

AI brings steep learning curve to classrooms  
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Redundancies don't always spell disaster  
PILITA CLARK, PAGE 13

# China slaps ban on US chipmaker after G7 rebuke ramps up tensions

Leaders attack Beijing tactics • Micron barred from 'key' infrastructure • Zelenskyy lobbies nations

DEMETRI SEVASTOPULO, KANA INAGAKI AND HENRY FOY — HIROSHIMA  
ELEANOR OLCOTT — HONG KONG

China has hit America's biggest semiconductor manufacturer with sales curbs after a weekend of mounting geopolitical tensions as the G7 stepped up criticism of Beijing's military ambitions and "coercive" economic policy.

Hours after a G7 summit of advanced economies ended in Hiroshima, Japan, yesterday, China's Cyberspace Administration banned operators of key infrastructure from using products from Micron Technology, its first big move against an American memory chip group.

Micron "posed significant security risks to China's critical information infrastructure supply chain", the CAC said in a statement. The move follows a seven-week investigation widely seen as retaliation for US efforts to curb China's access to key technology. Last October, Washington introduced expansive chip export controls and the Netherlands and Japan have since followed.

Paul Triolo, an expert on China tech at consultancy Albright Stonebridge, said: "This could be really bad for Micron. It depends how broad China's definition of critical information infrastructure is, but this could include the financial sector, transportation, energy and data centres."

The move came the day after G7 members – the US, UK, Canada, Japan, Germany, France and Italy – issued a communique rebuking Beijing over issues including its military activities in the East and South China seas and its human rights record in Tibet and Xinjiang. They also called for peace across the Taiwan Strait.

In a separate statement, the G7 said the world had witnessed "a disturbing rise in incidents of economic coercion". It said members would create a mechanism to "increase our collective assessment, preparedness, deterrence and response to economic coercion" and would step up co-ordination on detecting and responding to economic coercion.

The summit was attended by Ukrain-



ian president Volodymyr Zelenskyy, who sought to stoke opposition to Russia's invasion of his country. He confronted Indian prime minister Narendra Modi and Brazilian president Luiz Inácio Lula da Silva, who have maintained ties with Moscow.

China, which has refused to condemn

Russia's invasion, has tried to position itself as a peacemaker in the conflict. But Zelenskyy and the G7 are seeking support for Ukraine's own peace proposal, rather than China's.

Despite the tensions, US president Joe Biden said yesterday that he anticipated an imminent "thaw" in relations with Beijing.

Talks between the two countries shut down after a "silly balloon" carrying spying equipment flew over North America in February, before being shot down by the US military, Biden said. "Everything changed in terms of talking to one another. I think you're gonna see that begin to thaw very shortly."

Biden also said his administration was

considering lifting sanctions against Chinese defence minister Li Shangfu. US officials had previously said privately that the administration would not remove the sanctions, which were imposed in connection with China importing fighter jets and missiles from Russia.

However, Biden also reiterated Washington's support for Taiwan's self-defence. "We're going to continue to put Taiwan in a position that they can defend themselves. And there is clear understanding among most of our allies that, in fact, if China were to act unilaterally, there would be a response," he said.

G7 and Ukraine reports page 2

Joe Biden speaking in Hiroshima says he expects a 'thaw' in ties with Beijing. He also reiterated US support for Taiwan's self-defence

Kiyoshi Ota/Getty Images

Quote by Rana Foroohar: "Whether a foreign policy for the middle class, or a new global industrial policy, the fresh US course is very different to the 'market knows best' strategy of old"

### Briefing

Allen & Overy to merge with Shearman & Sterling  
The UK "magic circle" law firm and its US counterpart have said the new business will have \$3.4bn in revenues and 4,000 lawyers, in one of the biggest transatlantic legal tie-ups.— PAGE 6

Rolls chief slams division  
New boss Tufan Erginbilgic has said Rolls-Royce's power systems arm had been "mismanged", pointing to the challenges facing the engineering group.— PAGE 8

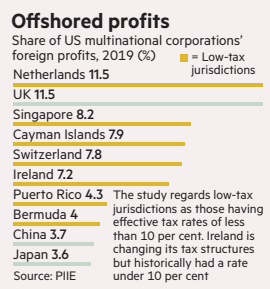
Meta eyes Magic Leap  
Facebook's parent has entered talks with the augmented reality start-up that could yield a deal on intellectual property and contract manufacturing of AR kit.— PAGE 6

Bhutan makes bitcoin bet  
The tiny Himalayan kingdom has invested in bitcoin mining and drone technology as it turns to new businesses in search of fast growth and returns.— PAGE 4

Martin Amis dies at 73  
Writer Martin Amis, son of novelist Kingsley Amis and once dubbed "the erstwhile Mick Jagger of British letters", has died of cancer.— OBITUARY, PAGE 2

Business Life and Lex  
The Lex column, Business Life and the crossword can be found today on Page 13.

### Datawatch



US multinationals offshore much of their profit to low-tax jurisdictions. Seven of the top 10 most popular locations had low effective tax rates, accounting for more than half of companies' foreign profits. In 2000, they made around 30 per cent

Dimon rides high despite a tumultuous year for banks  
Analysis ► PAGE 6

## US corporate bond deals accelerate as companies fret over debt ceiling fracas

HARRIET CLARFELT — NEW YORK

US companies are rushing to borrow money in the bond market, bringing forward deals in case the country's debt ceiling stand-off causes financial turmoil over the summer.

Highly rated companies have issued bonds worth \$112bn so far this month, according to data from Dealogic, up from \$46bn in May 2022 and more than triple the amount sold in April. Excluding 2020, when ultra-low interest rates sparked a \$196bn borrowing frenzy, corporate issuance this month is the highest in May for seven years.

Bankers who handle corporate bond deals say borrowers are making the most of a relatively buoyant market to tap investors before any possible volatility erupts if the US government runs out

of cash. While the government is widely expected to avoid default, it is locked in a stand-off with Republicans over the US federal borrowing limit.

"It's fair to say that there's been some acceleration" in issuance, said Richard Zogheb, head of global debt capital markets at Citi. This reflects "a combination of 'let's avoid the nonsense of the debt ceiling' and 'let's take advantage of what's a pretty good market,'" he added.

Broader worries about the economy are playing into decision-making about timings, according to market participants. The Federal Reserve has raised rates from near zero to a target range of 5-5.25 per cent in the past 14 months, intensifying investors' concerns that the US could enter a downturn.

Maureen O'Connor, global head of high-grade debt syndicate at Wells Fargo, said: "Economic uncertainty in

the form of classic recessionary headwinds is what's pushing issuers earlier in the year. And then the debt ceiling more imminently has probably thrown gasoline on that fire, which is why we're seeing so much volume in May."

Teddy Hodgson, co-head of global investment-grade syndicate at Morgan Stanley, said it was "almost a no-brainer for companies to accelerate things".

"We have seen issuers pulling forward financings to take advantage of favourable market conditions," said Dan Mead, head of the investment-grade syndicate at Bank of America Securities. Companies are also "cognisant that there's a lot of event risk out there", he said.

Treasury secretary Janet Yellen has warned that the government could run out of money and risk defaulting on its debt as soon as June 1.

Biden urges Republicans page 4

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No: 41,329 ★

Printed in London, Liverpool, Glasgow, Dublin, Frankfurt, Milan, Madrid, New York, Chicago, San Francisco, Tokyo, Hong Kong, Singapore, Seoul, Dubai

Barcode with ISSN 770174 and 736111

### World Markets

Table with 4 main sections: STOCK MARKETS, CURRENCIES, GOVERNMENT BONDS, and COMMODITIES. Each section contains columns for date, price, and percentage change.

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INTERNATIONAL

# Europeans turn to price controls in fight against rising food bills

## Surging inflation prompts politicians to impose caps despite retailers' protests

IAN JOHNSTON — BRUSSELS  
MARTON DUNAI — BUDAPEST

Europe's retailers and governments are locked in their fiercest tussle over food costs for 50 years, with policymakers resorting to price controls to tackle the worst cost of living crisis for a generation.

Despite lower energy prices easing overall pressures, growth in the cost of food has continued to soar, prompting increasingly unconventional market interventions from politicians trying to assuage public anger.

Food prices in the EU rose 16.6 per cent in the year to April, according to Eurostat, far in excess of a headline inflation rate of 8.1 per cent. Some of the biggest surges have been in staples, with the cost of eggs rising 22.7 per cent over the period, whole milk 25 per cent and sugar 54.9 per cent.

"We haven't had price controls in a general pattern in the western world since the 1970s," said Lars Jonung, a Swedish economist and expert on the caps.

Central and eastern European states hardest hit by rising prices, such as Hungary and Croatia, have moved to cap the cost of essentials to shield the most vulnerable, who tend to spend more of their income on food.

Nora, 32, a mother of three in Budapest, said it was "nice" that price controls had made products such as whole milk cheaper. But she noted that supermarkets had started limiting purchases, meaning she had to visit multiple stores or shop every day to take advantage.

Greece has taken an alternative approach to limit prices by capping retailers' profit margins on food and other essentials.

In richer economies, France has negotiated a looser agreement with supermarkets to offer a selection of items at the lowest possible price.

Spain is one of several countries to have cut value added tax on food. Others, such as Italy, are coming under pressure to cap the cost of beloved foodstuffs such as pasta.

Pressure on retailers to toe the line on price rises has been exacerbated by a sharp fall in the cost of agricultural commodities over the past year. The UN's Food Price Index was 19.7 per cent lower in April compared with the same month last year.

"While some price hikes may be justified, there is growing suspicion that others are just opportunistic excuses by businesses to inflate prices," said Monique Goyens, director-general of the Bureau Européen des Unions de Consommateurs, which represents 46 consumer organisations from across the continent.

She has urged governments to "adopt strong measures to protect consumers against spiralling prices".

Test Achats, a Belgian consumer protection body, has called for a measure similar to France's original anti-inflation basket proposal, which was tougher than that which Paris has been able to implement. AK of Austria has also called for "price regulation" of foods.

But retailers say that they are not to



Price check: a sign in a Budapest store tells customers of an extension of controls on items such as potatoes and eggs — Attila Kisbenedek AFP/Getty Images

blame and that, far from price gouging, are having to take the hit on capped goods.

Kodály Delikátesz, a small supermarket in Pécs, southern Hungary, has grouped capped products under a sign that warns customers against buying "products of the dictatorship", saying the wholesale price of certain items was higher than the capped retail price.

The operator of the store said: "The regulation forces us to sell at a loss."

Large businesses operating in Hungary, such as Lidl, Spar and Auchan of France, have claimed the same.

"If you are procuring sugar, you're paying 500 forints (€1.35) per kilo and you have to sell it for 300 forints (€0.85)," said a representative of an international retailer. "You make a neg-

ative margin for each unit sold, which is completely absurd in a sector like retail that is characterised by high volumes and low margins."

While the measures have been successful in keeping a lid on the cost of essentials, economists think they are a poor fix for high food prices.

A World Bank report last week called on European governments to provide more "targeted policy interventions and social safety nets" to support those suffering from the cost of living crisis.

But the multilateral lender stressed that price controls and subsidies were "suboptimal as they distort price signals for consumers and producers".

György Matolcsy, Hungary's central bank governor, went further in a parliamentary hearing in December. "You

**'As an instrument to reduce inflation, price controls do not work. But they are addictive'**

can't win this battle with old tools," he said.

"Price caps and all similar ideas already proved ineffectual during socialism."

Péter Virovác, analyst at ING Bank, said: "You may cap one type of milk, but the inflation basket contains dozens of types."

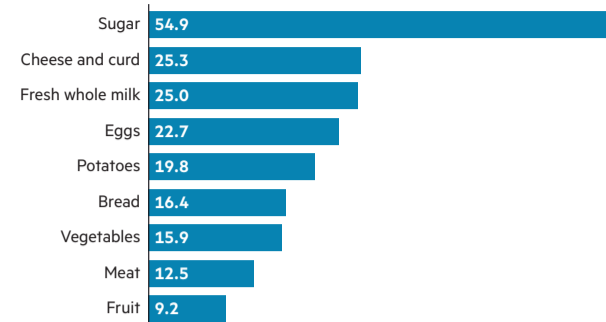
But the struggles faced by people hit by the soaring cost of their weekly shop mean economists fear politicians will continue to resort to price controls regardless of their effectiveness.

"As an instrument to reduce inflation, price controls do not work," said Jonung. "But they are addictive and it's difficult to kick the habit."

Additional reporting by Leila Abboud  
Martin Sandbu see Opinion

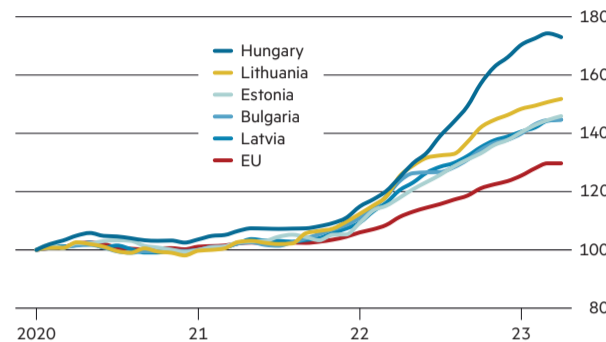
### Essential EU food items have risen in cost by up to 55% in the past 12 months

Annual % change in the EU's harmonised index of consumer prices, Apr 2023



### Hungary has experienced the highest food inflation in the EU since 2020

Harmonised index of consumer prices (Jan 2020=100); EU average and five EU countries with highest food inflation



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# Companies & Markets

## Allen & Overy and Shearman merge to create \$3.4bn law firm

- One of biggest legal tie-ups in history
- Focus on building up PE expertise

KATE BEIOLEY — LONDON

"Magic circle" law firm Allen & Overy is merging with New York's Shearman & Sterling to form a practice with combined revenues of \$3.4bn, in one of the biggest transatlantic legal tie-ups in history.

The merger, which is subject to a vote of both firms' partners, will create the third-largest law firm in the world by fee income and comes just months after 150-year-old Shearman abandoned merger talks with Hogan Lovells.

Allen Overy Shearman Sterling, as the new firm is to be known, will have nearly 4,000 lawyers spread across 49 offices. The proposed deal represents the first merger between a London-

Speaking to the Financial Times, Dejonghe explained that the tie-up would give both firms crucial scale in both London and New York. Allen Overy Shearman Sterling will have "over \$1bn in revenue in the US, 30 per cent [coming from] the UK, and 40 per cent in the rest of the world and I don't think anyone has that", he noted.

London-based Allen & Overy — which had revenues of £1.9bn in the year to end-April 2022 and employs around 5,800 staff globally — has long sought a leg-up into the lucrative US market, which has proved notoriously difficult for London-based firms to crack.

Meanwhile, Shearman & Sterling — which has just under 900 lawyers, including partners, and reported revenues close to \$1bn in calendar year 2022 — has been seeking a way to grow and increase its profitability, having found its existing global network brought higher costs but insufficient scale.

Both firms said they were seeking to build out stronger expertise in private equity, life sciences, and energy transition. Shearman & Sterling will have representation across global leadership positions in the merged firm.

Adam Hakki, Shearman's senior partner said the two firms "know each other extremely well and have explored things for years and years", but moved closer to serious proposals through "focused discussions in recent weeks."

Equity partners at Shearman took home \$2.48bn in average profits last year, compared with just under £2mn for partners at Allen & Overy. Both firms said their pay structures would not be difficult to knit together.

The deal is expected to be put to partners in both firms before the summer, with the aim of reaching completion within six to 12 months.

The two firms 'know each other extremely well and have explored things for years and years'

based "Magic Circle" firm and an American rival since Clifford Chance joined up with Rogers & Wells in 2000.

It is also a step forward in Allen & Overy's bid to crack the lucrative US market following the collapse of its attempt to merge with Californian firm O'Melveny & Myers four years ago, after they failed to agree on a valuation.

The tie-up follows a tumultuous period for Shearman & Sterling, which has lost several lawyers following its aborted talks with Hogan Lovells earlier this year and begun a difficult restructuring programme.

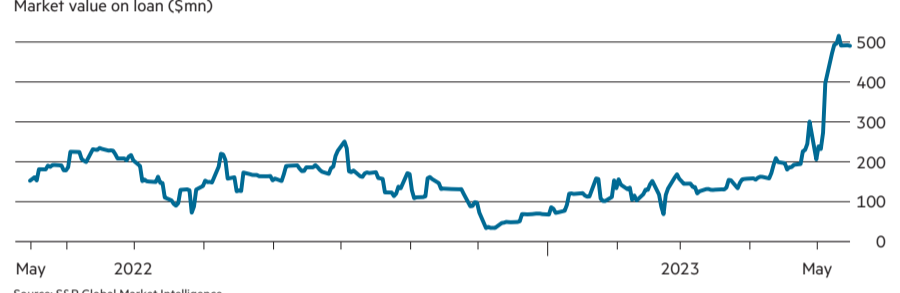
In a statement, Allen & Overy senior partner Wim Dejonghe said: "We think A&O Shearman will be a firm unlike any other in the world."

## Poll positions Bets against Greek bonds hit highest level since 2014 in run-up to election



Deciding factors: a man walks past election posters in Athens Petros Giannakouris/AP

### Hedge funds up bets against Greek government bonds



MARY MCDUGALL — LONDON

Hedge funds were increasing bets against Greek government debt as the nation headed to the polls this weekend, following a run of strong performance and the possibility of political paralysis after the election.

The total value of Greece's bonds borrowed by investors to wager on a fall in prices hit its highest level since 2014 last week at more than \$500mn, according to data from S&P Global Market Intelligence.

The sudden surge in bets against Greek debt comes as the bonds have performed better than their European counterparts this year. Last month, S&P changed its outlook for Greece from stable to positive, bringing the country to the cusp of regaining its investment-grade rating.

"Greek government bonds have outperformed their Eurozone peers for a while so the build in shorts goes against the prevailing [bullish] narrative in Greece," said Antoine Bouvet,

head of European rates strategy at ING.

The rise of Greek bonds has led to the gap or "spread" between the yields of Greece and Germany's 10-year debt — a key gauge of risk — drawing much narrower in recent months from more than 2.8 percentage points last October to around 1.5 percentage points today. Greece also fares well compared with Italy, with benchmark Greek 10-year bonds trading at a yield of 4.04 per cent, lower than a 4.3 per cent yield for Italy. Yields fall when prices rise.

Richard McGuire, head of rates strategy at Rabobank, noted that there had been only one occasion over the past decade when the spread between 10-year Greek and Italian debt had been similarly negative. The period, last summer, was short lived.

"I can see why fast money investors would be positioning themselves for the possibility of a similar reversal," he said, adding that if the ruling party was unable to form a government after the

first round of voting, that would also bring uncertainty for markets.

The total volume of short positions of Greek debt has shot up from around \$65mn at the start of the year to last week's peak of more than \$500mn, but investors note that the overall volumes remain a small proportion of total Greek debt, which stands at around €400bn, mostly held by official bodies.

During the Greek debt crisis, short positions against Greek bonds peaked at more than \$15bn.

Greece suffered years as Europe's problem child, but growth is now strong, with gross domestic product expanding 5.9 per cent last year.

Costas Milas, a professor of finance at the University of Liverpool, said hedge funds may be raising wagers against Greek debt owing to "nervousness and second thoughts" ahead of the election, but given yields were significantly lower than Italian debt, which had investment grade status, "investors are not panicking today".

## Meta in talks with start-up Magic Leap over AR deal

HANNAH MURPHY AND PATRICK MCGEE SAN FRANCISCO

Facebook's parent company is in talks to create a multiyear agreement with augmented reality (AR) start-up Magic Leap, as the social media giant continues to pour billions of dollars into its ambition to create an avatar-filled online world called the metaverse.

According to people familiar with early talks, Meta is exploring ways in which Magic Leap could provide both intellectual property licensing and contract manufacturing in North America to help it build mainstream AR products.

Magic Leap produces custom components, including high-tech lenses and associated software, which are key technologies that may be required to build a metaverse. However, people with knowledge of the talks said the partnership is not expected to yield a specific joint Meta-Magic Leap headset.

Two former employees said Magic Leap's "biggest asset" is the sophistication of its "waveguides" — technology that allows thin glass in front of the user's eyes to conjure up realistic images at different depths.

Meta declined to comment. Magic Leap would not confirm the talks, but said that partnerships were becoming a "significant line of business and growing opportunity for Magic Leap".

The Facebook parent's interest in augmented and virtual reality comes as Apple prepares to unveil its own "mixed reality" device next month, with both Big Tech groups betting that such headsets will provide a profitable new computing platform to rival mobile devices.

Meta, which has a market capitalisation of \$612bn, has faced rising investor frustration with chief executive Mark Zuckerberg's \$10bn a year investment into the metaverse project, which is likely to take years to generate profits.

The metaverse push has continued even as the company has been hit with tough macroeconomic conditions and an advertising slump, leading Zuckerberg to order restructuring and lay-offs of about 20,000 staff, as part of what he has called its "year of efficiency".

Meta's interest in working with Magic Leap also comes as Silicon Valley faces increasing pressure to lessen its reliance on China for the manufacturing of hardware, an issue that has become more relevant to the social media company as it turns its attention to VR and AR headsets as part of its metaverse vision.

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## Banks. JPMorgan

# Dimon turns tide of criticism over spending plans

### CEO heads into investor day emboldened by successes but Epstein lawsuits loom large

JOSHUA FRANKLIN — NEW YORK

This time last year Jamie Dimon was preparing for JPMorgan's investor day. It was amid a rare moment of weakness, with shareholders raising concerns over the bank's \$15bn investment plans and rebelling against his pay.

Fast forward 12 months and the longest-serving big bank chief executive on Wall Street is heading into the same event having apparently regained his mojo, buoyed by the acquisition of the remnants of First Republic and a shareholder base that is far less restive. This past week, his pay secured the backing of almost 90 per cent of investors.

Dimon has been in his element acting as Wall Street's unofficial ambassador to Washington on the recent regional banking crisis and during the debt-ceiling debate. People close to the 67-year-old, who is often said to thrive during crises, describe him as having an extra spring in his step in recent months.

Indeed the past 12 months might have been seen as one of the better periods of his almost two-decade tenure, were it not for the drip-drip of damaging revelations from two lawsuits related to the bank's relationship with the disgraced late financier Jeffrey Epstein.

Now as Dimon prepares to address shareholders at this year's investor day, he has to convince them that the bank — the biggest in the US — still has plenty of room to expand. "There's no reason for

to think the company can't continue to grow and leverage economies of scale and just continue to serve their existing customers with more products and acquire new customers," said Jason Goldberg, banking analyst at Barclays.

The bank's shares have outperformed the benchmark S&P 500 and the KBW banking index in the last year, and has emerged as one of the winners in the recent regional banking crisis. In a research note this week, Wells Fargo analysts estimated JPMorgan's market capitalisation could more than double within seven years to \$1tn, reaching a level that has been the preserve of tech and oil companies.

"They seem to have been a beneficiary of deposit inflows in the wake of the banking turmoil that occurred in March with the failures of Silicon Valley Bank and Signature Bank," said John McDonald, senior analyst covering large-cap banks at Autonomous Research.

Despite the optimism, the Epstein lawsuits loom large. Dimon is scheduled to be deposed in the case later this month. The judge handling the litigation will rule shortly whether or not one

of the plaintiffs, an alleged Epstein victim, can expand her case into a class-action lawsuit.

JPMorgan is also dealing with the fallout from its \$175mn acquisition of student financial planning start-up Frank, which the bank subsequently alleged vastly overstated its user numbers. Dimon described the deal as a "huge mistake". Frank's founder Charlie Javice was this week formally indicted on charges that she defrauded the bank, but the episode has raised questions about JPMorgan's due diligence.

Part of JPMorgan's growth has been teed up by investments that had come under fire from shareholders. This time last year, they were questioning the bank for failing to outline in more detail the rationale for spending \$15bn.

David Konrad, an analyst at Keefe, Bruyette & Woods said: "They've had the luxury of being such a strong bank for a while that they've been constantly investing in the franchise, probably more than any other bank."

Analysts now say the spending on initiatives including cloud computing, hiring and marketing is starting to result in

market share gains. "What JPMorgan has proven over this past year, is that they're generating nice returns on those investments," said Erika Najarian, banking analyst at UBS.

At the investor day, Dimon will be joined by leaders of the bank's four business divisions, who are expected to deliver presentations on corporate and investment banking, consumer and community banking, commercial banking, and asset and wealth management.

Analysts expect the presentation from consumer and community banking co-heads Marianne Lake and Jennifer Piepszak to shed further light on JPMorgan's deal for First Republic in April. The acquisition increases JPMorgan's presence in wealth management, one of the few areas where it is not a dominant operator.

Analysts are also hoping for an update on JPMorgan's digital-only international consumer bank that began operating in the UK in 2021. The bank disclosed last year that it expects to lose more than \$1bn in the next few years on the effort before breaking even by 2028.

If Dimon is still CEO by then, he would have held the job for more than 20 years. He has given no indication that he plans to step down any time soon and he stands to earn a projected \$50mn if he is still in charge by 2026. Nevertheless, investors will look to the investor day as a chance to size up potential internal candidates who could take the reins from Dimon.

"Investor day remains one of the best windows to evaluate JPM's broader management line-up," Autonomous Research analysts wrote in a note this week, "and think about who will eventually succeed Mr Dimon."



People close to Jamie Dimon, the longest-serving big bank chief executive on Wall Street, say he has had an extra spring in his step in recent months Marco Bello/Bloomberg

## COMPANIES &amp; MARKETS

# Ryanair boss targets aviation passenger record

O'Leary aims for 300mn annually, even though industry experts question whether the European market is big enough

PHILIP GEORGIADIS — DUBLIN

Ryanair chief executive Michael O'Leary has vowed to push for breakneck growth and win more market share from rivals in Europe, as he presses ahead with a goal to double passenger numbers over the next decade.

The airline's ambitious new target to fly an annual 300mn passengers by 2034 would be more than any airline has yet managed in history. Even as the company bought 300 short-haul aircraft in a \$40bn deal with Boeing earlier this month, some investors and analysts have questioned whether there are enough passengers left to carry in Europe, particularly at a time of rising climate concerns.

O'Leary agreed that the airline would moderate its growth rate into the single digits of around 4-5 per cent a year, but said this was enough to hit its forecasts. He said there was still plenty of room to steal market share from rivals in western Europe, as well as stimulate demand in new markets in central and eastern Europe.

"I think the thesis that there's no more growth in Europe, [and that] Europe is completely tapped out is wrong," he told the Financial Times. "As long as we don't do something stupid — which is a daily challenge in this industry — we will continue to wipe the floor with every other airline in Europe."

Ryanair has been European aviation's post-pandemic winner, moving into new markets as financially weaker rivals have retrenched. It expects to carry a record 168mn passengers in the year to the end of March, 13 per cent higher than before Covid.

The carrier is already the largest in Europe by passengers, and Alex Irving, an analyst at Bernstein, sees a different growth trajectory. He pictures the airline's growth inevitably slowing as the industry stabilises following the pandemic. Its home market of western Europe was "essentially fully penetrated", he said.

"Double-digit, and even high single-digit growth rates, were sustainable while it was smaller, but as a near-600 plane airline, it cannot maintain these rates without spoiling yields," he added.

Irving instead expects Ryanair to pivot from concentrating on high growth to returning cash to shareholders, and estimates payouts of €2bn per year in the near future.

But O'Leary is unmoved by doubts over whether it can find all those extra passengers in an already mature market, particularly at a time when policymakers are raising carbon taxes on flying. Speaking in Ryanair's offices near Dublin airport, O'Leary boiled the business model down to three words: "lowest cost wins".

Analysts agree that no European airline other than Hungarian carrier Wizz Air comes close to matching Ryanair's cost base after the Irish airline spent decades stripping costs and passing the benefit on to consumers through lower fares.

It uses a single fleet of aircraft to keep maintenance costs low, keeps a regular flow of new, more efficient planes to lower fuel consumption. It targets quick turnarounds at generally cheap airports to sweat its assets to the maximum.

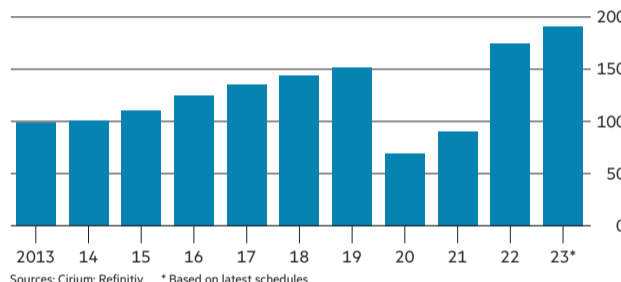
The obsessive focus on low costs and subsequent "no frills" experience has left Ryanair with a reputation. UK consumer group Which? said Ryanair "regularly sits at the bottom" of its table



Plane talking: Michael O'Leary believes the low-cost carrier can steal market share from European rivals to hit his ambitious target by 2034 — Mark Duggan/FT

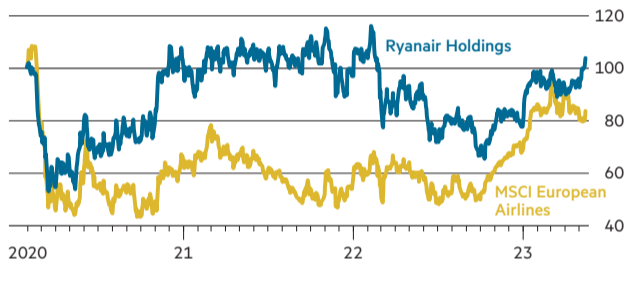
## Ryanair has added nearly 40mn seats to its annual capacity compared with 2019

Annual seat capacity (mn)



## The airline's recovery from the pandemic has been stronger than its peers

Share price and index rebased (Feb 1 2020=100)



ranking UK airlines, and only escaped "last place this year through the horrendous experience offered by Wizz Air".

But passengers have kept coming, attracted by low fares and its recent record of reliability. Ryanair did not sack staff during the pandemic, cutting their pay temporarily instead, and did not suffer from the disruption that blighted the rest of the industry last summer.

At about €16, the airline's shares have returned to their pre-pandemic levels but have easily outstripped rivals since the start of the crisis in 2020.

Chris Davies, an investment manager at Baillie Gifford, which is the third-largest investor in Ryanair, said the airline was "strategically remarkably consistent", adding: "They haven't really deviated very much from the core premise of bringing the unit costs down, bringing airfares down and taking market share."

Many within the industry agree and airlines are riding high off a remarkable

**'As long as we don't do something stupid we will wipe the floor with every other airline in Europe'**

bounceback in demand for travel.

Olivier Jankovec, head of airport industry body ACI Europe, said the shape of the pandemic recovery suited short-haul airlines such as Ryanair, as leisure travellers had returned in higher numbers than business people.

He said Ryanair now wielded "a lot of market power", including demanding airports offer major discounts on landing fees as it rebuilt its routes following the pandemic.

"The impact is that it puts airports in competition with each other like never before... I don't think it is good for the market or consumer," he said.

Prices have risen sharply over the past year as passenger demand for flying has returned, outstripping inflation, and O'Leary himself is among a clutch of senior industry executives to forecast the end of the super-cheap air fare.

One senior aviation executive said current industry forecasts for passenger numbers were based on old models that assumed that ever cheaper fares would drive growth.

Instead, the executive said structurally higher air fares could erode demand for flying, adding: "The truth is no one really knows now. We are in an entirely different world where air fares are rising. No one really knows what this means for demand."

## Football

# Napoli boss calls for matches to be streamed

AMY KAZMIN — ROME  
JOSH NOBLE — LONDON

The owner of Italy's top football team has called for the league to ditch its traditional broadcast model and deliver matches straight to consumers, warning that piracy and waning interest threaten the future of the sport.

Aurelio De Laurentiis, president of recently crowned Italian champions Napoli, said Serie A should take control of broadcast production of live matches, which the league could then stream via established platforms such as Netflix and Amazon Prime.

The Napoli owner said he had first made this proposal to the Serie A teams two years ago as part of a wider project to reinvigorate Italian football and put it on a more sustainable financial footing.

"You put together Amazon, Apple, Netflix, Paramount Plus, Discovery HBO and you put it altogether, and you say, Serie A will produce itself the Serie A matches, and we'll use those platforms as a physical distributor for our games to make a direct bridge from the league of Serie A and the supporters," De Laurentiis told the Financial Times.

Rights holders across the world of sport are examining whether to offer live matches direct to consumers due to concerns that the longstanding model of big ticket, multiyear deals with pay-TV companies is under threat.

Spain's La Liga now offers a subscription service to UK viewers on Amazon Prime, enabling fans to watch games produced in-house by the league. Germany's Bundesliga is in talks with private equity firms over a potential investment that could result in a new direct to consumer streaming platform. During the Qatar World Cup last year,



Champions: Napoli players celebrate their victory in Italy's Serie A league

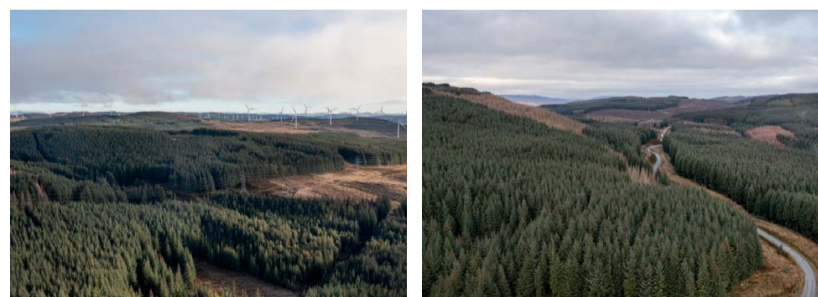
Fifa offered matches free to fans in Brazil via its Fifa+ streaming platform.

Many in Italian football see a pressing need to catch up with rival leagues. Serie A was the sport's pre-eminent club competition in the 1990s, but it has since endured years of decline due to underinvestment and scandal.

This season Serie A earned €1.2bn from its combined domestic and international broadcast rights, according to Enders Analysis, compared to €2.1bn for Spain's La Liga and €3.8bn for the English Premier League.

Serie A, the Premier League and Ligue 1 are all due to put their domestic broadcast rights out to tender later this year. Following a recent change to Italian law, Serie A will be able to auction its media rights for five years instead of the previous three. League executives have already floated the idea of raising capital from banks or private equity firms to build a direct-to-consumer platform.

De Laurentiis warned that piracy was eroding demand for sports subscriptions. In 2015, Italy had 4.3mn subscribers for pay-TV channels to watch Serie A, but today that number had dropped to just 1.9mn, due to piracy, he said.



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MARKET DATA

WORLD MARKETS AT A GLANCE

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Change during previous day's trading (%)



Stock Market movements over last 30 days, with the FTSE All-World in the same currency as a comparison

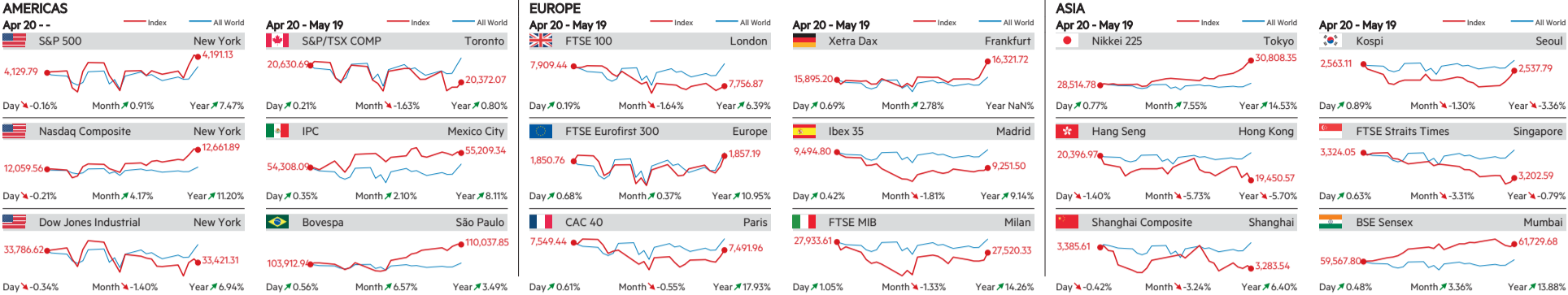


Table of stock market indices and their performance metrics across various countries including Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Colombia, Croatia, and others.

STOCK MARKET: BIGGEST MOVERS

Table listing the biggest movers in the stock market, categorized by region (Americas, London, Tokyo) and industry sectors (Winners, Losers).

UK MARKET WINNERS AND LOSERS

Table listing UK market winners and losers, including companies like Ashland, Baxi, and others.

CURRENCIES

Table showing currency exchange rates for Dollar, Euro, Pound, and other major currencies.

FTSE ACTUARIES SHARE INDICES

Table of FTSE Actuaries Share Indices, including FTSE 100, FTSE 250, FTSE 500, and various industry-specific indices.

FT 30 INDEX

Table of FT 30 Index components and their performance metrics.

FT WILSHIRE 500 INDEX SERIES

Table of FT Wilshire 500 Index series, showing performance across different sectors and time periods.

FTSE SECTORS: LEADERS & LAGGARS

Table of FTSE sectors, identifying leaders and laggards in various industry groups.

FTSE GLOBAL EQUITY INDEX SERIES

Table of FTSE Global Equity Index series, covering international markets and sectors.

FTSE 100 SUMMARY

Table summarizing FTSE 100 components, including company names and their market values.

UK STOCK MARKET TRADING DATA

Table of UK stock market trading data, including turnover, bargains, and market statistics.

UK RIGHTS OFFERS

Table of UK rights offers, listing companies and the details of their rights issues.

UK COMPANY RESULTS

Table of UK company results, showing financial performance for various firms.

UK FINANCIAL ISSUES

Table of UK financial issues, including company news and financial events.

Data provided by Morningstar

Additional text regarding data sources and disclaimers for Morningstar data.











**Getting back on track**  
America's ramshackle railways are in need of a regulatory overhaul  
OREN CASS, OPINION

**Life in the age of mass lay-offs**



**Pilita Clark**  
Business Life

When Arthi Raghu was suddenly laid off from her sales development job the other week, she went straight on to LinkedIn to write a guide to surviving the first crushing 48 hours of losing your job. So far so normal, except for one thing: the company laying off Raghu — and more than 700 of her colleagues — was LinkedIn.

As one of the thousands of people who saw her story wrote, being laid off from LinkedIn and posting about it on LinkedIn was “sort of a boss move”.

I guess it was, but her case is just one in a sickening wave of mass lay-offs that has been ripping through industries. Tech companies alone have cut 194,000 jobs so far this year by one estimate — more than in all of 2022.

This raises two big questions: how are these losses shaping the workforce of the future and what are the odds that being made jobless has any remotely plausible upside?

There is of course plenty of evidence that the human toll of being laid off can be dire. The research shows it can increase the chances of illness and even suicide, while those spared the axe often face more work with less help,

plus the anxiety of wondering if their head will be next.

But what if lay-offs have become such a standard business practice that they are changing the nature of the workforce? That is what academics at the University of Wisconsin suggested in a 2015 paper that raised what they called the “new, and rather ominous, concern” of a more quit-friendly workforce.

“Our study suggests, all else equal, that commonplace lay-offs may be contributing to a vast population of employees who are less likely to remain with their subsequent employers,” they said.

In other words, getting rid of hundreds of people at once might offer short term cost-savings for an individual company but wider problems for others trying to hang on to flightier staff. That finding chimes with the work of others such as

**“What if they have become such a standard business practice that they are changing the nature of the workforce?”**

Stanford Graduate School of Business professor Jeffrey Pfeffer. He has written extensively about evidence showing lay-offs are toxic for workers and not necessarily good for business because they often do not cut costs, raise share prices or boost productivity.

Yet lay-offs persist, which is why it is mildly heartening to see signs that for some workers, suddenly losing your job or suffering other bad luck at work might not be the disaster one might think. This is what researchers at France's Audencia business school found when they recently asked nearly 700 managers who had studied at an elite business school how chance had affected their careers.

Academics tend not to study luck's role in career paths, but the French scholars found the careers of most of the managers they surveyed had been strongly affected by some sort of chance event. This had mostly been positive. One person bumped into their CEO and showed off work that led to a promotion. Another had chatted to a neighbour in her stairwell whose niece offered invaluable career advice.

But a significant share had also suffered rotten luck — a toxic new manager or a job loss due to

restructuring, downsizing or a business closure. Unexpectedly, more than 70 per cent of the unfortunate said the blow had led to a positive outcome.

A man fired from a prestigious finance job in London during the financial crisis took a more lowly job in leafy Aix-en-Provence where he was promoted to a bigger role and a salary “I would never have hoped for in London”.

A woman whose firm suddenly closed decided to switch gears and passed a national exam that opened up a raft of new opportunities.

Research co-author Professor Christine Naschberger cautions that this study is based on a select group of highly qualified managers, and others might find it harder to find a new job — especially older workers.

Still, for those suddenly thrust into the ranks of the redundant, it is worth remembering two things: it is harder than ever to manage a career today but an unexpected reversal at work may not be a permanent disaster.

As Naschberger says: “A career is not always linear, things can turn out differently.”

pilita.clark@ft.com

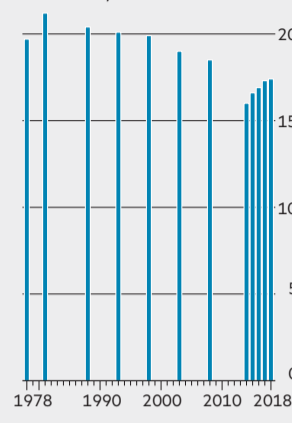


Kenneth Andersson

**Lex.**

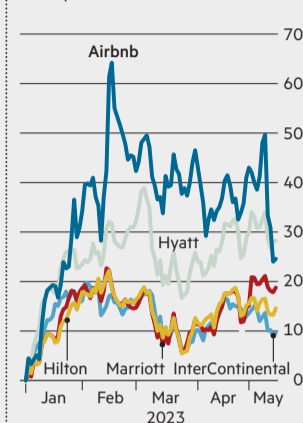
**Workcations: step into my beach**

**Taking time off**  
Vacation days used



Source: US Travel Association

**Checking into hotel stocks**  
Share prices (rebased)



Source: S&P Capital IQ

Americans are notoriously bad at taking time off. Could the “workcation” — a trip where some time is spent working — help change that? US travel companies are hopeful it might.

This will be the first year for three years when the upcoming Memorial day holiday will kick off America's so-called driving season without the deterrent of a pandemic.

Before coronavirus broke out, workers in the US took an average of 17.4 vacation days, according to the US Travel Association. The US is the only OECD country that has no paid vacation mandated by national government. The EU, on the other hand, requires at least 20 vacation days for all employees. Workers in the UK are guaranteed 28.

Moreover, nearly half of US workers who have paid time off report not using all of it, according to the Pew Research Center. Workcations are a compromise popularised by the rise of hybrid work. Employers allow staff to stay away from offices for longer than allotted vacation days would allow.

The downside is that workplace worries invade at least one part of a worker's trip away. They must also show they are cutting no corners to maximise leisure time. About one in

four travellers reported their intention to work while on their longest trip of the holiday season, according to findings from a Deloitte survey.

Workcations will be good news for leisure stocks if uptake is high enough. In the US, occupancy rates are nearing pre-pandemic levels, according to the American Hotel and Lodging Association. It predicts 63.8 per cent of the country's hotel rooms will be occupied this year, up from 43.9 per cent in 2020 and close to 65.9 per cent in 2019.

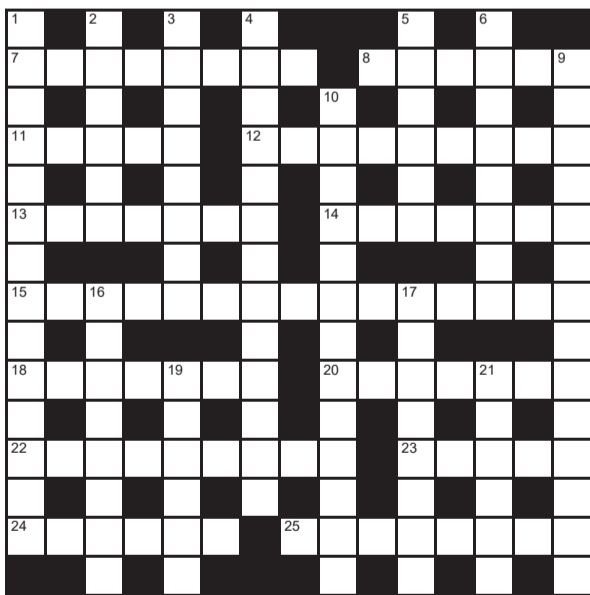
Shares in big hotel groups such as Hilton Hotels, Marriott International, InterContinental and the Hyatt have gained 15-28 per cent so far this year. Those for Airbnb, the home rental platform, are up 25 per cent despite a sharp sell-off this month after it warned that the pace of growth would slow in the second quarter. But valuations remain below pre-pandemic levels.

Business travel may never return to pre-pandemic levels. Workcations should help soak up some spare capacity in the travel industry. If they persist, it would be another sign that flexible working is here to stay. That requires trust on both sides — if staff produce slipshod work in their hurry to go sightseeing, all bets will be off.

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**ACROSS**

- 7 Flatterer to join you in the future, we're told (8)
- 8 Convincing firm fellow (6)
- 11 Plant in the morning removed from across the pond (5)
- 12 This compiler in noon trip served wine (5,4)
- 13 Having uncovered keys, behold den opening (7)
- 14 Draw conclusions about back giving you hell (7)
- 15 They fix last of bust sirens having received foreigner's cash (15)
- 18 Group by a hill to the west turns round (7)
- 20 One wading quietly by lake bitten by snake (7)
- 22 I'm going to gossip after Romeo's knocked out by husband showing bad temper (3,6)
- 23 Period in charge of old characters (5)
- 24 Sample duck taken from kitchen appliance (6)
- 25 Barrier code, task to crack (8)

**DOWN**

- 1 Low drawer? (8,6)
- 2 Regularly encountered faults in French article that's no good (6)
- 3 Excavation made by feline on a search (8)
- 4 Understanding him once person translated (13)
- 5 Quite partial to caramels or toffees (4,2)
- 6 Access two overlapping outdoor leisure areas (8)
- 9 Panicky figure admits wrongdoings with con (6-8)
- 10 Cheerful one, new, announced welcome drinks (2,4,7)
- 16 Covering area, suspect locusts dominate (8)
- 17 Ability to speak about case in biased university shows persistence (8)
- 19 Time Out journalist praised (6)
- 21 Carriage left with content of haul (6)

**JOTTER PAD**

Solution 17,419



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## FEATURES

The  
Henry Mance  
Interview

# ‘Shareholders have all the power. It doesn’t have to be that way’

DANIEL CHANDLER

The economist and author of ‘Free and Equal’ argues that workplace democracy is as important as money in achieving shared prosperity



Charlie Bibby/FT

Who runs companies? After trying in vain to get employees back to the office since the pandemic eased, many executives feel the answer is: not them. Today’s bosses grumble they have to bend to staff demands to embrace flexible working, to stand up for liberal values, to make allowances for mental health and personal circumstances. Millennials and Gen Z expect nothing less.

But for Daniel Chandler, these stories – usually from well-paid, white-collar settings – are misleading. The power in most British workplaces lies almost wholly at the top. In Germany, France and elsewhere, many employees have a formal say in how their employers operate. But in the UK, the idea is outlandish. Workers do not have seats on boards, they do not have “works councils” to influence day-to-day conditions, they don’t even realise such things are possible.

In his new book, *Free and Equal*, Chandler, a 37-year-old doctoral student at the London School of Economics, argues the workplace, for many, “is a sphere of subservience and powerlessness quite unlike any other domain of life in modern democratic society”. Most British companies are “benevolent dictatorships”, but quite a few forgo the benevolent part – workers fear wrongful dismissal and victimisation and feel chronically anxious.

Chandler wants to kick-start a debate about power within businesses. In *Free and Equal*, he seeks to reinvent liberalism – recently tarred by left and right as outdated and naive – as a relevant, radical doctrine. The book comes with endorsements from economists Thomas Piketty, Amartya Sen and Sir

‘For a lot of people, there’s an absence of meaning and fulfilment that could come from work’

Angus Deaton. It comes alive with its proposals for workplace democracy.

“Our political debate has become very focused on the distribution of money as the key to fairness and justice. [There’s a] neglect of other questions like the connection of work to dignity, meaning, self-respect . . . For a lot of people, there’s the absence of opportunities for meaning and fulfilment that could come from work. Then there’s the presence of genuinely bad working conditions.”

Sharing power in the workplace would benefit not just workers, but companies and democracy itself. “Part of the success of rightwing populist movements is that they speak to a desire for respect and dignity.” If liberals can empower low-skilled workers in their daily lives, perhaps they can woo them away from the populists.

The son of a theatre agent and an actor, Chandler was studying history at Cambridge university when he first read the political philosopher John Rawls’s 1971 classic *A Theory of Justice*. Rawls posits that, if people didn’t know where in society they stood, they would agree to two principles. One, that individual freedoms should be respected. Two, that social and economic inequalities should be managed in a way to give most benefit to those at the bottom.

Rawls gripped academia, but not poli-

tics. His principles were seen as too abstract or as defences of the capitalist status quo. As Chandler worked in policy jobs, including at the UK’s Institute for Fiscal Studies, he felt too much discussion was simply tinkering. He began a PhD, revisited Rawls and became convinced the American philosopher’s radicalism had been underestimated. “The standard assumption is that he was just providing a justification for the welfare state. That really wasn’t what Rawls said in his later work.”

In *Free and Equal*, Chandler uses Rawlsian principles to disentangle modern-day political debates. This includes tilting the balance towards free speech (not hate speech laws), limiting big-money donations to political parties (and filling the gap with state funding), and backing a universal basic income (even though Rawls himself was sceptical). He also applies Rawls’s second principle – that power inequalities should be managed to benefit those at the bottom – to workplace hierarchies.

“The way we distribute power in companies needs to be justified,” says Chandler. “Shareholders have all the power. It doesn’t have to be that way.” It would be one thing if minimising workers’ power had real economic benefits. But having workers on boards, for example, does not appear to have hit German companies’ profits or longevity. It has actually increased their productivity and investment. “The costs for companies are likely to be small, and as likely to be positive as they are negative.”

What’s the prize? Putting workers on boards should ease the flow of information within a company, and give workers a greater feeling of ownership. Chandler cites studies suggesting that Germany’s “co-management” approach meant businesses were less likely to fire workers during the 2008-2009 recession, finding alternative paths to cut costs. Counter-intuitively, co-management does not have large effects on wages.

But Chandler argues empowered workers could negotiate flexible working arrangements and changes to how their jobs are organised. He cites the example of Suma, a whole foods co-operative, as an outlier where employees rotate positions “from truck driving or cooking to accounts”. (Co-operatives have a key place in his desire to shake up capitalism: he wants employees to have the right to initiate buyouts, perhaps with subsidised loans.)

How far could UK companies change? Chandler’s proposal is that all UK businesses should ultimately have to allocate half of the seats on their board to worker representatives. This would be subject to a size threshold, so as not to deter entrepreneurs. Employees would also have the right to establish a works council. “It would lead to a more co-operative relationship between workers and employers.”

This would be “a maximal version of the German model”. It would be introduced gradually. German workplace democracy operates in the context of wage bargaining: because pay matters are decided partly at a sector-wide level, company-level discussions can focus on less contentious matters. The UK should “probably” introduce sector-wide bargaining before workplace democracy, says Chandler. “I don’t think it would be sensible to jump from where we are now to giving workers half of the seats on every board.”

The UK has toyed with empowering

workers. David Cameron’s government talked up worker-owned businesses, such as the John Lewis Partnership. Theresa May promised to put workers on boards, until then chancellor Philip Hammond stymied her. In 2018, the Corporate Governance Code was modestly updated to say companies should appoint an employee director, establish a workforce advisory panel, designate a non-executive director, or explain why they hadn’t done any of these.

Only a few companies, such as Capita, have appointed even one employee director. “I don’t think we should be leaving it to the goodwill of enlightened employers to bestow this upon their workers,” says Chandler, who adds that May failed to “make these ideas exciting to people”.

But if workplace democracy is the answer, why are so few employees interested in mechanisms that they have, such as trade unions? Chandler blames the perception that unions have little power. “A majority of workers would like more influence at work,” he says.

There are other doubts. How do companies with global workforces implement staff representation? How does it fit with regulators’ demands that boards in certain industries have more expertise? And, if workers have more influence, shareholders have less flexibility.

‘I don’t think it’s sensible to jump from where we are now to giving workers half of the seats on boards’

The London Stock Exchange is already losing out to the US: would limiting shareholder power not accentuate the problem?

One of the world’s largest co-operatives, Spain’s Mondragon, has excluded overseas employees from workplace representation. To address that, Chandler favours laws that cap the hiring of workers without ownership stakes. He supports laws that limit the temptation to share the spoils unsustainably among workers and encourage co-operatives to invest more for the long term.

*Free and Equal* adds to the Brexit-fuelled bandwagon of those who argue that the UK should look to continental social democracy. But France and Germany are not immune to populism or labour unrest. Germany’s co-management model, for example, came under scrutiny with the Volkswagen diesel scandal. When pressed, Chandler recognises he isn’t an expert on either country. He suggests their models are “incomplete”, but they have nonetheless avoided US levels of inequality.

The potential attraction of Chandler’s ideas is that they come at a time when the left arguably lacks a vision. Like centre-left writers such as Anthony Giddens and Will Hutton in the 1990s, he mixes boldness and pragmatism.

His ideas are an alternative to nationalisation, the route favoured by the former Labour party leader Jeremy Corbyn. “The traditional socialist model of public ownership is not a solution, because it just transfers power from one small group of owners to a small group of bureaucrats. The state can’t go in and redesign jobs, because it just doesn’t know enough about how individual companies work or what workers want.”

Chandler – talkative but not hectoring – recognises concern about immigration, and unlike much of the left, does not want to scrap university tuition fees.

His bolder proposals include addressing the climate and nature crises, even if this requires a “reduction in our material standard of living”, and abolishing private schools. Embracing his various spending commitments would, he guesstimates, take taxes up to 45-50 per

cent of gross domestic product (from 37 per cent now).

How far is Sir Keir Starmer’s Labour party from Chandler’s blueprint? “Intellectually, not hugely far. But in terms of policy they’re quite far away at the moment.” Chandler insists his book, with its calls for a UBI and workplace democracy, is not “a blueprint for the next election” but a long-term project.

It’s easy to be seduced by Chandler’s talk of dignity at work; it’s harder to

imagine how such a thing would be measured. At the time we meet, many workers have more concrete worries. Some are striking for higher pay, many are anxious generative artificial intelligence will take their jobs. Chandler insists the effects of AI could be better handled if, in addition to regulation, companies were co-managed. As for the strikes, they “reflect how far we’ve fallen away from that ideal of shared prosperity”.

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## ARTS

# Venice broadens its horizons to reach Africa

*This year's Architecture Biennale is centred on the continent, featuring work by a diverse array of practitioners, writes Edwin Heathcote*

There is a lot of earth at the Venice Architecture Biennale. Heaps of soil, hardened mud floors, ground that has been polished into screens for projections, earth built up into walls and surfaces, clay made into bricks and blocks, the terracotta tones of tiles, piles and leaching dirt. It is a stark contrast to the self-indulgent conceptual models, visionary urban plans and conceptual simulacra of perfectly projected architectures which have defined the Biennale for more than four decades. In fact, buildings barely feature in what is, perhaps, the most radical shift in the Biennale's history.

It has been curated by Lesley Lokko, a Ghanaian-Scottish architect, novelist and educator who has mobilised her expansive network of friends and collaborators (one Nigerian architect I spoke to said he could not refuse her invitation because "she is our matriarch") to produce a show centred on Africa, "decolonisation and decarbonisation", and which touches on the big issues of land: rights, ownership, extraction, agriculture and displacement. Hence, I guess, all that earth. The result is a show that is brave, necessary, uneven, occasionally strange, occasionally baffling, at times stimulating and at others elusive.

Africa is, Lokko suggests, the world's youngest continent and this is, without doubt, the youngest ever Biennale. Where once its halls were stalked by starchitects and the profession's established figures in a clear hierarchy of academic or cult success, here we have instead a diverse array of practitioners including many people from Africa and its diaspora who have barely begun to define their careers, let alone build



Main: timber structure on the docks by David Adjaye, for reflection and events. Above: Biennale curator Lesley Lokko — *Andrea Avezzi*

substantial work. It is a long-needed recalibration.

In the Central Pavilion, for instance, there is the joyful Afrofuturism of Brooklyn-based architect and artist Olalekan Jeyifous imagining a retro-sci-fi airport in a jungle paradise of Afro-ecotourism shot through with 1970s glamour. There is Diébédo Francis Kéré's loving paean to handwritten shop signs in his native Burkina Faso, a calming sound installation by South African Sumayya Vally and photographer James Morris's powerful shots of traditional mud structures looking strikingly contemporary and strange. Though when you get to Ghanaian artist Ibrahim Mahama's engrossing installation using bits of salvaged and reused interiors reassembled into "Parliament of Ghosts" (itself recycled from the Whitworth in Manchester from 2019), you understand that artists

are so much better at this kind of installation than architects.

The one architect here to present a battery of buildings is David Adjaye (another Ghanaian-British architect), who finds himself exalted to near cult status, his room a dark shrine of spotlight models of African megastructures. His work appears again in a black wood temple on the docks and in a model of the vast new proposed Kiran Nadar Museum of Art in New Delhi.

But what might be seen as an optimistic vision of an African future might also be accused of naivety. Africa, here designated a "Laboratory of the Future", has its potential richly represented, but some brutal realities are less present: the massive Chinese construction projects which will leave countries in debt for generations, the civil wars and corruption, the mass migrations and the informal settlements in so many of its cities. This is deliberate and understandable on Lokko's part but it also diminishes the responsibility of architects to address these issues.

Moving into the Arsenale and the Corderie, the ancient, attenuated ropemaking halls, Lokko has left a lot more space than is usual and the building itself, decaying, its walls a tapestry of traces of repairs and reuse, is much more present, much more tangible, a wonderful metaphor for neglect, adaptation and potential.

That Venice was a place of global exchange and long a city with a black population crops up occasionally, along with explorations of slavery and the black body as a resource extracted by colonialists. The exhibits here become more diverse and diffuse, embracing other histories — and futures.

Forensic Architecture's excavation in the floor reveals a projection (on earth, of course) of the relatively recent discovery of Nebelivka, a large settlement in present-day Ukraine dating back 6,000 years which posits a different kind of city that we might have had, more dispersed, less hierarchical. Beside that is Liam Young's hyper-real sci-fi animation of fearsome, speculative



Kéré Architecture's clay-walled 'Counteract' — *Matteo de Mayda*

megastructures for extracting carbon in a stormy, steamy world ruined by climate change, viaducts of massive turboprops, sinister machines for a near future.

The V&A's installation on Tropical Modernism, initially a European colonial project but one adopted and adapted by African nations, notably in post-independence Ghana by the Nkrumah government (Ghana is big here), is intriguing but it would have been interesting to see the eastern European equivalent in which the Soviets funded massive programmes of education and construction. The Russian pavilion remains shuttered.

The national pavilions have been largely well-behaved, sticking to Lokko's themes, examining extraction, climate, land rights and the cultures of first nations. The Nordics have inhabited their exquisitely beautiful Modernist pavilion (by Sverre Fehn from 1962) with a colourful and aromatic array of nomadic artefacts of the Sámi people, from reindeer skins to woodwork and tree bark, with earth and shards of pottery scattered across the usually impeccable concrete floor.

The US has an installation on the longevity of plastics; outside, there are garish sculptures created from barrels and buckets, creating a rather beautiful landscape of waste. Elsewhere the Uzbekistan pavilion is a paean to the disappearing blue-glazed bricks that were once a mainstay of its architecture, set into a labyrinth of brick walls in one of the Biennale's most impressive spaces at the back of the Arsenale. It was wonderful too to see Nigerian Demas Nwoko win the Golden Lion for Lifetime Achievement, thoroughly deserved for a rich career in architecture and art.

Lokko's Biennale represents not only a geographical but a radical generational shift. I heard many complaints about the scarcity of buildings on show. But this is an expression of the desires of another generation and another continent and it is vivid, vital and timely. The gap between Lokko's generous enthusiasm and the architectural establishment's apathy is a sign of a huge schism opening up in the culture and the profession, the biggest split in three decades of Biennales. That many of the African participants were refused visas for the opening is the perfect testament to how necessary this readjustment is.

Lokko's intent to open up the culture to other forms of expression, architecture by other means, what she calls

This Biennale represents not only a geographical but a radical generational shift

"building knowledge" (rather than knowledge of building) is a serious stab at decolonising the culture of architecture and she is fully aware that she will face criticism. The questions, as ever, are about whether this is architecture.

The shift towards the tropes, politics and concerns of the art world have been apparent in architecture for a long time. But art is different. It can reflect and ask questions without the need to propose solutions. This is a huge cultural shift, provocative and essential, but in architecture the question is whether questions will be enough.

To November 26, [labiennale.org](http://labiennale.org)



Olalekan Jeyifous's imagined Afrofuturist airport — *Matteo de Mayda*

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## 'How masculine are you feeling today?'

### PODCASTS

Fiona Sturges



The transformation of Rylan Clark from TV talent-show also-ran to beloved broadcaster has been one of the more unexpected developments of recent times. Reality TV devotees may recall Rylan — who, like Kylie and Beyoncé, is now known by his first name — as the spray-tanned contestant who sobbed theatrically on *The X Factor* on learning he had made it to the next round of auditions (he was later voted off). A stint on *Celebrity Big Brother* followed, since when he has been a fixture on radio and TV. In that time a new Rylan has emerged: big-hearted, funny, with a clear awareness of the absurdity of the showbiz world he now inhabits.

Rylan currently presents a weekend show on BBC Radio 2, a job which is all about amiable small talk. On this basis, I wasn't sure that his new BBC podcast, *Rylan: How to Be a Man*, in which he interviews famous people about modern masculinity, would have the required gravitas. I was wrong. His

interviewees include boxer Amir Khan, model David Gandy, comedian Phil Wang, interior designer Laurence Llewelyn-Bowen, gay footballer Jake Daniels and ex-Marine and Paralympian Mark Ormrod.

It is a curse among celebrity podcasts that, at the start of a show, host and guest shower each other in compliments and reminisce about when they last met. Rylan, however, doesn't mess about. Three minutes into his interview with Khan, he asks: "What is it like going to work knowing you are going to punch someone in the face, repeatedly, until you win?" The answer, which I won't spoil here,

seems to take even Khan by surprise.

Rylan's opening question is the same for all: "How masculine are you feeling today?" This might sound glib, but the responses are as varied as they are fascinating and lead to reflections on such topics as fathers, sons, role models, fashion, class, porn and male genitalia.

Llewelyn-Bowen delivers a remarkable lesson in the history of masculinity, calling it a "moveable concept" that became unusually fixed in the 20th century — "which is why people [such as David Bowie] wanted to react against it".

Ormrod reveals how he re-evaluated his definition of masculinity after losing both legs and an arm when he stepped on an explosive device in Afghanistan: "It's not about bravado and being outwardly macho. It's about developing yourself, being resilient, creating your own inner strength and power."

It's a reflection of the smart choice of guests and Rylan's skill as an interviewer that each of these short episodes (roughly 30 minutes each) digs deep and ends up where you don't expect. As host, Rylan is refreshingly direct, listens carefully and instinctively knows when to let a person speak and when to press them with a simple: "Why?" Note to other celebrity podcasters: this is how it's done.



Rylan Clark presents the new podcast series 'How to Be a Man'

[bbc.co.uk](http://bbc.co.uk)



## FT BIG READ. ARTIFICIAL INTELLIGENCE

Schools and universities are adapting their methods as software like ChatGPT encroaches on the classroom, but how far can they go without undermining the fundamentals of learning?

By Bethan Staton and Madhumita Murgia

When Lauren started researching the British designer Yinka Ilori for a school project this year, she was able to consult her new study pal: artificial intelligence.

After an hour of scouring Google for information, the 16-year-old pupil asked an AI tool called ChatGPT, in which you input a question and get a generated answer, to write a paragraph about Ilori. It replied with fascinating details about the artist's life that were new and — she later confirmed — factually correct.

"Some of the things it brought up I hadn't found anywhere online," says Lauren, a pupil at Wimbledon High School, a private girl's school in south London. "It was able to give me information that wasn't widely available, and a different perspective."

Since ChatGPT — a powerful, freely available AI software capable of writing sophisticated responses to prompts — arrived on the scene last year, it has prompted intense speculation about the long-term repercussions on a host of industries and activities.

But nowhere has the impact been felt more immediately than in education. Overnight, rather than labour through exercises designed to develop and assess learning, students could simply instruct a computer to compose essays or answer maths questions and pass the results off as their own.

As a result, schools and universities have been forced into a fundamental rethink of how they conduct both tuition and academic testing.

Worries about AI-based plagiarism have pushed a number of institutions to opt for an outright ban of bots such as ChatGPT. But enforcing this is difficult, because detecting when the technology has been used is so far unreliable.

Given how pervasive the technology already is, some educators are instead moving in the opposite direction and experimenting with ways to use generative AI to enhance their lessons.

Many students are keen for them to take this approach. For Lauren and her friends, months of playing around with ChatGPT have convinced them there is more to be gained from generative AI than simply cheating. And with the technology threatening to become a permanent communication tool in everyday lives, they are anxious to be prepared for the turbulence to come.

But these experiments raise the question of whether it is possible to open the door to AI in education without undercutting the most important features of human learning — and what it means to be numerate and literate.

"We don't yet understand what generative AI is going to do to our world," says Conrad Wolfram, the European co-founder of AI-driven research platform Wolfram, who has long pushed for an overhaul of the way maths is taught. "So it's hard to work out yet how it should affect the content of education."

### AI enters the chat

When ChatGPT was launched by San Francisco-based tech company OpenAI in November 2022, the 300-odd-person team, backed by Microsoft, was expecting it to be a small-scale experiment that would help them build better AI systems in the future. What happened next left them stunned.

Within weeks, ChatGPT, a tool based on software known as a large language model, was being used by more than 100mn people globally. Now, it is being tested inside law firms, management consultancies, news publishers, financial institutions, governments and schools, for mental health therapy and legal advice, to write code, essays and contracts, summarise complex documents and run online businesses.

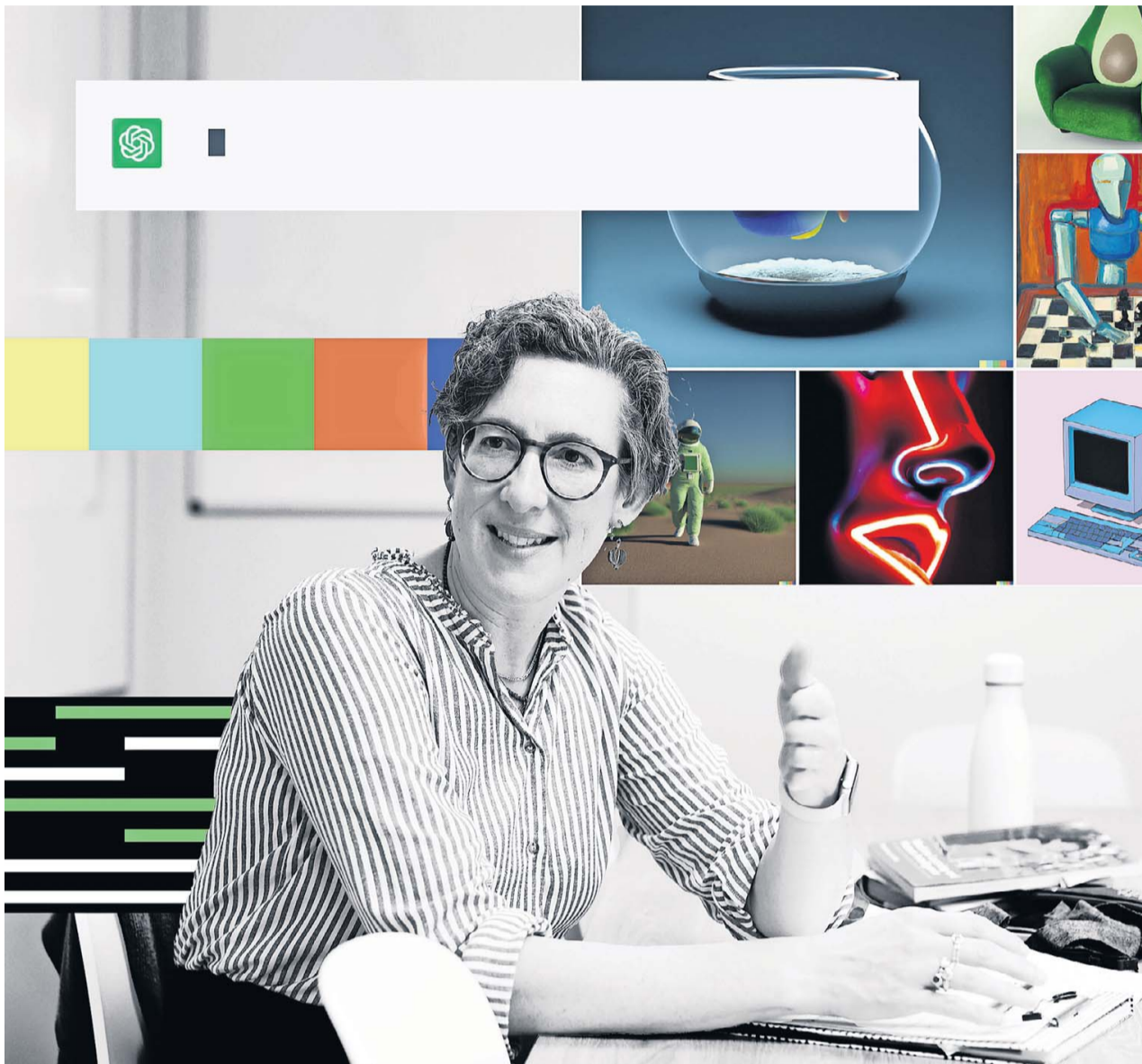
For lecturers at the University of Cambridge, the timing of ChatGPT's launch — as students headed home for Christmas holidays — was convenient. "We were able to take stock," says Professor Bhaskar Vira, the university's pro-vice-chancellor for education.

By the time students returned, the university had decided a ban would be futile. "We understood it wasn't feasible," Vira says. Instead, the university sought to establish fair use guidelines. "We need to have boundaries so they have a very clear idea of what is permitted and not permitted."

Their assessment was correct. A survey by Cambridge student newspaper Varsity last month found almost half of all students have used ChatGPT to complete their studies. One-fifth used it in work that contributed to their degree and 7 per cent plan to use it in exams.

Ayushman Nath, a 19-year-old engineering student at Cambridge's Churchill College, discovered ChatGPT on TikTok. At first, people were posting funny videos of the chatbot telling jokes, but then slowly there was a shift.

Nowadays, Nath says it is common for



# Education's AI revolution

Rachel Evans, director of digital learning & innovation at Wimbledon High School; below: professor Bhaskar Vira, Cambridge university's pro-vice-chancellor for education, has sought to establish fair use guidelines for ChatGPT; below right: Wimbledon students Rada, Lauren and Olivia have mixed views about ChatGPT's usefulness as a coursework aid

FT mortgage: Anna Gordon/  
Open AI; University of  
Cambridge; Anna Gordon/FT

students to paste in long articles or academic papers and ask for summaries, or to brainstorm ideas on a broad topic. He has used it himself for research. "You can't use it to replace fundamental knowledge from scientific papers. But it's really useful for quickly developing a high-level understanding of a complex topic, and coming up with ideas worth exploring," he says.

However, Nath quickly learned that it can be an unreliable source: "It gave me some stats about electric vehicle batteries, and when I asked for citations, it told me it made them up."

Accuracy is one of the major challenges with generative AI. Language models are known to "hallucinate", meaning they fabricate facts, sources and citations in unpredictable ways as undergraduate Nath discovered.

There is also evidence of bias in AI-written text, including sexism, racism and political partisanship, learned from the corpus of internet data, including social media platforms like Reddit and YouTube, that companies have used to train their systems.

Underpinning this is the "black box" effect, which means it is not clear how AI comes to its conclusions. "It can give you false information . . . it's a vacuum that sucks a bunch of content off the internet and reframes it," says Jonathan Jones, a history lecturer at the Virginia Military Institute. "We found a lot more myth and memory than hard truths."

### 'There is no going back'

Earlier this year at the Institut auf dem Rosenberg, one of Switzerland's most elite boarding schools, 12th-grade stu-

dent Karolina was working on an assignment for her sociolinguistics class. The project was on regional accents in Britain and its effects on people's social standing and job prospects.

What she handed in was not an essay but a video, featuring an analytical dialogue on the subject between two women in the relevant accents. The script was based on Karolina's own research, but the women were avatars generated by Colossyan Creator, AI from a London-based start-up. "I watched it and I was in awe," says Anita Gademann, Rosenberg's director and head of innovation. "It was so much more impactful in making the point."

Gademann says the school has encouraged students' use of AI tools, following other qualification bodies including the International Baccalaureate and Wharton, the University of Pennsylvania's business school. "There is no going back," she says. "Children are using tech to study and learn, with or without AI."

Over the past year, the school has observed that students' assignments have become more visual. Alongside written work, students regularly submit images or videos created by AI-powered art generators like Dall-E or Midjourney. The visuals themselves are a learning opportunity, says Gademann, citing a history class that evaluated anachronisms in AI-generated pictures of the Middle Ages, for instance.

There have been other successes: through repeated use, ChatGPT has improved the writing standard of students who previously struggled. "They are intelligent, they can analyse, but [putting] something on paper, it's hard," Gademann says.

At Rosenberg, roughly 30 per cent of grades are already earned through debate and presentations. Gademann says the advent of generative AI has made it clear that standardised testing models have to change: "If a machine can answer a question, we shouldn't be asking a human being to answer this same question."

This overarching dilemma — to what extent assessments should be reshaped for AI — has become a pertinent one. Despite their problems, large language models can already produce university-

level essays, and easily pass standardised tests such as the Graduate Management Admission Test (GMAT) and the Graduate Record Examinations (GRE), required for graduate school, as well as the US Medical Licensing Exam.

Earlier this year, Wolfram, the AI pioneer, twinned ChatGPT with a plug-in called WolframAlpha, and asked it to sit the maths A-level, England's standard qualification for 18-year-olds. The answer engine achieved 96 per cent.

For Wolfram, this was further proof that maths education in the UK, where he is based, is hopelessly behind technological advances, forcing children to spend years learning longhand sums that can be easily done by computers.

Instead, Wolfram argues schools should be teaching "computational literacy", learning how to solve tricky problems by asking computers complex questions and allowing them to do tedi-

'If a machine can answer a question, then we shouldn't be asking a human being to answer this same question'



ous calculations. This means students can step up "to the next level", he says, and spend time using more human capabilities, such as being creative or thinking strategically.

Teaching young people to enjoy knowledge, rather than rote learn it, will better prepare them for the future, Wolfram adds, predicting that menial jobs will be automated, while humans take on a higher-skilled supervisory role. "The vocational is the conceptual."

### 'Learning loss'

While AI tools are being rapidly implemented by students, and even integrated into the curriculum at some schools such as Rosenberg, the risks of the technology remain clear.

Anna Mills, a writing instructor at the College of Marin, a community college in California, has spent a year testing language models, the technology underlying ChatGPT, such as OpenAI's most advanced model GPT-4. Her main concern is that automating young people's day-to-day lessons by allowing AI to do the legwork could lead to "learning loss", a decline in essential literacy and numeracy skills.

At Wimbledon High School, Lauren's classmate Olivia has enjoyed using ChatGPT as a "creative spark" but is worried this could erode her own abilities. Her friend Rada is less worried. She has found ChatGPT unreliable for giving answers, but useful for helping to structure her arguments. "It's not good at answers, but it's good at 'fluffing' them," she says, referring to the chatbot's ability to turn rough ideas into something more digestible.

Mills agrees that AI-produced essays are often articulate, but they can lack originality and ideas. That, she says, should force educators to interrogate what students should get from essay tasks. "We assign writing because we think it helps people learn to think. Not to create more student essays," she adds. "It's the mainstay process that academia has developed to help people think and communicate and get further in their understanding."

Senior leaders at the Harris Federation, which runs 52 state-funded primary and secondary schools in London, are excited about the potential for generative AI to help students with research or free up teachers' time by generating lesson plans or marking work.

Yet the federation's chief executive, Sir Dan Moynihan, is concerned the technology could present an "equity issue". Not only may poorer students

'AI can give you false information . . . it's a vacuum that sucks a bunch of content off the internet and reframes it'

struggle to access paid-for AI technology that will make work easier, he says, schools with tight budgets may use AI to cut corners in a way that is not necessarily the best for learning.

"I'm not a pessimist, but we have to collectively avoid this becoming a dystopian thing," says Moynihan. "We need to make sure we don't end up with AI working with large numbers of kids [and] teachers acting as pastoral support, or maintaining discipline."

### Life-changing technology

However, there are those who point out that educators are only just beginning to think of ways it might be used.

In September 2022, entrepreneur Sal Khan, the founder of Khan Academy, a non-profit whose free online tutorials are viewed by millions of children globally, was approached by OpenAI to test out GPT-4.

After Khan, who also runs a bricks-and-mortar private school in Silicon Valley, spent a weekend playing with it, he realised it was not just about producing answers: GPT-4 could provide rationales, prompt the student in a Socratic way and even write its own questions. "I always thought it would be 10-20 years before we could even hope to give every student an on-demand tutor," says Khan. "But then I was like, wow, this could be months away."

By March, a model from Khan's team had gone from "almost nothing to a fairly compelling tutor", called Khanmigo. The AI tutor debate with students, coach them on subjects ranging from physics and English, and answer questions as pupils complete tutorials.

The product is being rolled out to hundreds of children across Khan's physical and virtual schools, and up to 100,000 pupils across 500 US school districts partnered with Khan Academy will access it by the end of 2023.

Khan describes ChatGPT as the gateway to a "very powerful technology" that can be misused. However, if it is adapted to be "pedagogically sound, with clear oversight and moderation filters", he says, language models can be revolutionary. "I don't say lightly, I think it's probably the biggest transformation of our life . . . especially in education," Khan says.

Back in Wimbledon, Lauren and her classmates are becoming aware that generative AI, while useful, is no substitute for some of the most important and rewarding parts of the learning process.

"Generally in life you need to be able to overcome little hurdles to feel proud of your work," she says.

"It's so vital not to ban the use of it in education, but instead . . . learn how to use it through proper, critical thinking," her classmate Olivia adds. "Because it will be a tool in our futures."





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