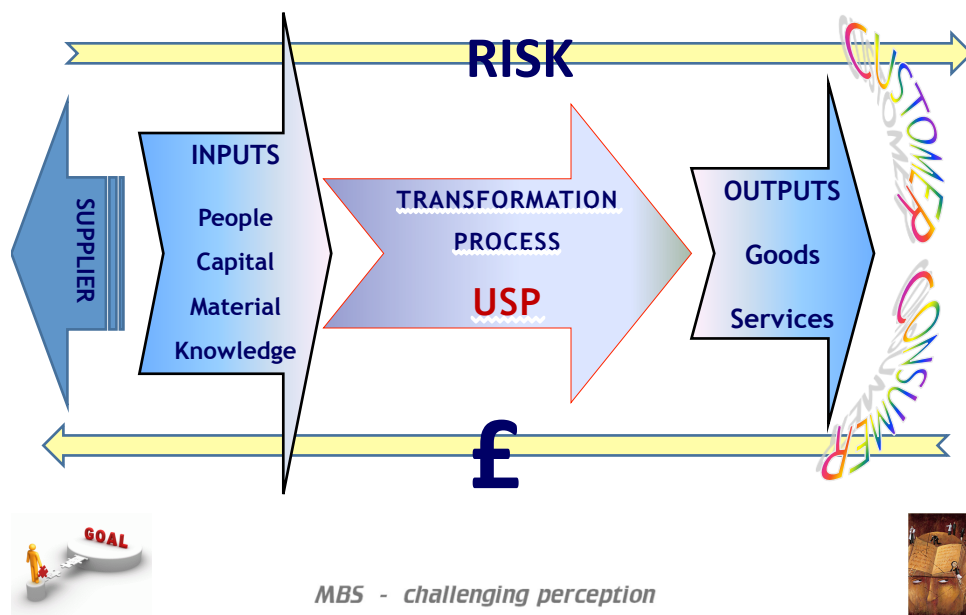
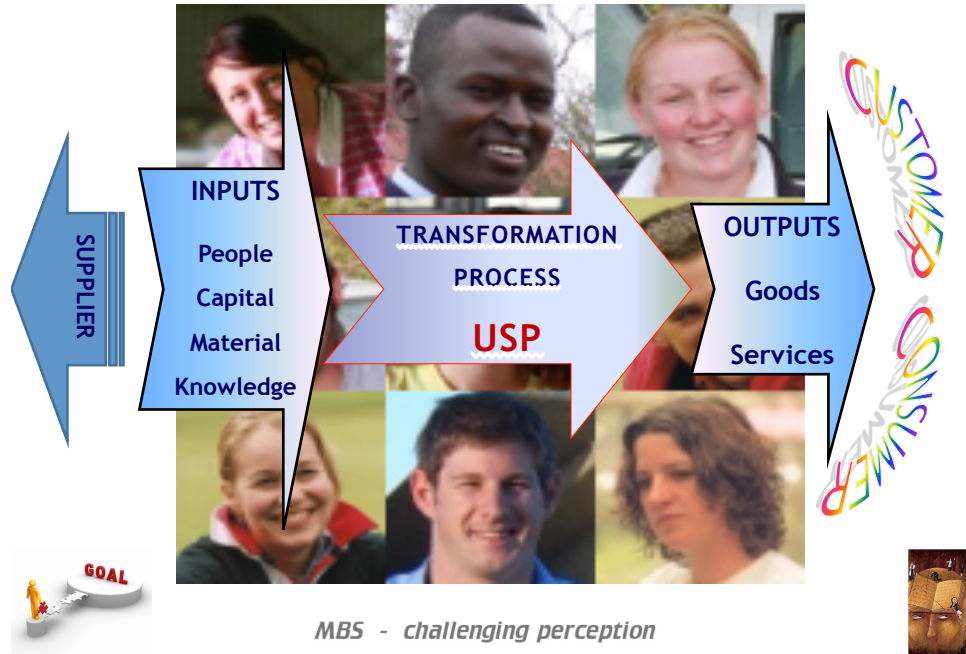
# YOURSELF YOUR ORGANISATION



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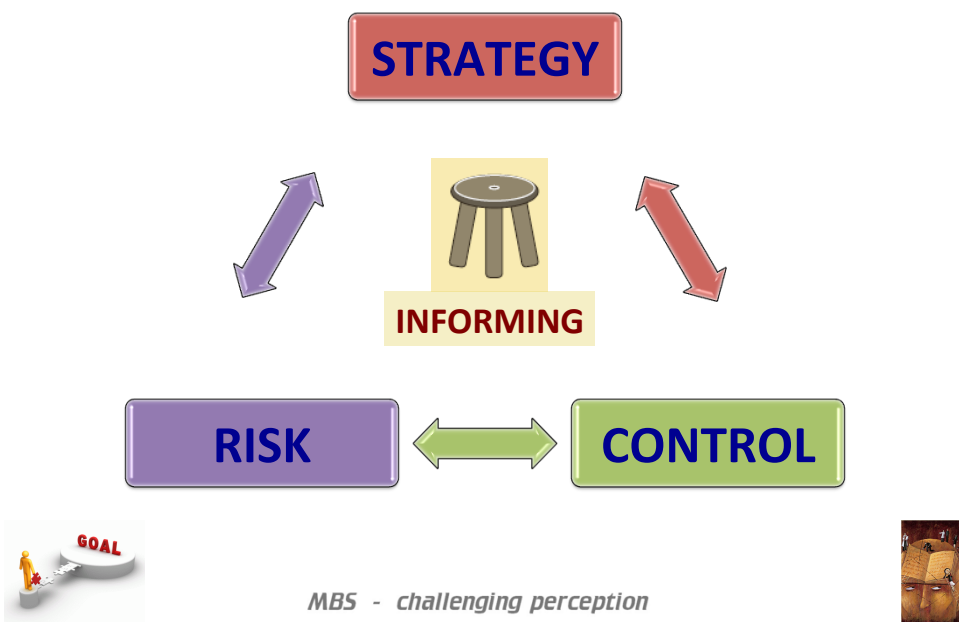
# YOURSELF

## YOUR ORGANISATION

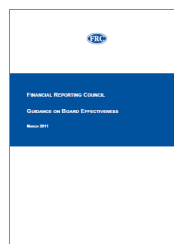
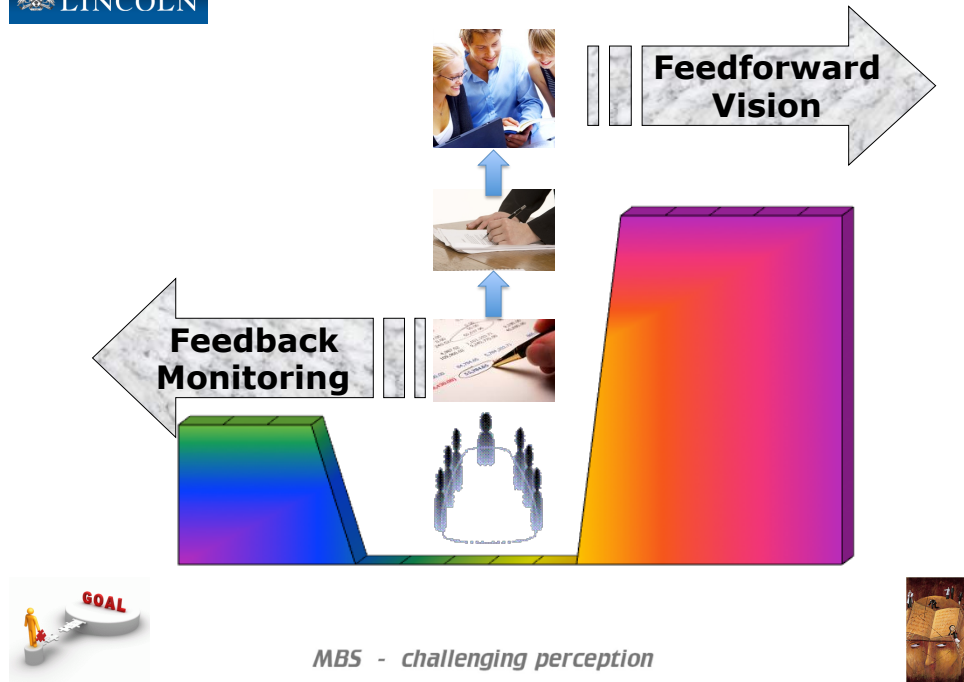
### YOUR PERCEPTION OF VALUE



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It is important to consider a diversity of personal attributes among board candidates, including; intellect, critical assessment and judgement, courage, openness, honesty and tact; and the ability to listen, forge relationships and develop trust.

**Diversity of psychological type, background and gender is important to ensure that a board is not composed solely of like-minded individuals.**

**A board requires directors who have the intellectual capacity to suggest change to a proposed strategy, and to promulgate alternatives.**



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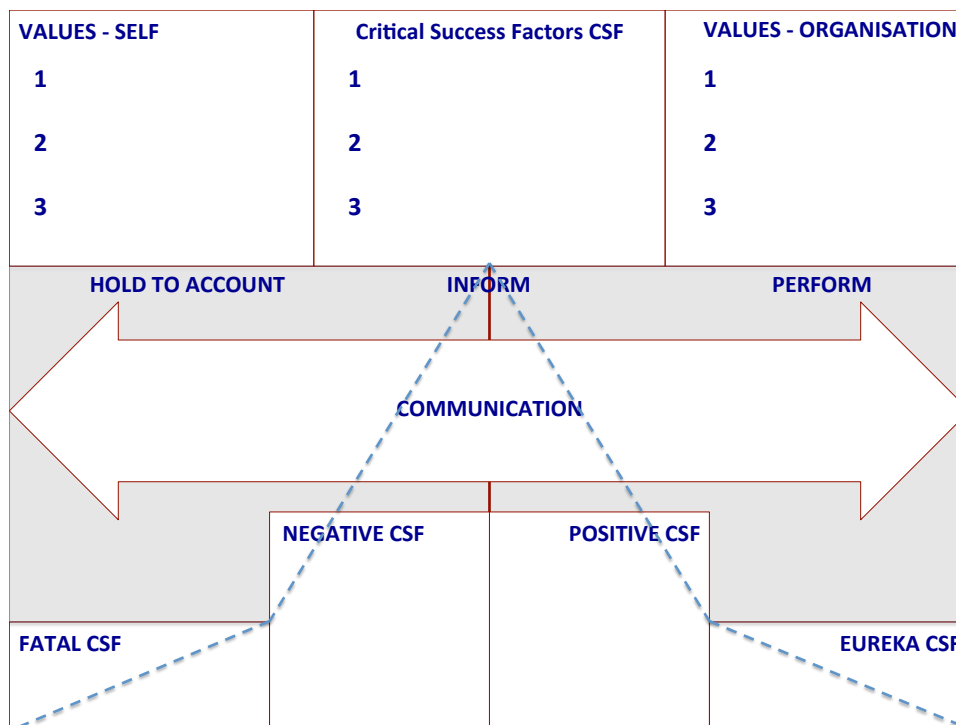
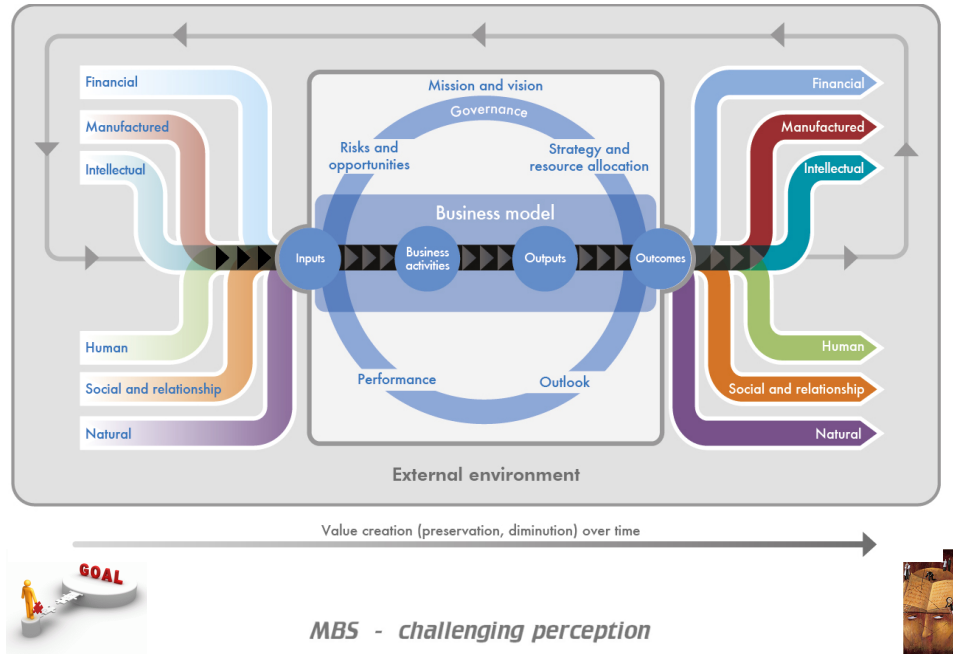


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## ***In the world of “TRUE and FAIR”***

**We need to be able to identify  
areas of flexibility  
and areas of certainty**

**and contemplate the knowns and the  
unknowns**

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