

Succession drama plays out on Italy's catwalk

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Rebuilding Ukraine: 'We will meet our goals'

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Briefing

Erdoğan relaxes Turkey's unorthodox financial rules
President Recep Tayyip Erdoğan's new economic advisers are taking more steps to unwind some of his unorthodox policies with Turkey loosening bank rules designed to reduce dollar holdings.

GLG in China downsizing
US-based Gerson Lehrman Group is the latest due diligence specialist to axe jobs in China amid a sector crackdown by Beijing on national security grounds.

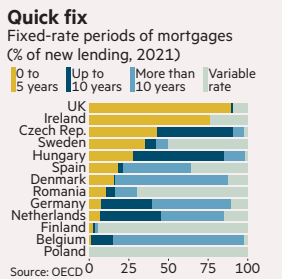
Mitsotakis comeback
Exit polls show Greek centre-right leader Kyriakos Mitsotakis is set for a landslide win and a comeback as prime minister after yesterday's election.

Plea over European banks
More "firepower" is needed to protect depositors after failures by lenders emphasised the need for swifter action, argues Europe's bank resolution authority.

Investors pile into UK gilts
Retail investors are dashing to buy UK government debt this year as yields have shot up and many bank deposit rates have failed to keep pace.

Crossword and Lex
The Lex column, Business Life and the FT crossword can be found inside today.

Datawatch



Quick fix Fixed-rate periods of mortgages (% of new lending, 2021)
In the UK more than nine in 10 people taking out a new mortgage fix their rate for up to no more than five years. New loans elsewhere in Europe are typically fixed for longer. In Belgium, about four in five people fix rates for over 10 years

Aborted Wagner insurrection lays bare the cracks in Putin's authority

Prigozhin heads for Belarus • Blinken: 'We haven't seen the last act' • China supports Russian stability

ANASTASIA STOGNEI — RIGA
LAUREN FEDOR — WASHINGTON
JUDITH EVANS — LONDON

Russian warlord Yevgeny Prigozhin and his troops withdrew from southern Russia yesterday having reached a deal with Moscow to end his armed uprising after the biggest crisis of Vladimir Putin's presidency.

Prigozhin maintained a rare silence after calling an end to the insurrection by the Wagner Group mercenaries he controls on Saturday evening, though the Kremlin said he would travel to Belarus after the country's leader, Alexander Lukashenko, brokered the agreement to end the revolt.

Prigozhin's press office told Russian broadcaster RTVI yesterday that the warlord "says hi to everyone and will answer questions when he has good [cell phone] reception". He left the city of Rostov-on-Don on Saturday evening, according to video footage released by Russian state news agency RIA, which showed crowds cheering the Wagner leader.

The abortive mutiny and Putin's response on Saturday — when he likened it to the revolution of 1917 — have raised serious doubts about the stability of his regime.

US secretary of state Antony Blinken said yesterday that the uprising showed "real cracks" in Putin's authority. "This raises profound questions... We do know that Putin has a lot more to answer for in the weeks and months ahead," he said.

Blinken called the crisis an "unfolding story", adding: "I think we are in the midst of a moving picture. We haven't seen the last act."

"Putin and the state have been dealt a severe blow which will have significant repercussions for the regime," said Tatiana Stanovaya, a senior fellow at the Carnegie Russia Eurasia Centre.

The Institute for the Study of War, a Washington-based think-tank, said the Kremlin had "struggled to cohere an effective rapid response to Wagner's advances, likely due to surprise and the heavy impact of losses in Ukraine".

"Wagner likely could have reached



Russian soldiers begin the clean-up around army headquarters in Rostov-on-Don in southern Russia yesterday — AP

the outskirts of Moscow if Prigozhin chose to order them to do so," the group said, adding that the events would "likely substantially damage Putin's government and the Russian war effort in Ukraine".

Wagner, the largest of several private militias fighting in Ukraine, had

recruited thousands of convicts from Russian jails. The Kremlin said on Saturday after the insurrectionists stood down that it would not prosecute those who had taken part in the rebellion. Those that did not take part would be offered contracts with Russia's ministry of defence, it said.

China's foreign minister Qin Gang met Russia's deputy foreign minister Andrei Rudenko in Beijing yesterday. China's foreign ministry described the attempted insurrection as an "internal affair" and said Beijing "supports Russia in maintaining national stability", while Russia's foreign ministry said that "the

Chinese side expressed its support for the efforts of the leadership of the Russian Federation to stabilise the situation in the country".

Earlier in the day, authorities in southern Russia said Wagner's troops were pulling back from the region. Alexander Gusev, governor of Voronezh province, wrote on his official Telegram channel that "the movement of... Wagner units through Voronezh region is about to end. It is proceeding normally and without incident".

Video footage elsewhere on Telegram showed military vehicles with Wagner flags moving at dawn from Voronezh

city towards Rostov-on-Don, reversing the route they had taken from Ukraine on Saturday. Authorities in the Lipetsk region said Wagner troops had also left this area, which is closer to Moscow.

Chechen special forces which had mobilised in support of Putin also began to withdraw from Rostov towards the Ukrainian frontline yesterday, according to the Chechen Republic's official broadcaster. They did not reach the centre of Rostov, where the Wagner forces were located, and had not engaged in any hostilities.

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Gideon Rachman
'The rebellion is over for now. But it would be futile to believe that things can go back to normal in Russia' Page 19

Slash public spending or raise taxes to halt inflation, says central banks' body

CHRIS GILES — LONDON

Governments around the world should raise taxes or cut public spending to help central banks tame inflation and mitigate the risk of a financial crisis, the Bank for International Settlements has said.

The central bankers' bank, which often operates as an informal mouthpiece for the institutions, said governments were "testing the boundaries of what might be called the region of stability" by leaving fiscal policy loose while inflation remains high and interest rates are rising rapidly.

"[Fiscal] consolidation would provide critical support in the inflation fight," the BIS said in its annual report, published yesterday.

"It would also reduce the need for monetary policy to keep interest rates

higher for longer, thereby reducing the risk of financial instability," it added.

Traditionally there has been a separation between fiscal policy, set by governments, and monetary policy, set by central banks and targeted to control inflation, while taking account of the levels of public spending and taxation.

Central bankers have insisted that they are confident in their ability to separate monetary policy decisions from financial stability concerns but the BIS's worry contrasts with those assurances.

The chances of a financial crisis are significant given that interest rates are high and still rising, the BIS said. But it stated that these risks could be reduced if governments tightened fiscal policy, taking some pressure off interest rates as the primary policy tool and strengthening countries' public finances.

High interest rates have already

caused serious financial turmoil in the past year, the BIS said, citing the UK government bond and pension fund crisis last October and the failure of US regional banks and Credit Suisse this spring.

Agustin Carstens, head of the BIS, said inflation was falling in most countries but "the last mile is typically the hardest".

He added: "The burden is falling on many shoulders but the risks from not acting promptly will be greater in the long term. Central banks are committed to staying the course to restore price stability and protect people's purchasing power."

Governments and central banks should avoid seeking to solve all of society's problems with economic stimulus, the BIS added.

Martin Wolf page 19



Oil majors hedge their bets with forays into lithium

Diversify hopes PAGE 7

Table with columns for Country, Currency, and Value. Lists countries like Austria, Bahrain, Belgium, Croatia, Cyprus, Czech Rep, Denmark, Egypt, France, Germany, Greece, Hungary, India, Italy, Luxembourg, Malta, Morocco, Netherlands, Norway, Oman, Pakistan, Poland, Portugal, Russia, Serbia, Slovenia, Spain, Switzerland, Tunisia, Turkey, UAE, Dhs50, €4.30, Nkr45, Rpt160, Rupee350, Z125, €4.20, €5.00, NewD530, €4.20, €4.20, Sfr6.70, Din750, TL80, Dh24, €4.20.

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World Markets

STOCK MARKETS

Table showing stock market indices like S&P 500, Nasdaq Composite, Dow Jones Ind, FTSE100, etc. with columns for Jun 23, Prev, %Chg.

CURRENCIES

Table showing currency exchange rates for various currencies like \$/£, \$/€, \$/¥, etc. with columns for Jun 23, Jun 16, %Chg.

GOVERNMENT BONDS

Table showing government bond yields for various countries like US, UK, JPN, GER, etc. with columns for Yield (%), Jun 23, Jun 16, Chg.

CRYPTO

Table showing cryptocurrency prices for Bitcoin, Ethereum, etc. with columns for Jun 23, Prev, %Chg.

COMMODITIES

Table showing commodity prices for Oil, Gold, etc. with columns for Jun 23, Jun 16, %Week.

Prices are latest for edition
Data provided by Morningstar

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RUSSIA'S DAY OF MUTINY

Wagner march on Moscow ends in retreat and warlord's exit

Militia convoy turns back as leader's Belarus deal halts 24-hour revolt

POLINA IVANOVA — LONDON
ANASTASIA STOGNEI — RIGA

The first armed uprising attempted in Russia in three decades started with a crackly voice-note left on the Telegram messenger app.

It was warlord Yevgeny Prigozhin, accusing the army's leadership of "murdering tens of thousands of Russian soldiers" as a result of their disastrous invasion of Ukraine.

Prigozhin, head of the Wagner group of mercenaries fighting for Russia in east Ukraine, had been complaining about the leaders of the regular army for many months. The warlord, his voice seething with anger, said his men who numbered 25,000 would start moving from their base camps in east Ukraine towards Moscow.

"Wagner's commanders have come to a decision. The evil being spread by the country's military leadership must be stopped," Prigozhin said in the short recorded message, issued at around 9pm local time on Friday.

"I ask everyone to get out of our way. Those who try to stop us, we will consider them a threat and destroy them immediately," he said. "This is not a military coup. It is a march for justice."

Stunned officials scrambled to respond. Late on Friday, the FSB security service announced that it had opened a criminal case against Prigozhin for "organising an armed insurrection".

Security was tightened in Moscow and during the night people shared photos of military vehicles in the street. But the

focal point of the insurrection quickly became Rostov-on-Don in southern Russia, home to the army's southern command, which is in charge of the war in Ukraine.

The large port city is just a two-hour drive from occupied areas of east Ukraine, where Wagner has its base camps. And by the early hours of Saturday morning, the group's mercenaries had arrived.

Wagner tanks and armoured vehicles were spotted across the city. Heavily armed soldiers jumped out and encircled key buildings: the military headquarters, the local government offices, the headquarters of the FSB.

Prigozhin was filmed in the army's Rostov HQ, which his forces had seized, sitting down for a terse conversation with Russia's deputy minister of defence.

Across the rest of the country, authorities started to take down Wagner banners and billboards. The Wagner head office in St Petersburg, a sparkling glass skyscraper, was encircled by the police. Moscow and the Moscow region announced its security status was moving to a counter-terrorism level, including random ID checks and increased surveillance.

State TV programming remained routine, filled with cheery morning cooking shows and series, but at 10am Moscow time it was interrupted by an emergency broadcast by Vladimir Putin.

"Internal traitors," the president said, speaking to camera, had "allowed their personal interests to lead them to trea-



Hero's welcome: Yevgeny Prigozhin, the Wagner militia's leader, sits in a military vehicle while posing for a selfie with a civilian in Rostov-on-Don

son". Wagner had organised a mutiny. "Action will be taken," he said.

As he spoke, a convoy of Wagner vehicles and fighters pressed north from Rostov up the M4 highway, which leads to Moscow. The tanks and vehicles moved in small units.

By midday on Saturday, the column was heading through the Voronezh region. The army attempted to intercept it. Reports of clashes emerged.

"Operational and combat activities" were taking place in the region, the Voronezh governor warned. "Frontline aviation is working along the M4 highway," the Rybar Telegram channel, run by a former defence ministry press secretary, wrote. A helicopter was shot down.

Witnesses in the villages that run along the highway in Voronezh region shared videos of artillery fire and explosions in the distance with combat helicopters above. Russians could not believe the scenes: "bombing Voronezh" is a popular meme, a byword for Russia shooting itself in the foot. Now, the meme had become a reality.

"It was really loud and frightening, people's roofs were destroyed and windows were shattered. From what I understood, Wagner fighters were attacked and they were protecting themselves," a woman from the village of Pavlovsk in Voronezh region said.

At about 1pm local time, as the helicopter flew over an oil depot on Voronezh eastern left bank, residents heard a loud explosion and a fire broke out. A tall column of black smoke billowing over the depot could be seen from the city centre.

Several news agencies reported that Wagner units "had taken control of military objects in Voronezh", though none of the locals had seen paramilitary fighters or vehicles in the city.

"I took a drive through the city. There was nothing unusual at all, the streets were clear. The only thing I noticed were the queues at the gas stations. People thought we were running out of gas because the oil depot was on fire," a man from Voronezh said.

In Rostov, Wagner forces continued to

hold the city. Some residents took selfies with the soldiers, others clambered up on to tanks. Some mercenaries were photographed sipping coffee and buying takeaway lunches.

The army's attempts to intercept the Wagner convoy failed, and it continued to head north. By 4pm it had reached the Lipetsk region, 400km from the southern edge of Moscow.

Local authorities in the regions to the north of the convoy rushed to find ways to prevent the column's advance. Roads were blocked with school buses and trucks. Diggers appeared on the highway and began to tear holes in the asphalt. The Oka river, which cuts across the region just south of Moscow, became a key defence line for the capital. Bridges across it were blocked by the army.

"The tragicomedy of recent days eloquently explains to the leaders of other countries why Ukraine does not see it possible to negotiate with Putin's Russia today," said Mykhailo Podolyak, adviser to the Ukrainian president. "The days of this gang are numbered; there is no master in the house."

As the convoy pressed closer to Moscow, Russians' fears of a bloody clash with the army mounted. But suddenly, as evening fell, Prigozhin had a fresh message for his fellow citizens.

"In the space of 24 hours, we have made it as far as 200km away from Moscow," he said in a new voice recording on Telegram. "Now is the moment when blood could be spilled," he said. In order to avoid this, "we are turning our convoy around".

Simultaneously, a statement was issued by the office of the president of Belarus, a close Putin ally. Alexander Lukashenko had been negotiating with Prigozhin all day, on Putin's request. They had struck a deal. Wagner would pull back to its bases in eastern Ukraine and Prigozhin would go to Belarus.

As night fell in Rostov, residents watched Wagner fighters preparing to depart from the city. People cheered the mercenaries; shouts of "strength to Wagner!" rung out. Prigozhin appeared and received a hero's welcome.

By yesterday morning, Wagner had crossed back out of Russia, into occupied Ukraine. Little sign was left of the coup. Rostov's mayor said the militia's tank treads had damaged 10,000 sq m of the city's asphalt — work to restore the tarmac would begin immediately.

Additional reporting by Roman Olearchyk

'I ask everyone to get out of our way. This is not a military coup. It is a march for justice'

Yevgeny Prigozhin

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INTERNATIONAL

Inflation fight

Turkey relaxes rules on dollar holdings

Central bank calls move 'first step' towards more orthodox policymaking

ADAM SAMSON — ANKARA

Turkey has loosened bank regulations designed to push consumers and businesses to reduce dollar holdings, in the latest sign of how President Recep Tayyip Erdoğan's new economic team is unwinding some of his unorthodox policies.

The central bank's announcement that it will cut requirements for banks to hold lira-denominated assets against foreign currency deposits came just days after policymakers nearly doubled

the benchmark interest rate to 15 per cent as part of a plan to return to "rational" economic policies.

Erdoğan's unconventional economic measures in his previous term warped Turkey's economy, creating fast growth but very high inflation, a huge trade deficit and a lira that many exporters complain is overvalued despite a sharp fall.

The government's push for consumers and businesses to hold fewer dollars has been likened to capital controls because it makes foreign currency transactions more expensive.

The central bank, led by former Goldman Sachs executive Hafize Gaye Erkan, said yesterday's decision was the "first step" in moving towards a more "simplified" approach to policymaking.

Under Erdoğan's direction a series of unorthodox policies, such as keeping borrowing costs low despite inflation peaking above 85 per cent last year and special savings accounts that reimburse depositors when the lira falls at the government's expense, has made Turkey's economy increasingly vulnerable.

The country is saddled with a record current account deficit and foreign investment in local assets has plummeted. Inflation is still close to 40 per cent.

Finance minister Mehmet Şimşek, a former senior Merrill Lynch bond strategist who, like Erkan, was appointed by Erdoğan this month after the leader's reelection in May, pledged last week that Turkey would shift to "rules-

based" fiscal and monetary policies, with a focus on achieving price stability and "sustainable growth".

Under the government's previous "lira-isation" strategy, banking regulations were changed frequently in an attempt to keep local businesses and consumers, who have seen the lira tumble 65 per cent against the dollar in the past two years, from converting their income and savings to foreign currency.

Foreign investors have said one of the key elements in restoring confidence, in addition to tightening monetary policy, will be reducing the use of measures that have caused big imbalances in Turkey's \$900bn economy.

Turkish banks' holdings of lira-denominated securities as collateral

have boomed to TL1tn (\$40bn) from TL360bn in June 2022 when the rules came into effect, according to data from the Banking Regulation and Supervision Agency.

The "security maintenance requirements", which force banks to hold lira-denominated bonds on top of required reserves for foreign currency deposits, have helped drive the rise, said Haluk Bűrümcekçi, an Istanbul-based economist.

The rules also encouraged banks to offer high interest rates on lira deposits to boost the overall share of their total deposits denominated in lira, according to Enver Erkan, chief economist at Istanbul-based brokerage Dinamik Yatırım Menkul Değerler.

US politics. Supreme Court

Abortion to remain 'live wire' into 2024 poll

Campaigners say tough restrictions will mobilise voters ahead of the election

JAMES POLITI — WASHINGTON

The aftershocks of the US Supreme Court's decision overturning a constitutional right to abortion will continue to reverberate through US politics as voters mobilise against tough new restrictions backed by Republicans, the head of the US's top family planning organisation has said.

The comments from Alexis McGill Johnson, the president of Planned Parenthood, came on the eve of the first anniversary of Dobbs vs Jackson Women's Health Organization, in which the court's conservative majority upended access to healthcare for women across the US by removing federal protections for the procedure enshrined in Roe vs Wade.

That paved the way for a patchwork of new curbs in Republican-led states, while propelling abortion back to the top of the political agenda. It helped President Joe Biden's Democratic party perform better than expected in last year's midterm elections — and Johnson said it would continue to be a "live wire" heading into 2024.

In a wide-ranging interview, Johnson described the medical and emotional toll inflicted over the past year by the court's decision, creating divisions in access to abortion that were eerily reminiscent of the civil war-era split between "free states" and those allowing slavery.

"It's no coincidence that many of the states that fell below the Mason-Dixon Line are many of the states that have enacted very significant bans," she said. "The harm is on people of colour, black, brown, indigenous folks, rural folks, low-income folks who aren't able to travel to take those journeys by themselves [to receive care]."

According to the Kaiser Family Foundation, which tracks the status of abortion policy in the US, 14 states, including Texas and Tennessee, have full abortion bans in place. Two more, including Georgia, have imposed gestational limits on the procedure between six and 12 weeks, and another nine, including Ohio, have set the limit between 15 weeks and 22 weeks of pregnancy. Abortion is legal beyond 22 weeks of pregnancy in 25 states and the District of Columbia.

However, some of the toughest



Activist: Planned Parenthood president Alexis McGill Johnson speaks on stage during an event in Monarch Beach, California, in October

Vivien Killalea/Getty Images

restrictions have been blocked by courts in some states, such as Ohio, where a stricter six-week ban has been put on hold by a judge while it is being litigated.

Johnson says that since the Supreme Court ruling was handed down thousands of Americans have been denied access to abortion, and in Planned Parenthood clinics it was "not uncommon" to see both patients and providers in tears as they adapt to the new restrictions.

There have even been cases of women being driven into medical emergencies — "sent to the parking lot to wait for sepsis to set in" — so they could qualify for abortion exceptions to save the life of the mother, Johnson said.

One big difference compared with the pre-Roe days, however, is the widespread availability of mifepristone, medication used to terminate a pregnancy. "People are able to self-manage abortion and do so safely. And I think that is something that's very important for people to know and understand," Johnson said.

But even that has been challenged by

conservative activists: its legality was thrown into question after a federal judge in Texas ruled to strip its approval by the US drugs regulator, although that decision has been put on hold by the Supreme Court while proceedings continue.

After the Texas ruling, Planned Parenthood went further than it ever had in questioning the structure of the US judiciary, calling for an expansion of the Supreme Court to dilute the power of the conservative majority.

Although Biden has not embraced such an overhaul, Johnson praised the White House for doing what it could to limit the damage from the Dobbs decision.

Kamala Harris, the vice-president, has been especially central to the effort.

Some "really big questions" needed to be asked of corporate America and business leaders, Johnson said. While some have criticised the ruling and agreed to help their employees cross state lines to gain access to healthcare, some executives are still donating to politicians who have backed tough restrictions or con-

"The harm is on people of colour, black, brown, indigenous folks, rural folks, low income folks"

firmed ultra-conservative judges to the federal bench, she added.

"Many of these companies are the lifeblood of many of these lawmakers who are making these horrible decisions," Johnson said.

On the 2024 Republican campaign trail, there have been few signs of candidates relenting in their drive for strict abortion restrictions as they try to court primary voters, even though a record 69 per cent of Americans support legal abortion during the first trimester of gestation, according to a recent Gallup poll.

Ron DeSantis, the Florida governor and presidential hopeful, has signed a bill for his state to move to a six-week ban, while Donald Trump, the frontrunner, has boasted that he was able to "kill" Roe vs Wade, the 1973 Supreme Court precedent protecting abortion rights in the US until last year. On Capitol Hill, some Republicans have continued to champion a national ban.

But Johnson insists that the backlash is as strong as it was a year ago and may even be building.

Exit polls

Mitsotakis set for comeback as Greek PM after landslide election win

ELENI VARVITSIOTI — ATHENS

Greek centre-right leader Kyriakos Mitsotakis is set for a landslide win and a comeback as prime minister, according to exit polls following yesterday's election.

His New Democracy party is projected to win 40-44 per cent of the vote, securing enough parliamentary seats to form a government alone, the poll, conducted jointly by six companies for Greek television stations, showed.

The main opposition party, leftwing Syriza, is set to perform worse than in the last election, with exit polls projecting a score between 16 and 19 per cent, compared with the 20 per cent of the vote it secured in May.

Yesterday's elections were held after New Democracy came in first but fell short of an outright majority in May. Mitsotakis then resigned, knowing that the early elections would be held under a new electoral law that gives bonus seats to the leading party, enough for him to form a government without a coalition partner.

The centre-left Pasok party is expected to come third, at 10-13 per cent of the vote. A potential surprise win could come for the hard-right Spartans party, which was formed in May, as it may enter parliament for the first time with 4-6 per cent.

Mitsotakis's win has been largely

"This time around, Mitsotakis has no excuse to stall substantive reforms, such as to the judiciary"

expected and markets reacted positively in the run-up to the election, with stocks and bonds rallying in recent weeks. The country's rating is likely to be upgraded to investment grade by the end of the year, a sign Greece has put the decade-long economic crisis well behind it.

"Mitsotakis is now in absolute control of his party," said Mujtaba Rahman, managing director for Europe at Eurasia Group. Mitsotakis was also embroiled in scandals, including the wiretapping of journalists and political opponents, and the handling of a deadly train crash, factors that led to the slowing down of a series of reforms. The boat that capsized this month off the Greek coast with hundreds of migrants onboard cast the tough stance he took on migration while in office in a negative light, even though he was no longer in charge when the accident happened.

"The opposition was unable to close the gap with New Democracy," said Dimitris Papadimitriou, professor of political science at the University of Manchester in the UK. "This creates a window for ND to dominate the political landscape for the foreseeable future."

A weak opposition will also give Mitsotakis the opportunity to undertake a series of reforms. "This time around, he has no excuse to stall substantive and far-reaching reforms, such as to the judiciary," said Rahman.

During his campaign Mitsotakis repeatedly promised to reform the healthcare and justice systems, which are among the slowest in Europe. "It won't be easy," said Papadimitriou. "He will come across the most powerful lobbies in Greece and a super-resilient bureaucracy to do so."

Diplomacy

China launches European charm offensive with pledges on climate and business ties

YUAN YANG — LONDON

China's new prime minister used his first trip abroad to pitch a new approach to Europe, focusing on areas where the two sides see eye to eye in a bid to avoid replicating Beijing's rocky relationship with Washington.

In Germany and France last week, Li Qiang went on a charm offensive with government officials and business leaders, pledging to focus on the fight against climate change and announcing a debt relief deal for Zambia at a climate financing summit convened by Emmanuel Macron — a diplomatic win for the French president.

Li's visit signalled that Beijing is embarking on a two-track approach with Europe, attempting to improve business relations and climate co-operation separately from thornier issues, such as China's support for Russia in the Ukraine war. By contrast, Chinese officials have often made climate co-operation with the US conditional on foreign policy demands. Beijing's new tack

comes as the European Commission explores ways to "de-risk" its economic relationship by reducing its dependence on raw materials from China and limiting the export of cutting-edge technology to the Asian giant, spurred by the US's more far-reaching restrictions.

Chinese state media and diplomats have criticised the term and warned European capitals against becoming too closely drawn into US trade disputes.

In May, China foreign minister Qin Gang warned his German counterpart that if the EU "seeks to decouple from China in the name of 'de-risking'", it will decouple from opportunities, co-operation, stability and development."

But Li, whose brief covers a sluggish Chinese economy that is increasingly in need of private investment, adopted a more conciliatory approach in Berlin. During a meeting with German businesses, Li said that he "understood each side's concerns about security", and that "protecting against risks does not conflict with co-operation".

Li channelled some of the business

leaders' own fears, warning them that "not co-operating is the biggest risk, not developing is the biggest insecurity".

Martin Brudermüller, chief executive of chemicals group BASF, in March warned that while there were risks linked to operating in China, "there's also a huge risk not to be in China".

BASF is one of several large German groups, including chipmaker Infineon and the country's leading carmakers, that are heavily dependent on China in terms of both sales and supply chains.

A growing number of chief executives, including the bosses of Siemens and Mercedes-Benz, have been publicly rejecting calls from Berlin and Brussels to diversify away from China, arguing that the market is simply too big. In the words of one automotive supplier executive: "We are totally dependent on China."

This development has turned German multinationals into "the most outspoken and arguably effective lobbying force in favour of more, not less, economic engagement with China", said

Yanmei Xie, Europe-China analyst at consultancy Gavekal Dragonomics.

On his trip to Germany and France, Li was accompanied by Chinese companies including batteries giant CATL, which has opened a German plant, and solar panel maker Longi, which hopes to build one in the country.

Li also praised France's opposition to



Shake on it: Emmanuel Macron welcomes Li Qiang to Paris

decoupling and "factional confrontation", in a veiled reference to the US approach.

Last week, President Xi Jinping met Antony Blinken, the first US secretary of state to visit Beijing in five years, and announced there was "progress" towards stabilising ties.

But just a day later, President Joe Biden provoked Beijing's outrage when, speaking at a private fundraising event, he called Xi a dictator.

By contrast, Li said during a meeting with French business leaders: "The good level of political trust between France and China enables us to see stability, certainty and common growth opportunities in our mutual interdependence, rather than risks."

Last Tuesday, as Li was on his way to dine with a delegation of Bavarian officials and businesses in a marble-clad hall, the commission said it would bring forward a proposal for screening outbound investments and improve the implementation of export controls — measures seen as targeting technology

links with China. But EU member states remain cautious about such measures.

Commission president Ursula von der Leyen, one of Europe's most hawkish officials on China, urged member states to get behind the "de-risking" strategy. But she acknowledged that "the vast majority of trade and economic relations" with China would remain "business as usual".

While the commission's new proposals are controversial, German executives remain convinced of a broader need to diversify supply away from China. Some say the Chinese side is overestimating its ability to build a coalition with European companies against de-risking. "Li's line that the business community does not want to de-risk is nonsense. We care," one German executive told the Financial Times.

Climate change and the green transition also featured heavily in Li's German meetings, with the two sides releasing a memorandum setting out broad principles on climate co-operation.

Additional reporting by Patricia Nilsson



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Companies & Markets

GLG scales back in China after security crackdown

- ▶ Expert consultancy group cuts staff
- ▶ Police raids alarm overseas investors

JOE LEAHY AND NIAN LIU — BEIJING
ELEANOR OLCOTT — HONG KONG

Expert network consulting company Gerson Lehrman Group has become the latest due diligence firm to cut jobs in China as Beijing intensifies scrutiny of the sector on national security grounds.

US-based GLG, which maintains a network of specialists that global investors can tap to do due diligence on transactions, began laying off China staff last month, said several people familiar with the matter.

The lay-offs come as Beijing cracks down on foreign consultancies this year, alarming international investors at a time of growing tensions between the US and China. The campaign has made operating in China more difficult for for-

'GLG was bullish in March, and said business was booming. They had just moved into bigger offices'

eign companies, which depend on the consultants to help navigate the world's second-largest economy.

GLG declined to comment. But a source close to the company said that in May, GLG instituted global workforce cuts of about 3.5 per cent to better align its business with client needs, increase efficiency and accelerate its investments in other areas.

The company announced last week it had replaced its former chief executive officer Paul Todd with Gemma Postlethwaite, the former chief executive of business information company Arizent.

The source close to the company said the workforce reduction in China was in line with the global reduction. But GLG

had initially planned to expand in China early this year, with the firm moving staff in Shanghai to a new office and hiring new employees, said one person with knowledge of the situation.

"GLG was bullish in March, and said business was booming. They were hiring and had just moved into bigger offices," the person said.

GLG had stepped up compliance checks in recent weeks after raids, said the person, adding that clients were increasingly nervous about using China-based experts.

Expert network groups and other consultants conducting due diligence for foreign companies have been under pressure in China after state media revealed in May that police had raided a number of offices of Capvison, a company with extensive operations in China, for national security reasons.

Capvison was accused of tapping people in government to provide sensitive information to overseas clients, including military-related data, according to Chinese state media.

The Capvison raid was part of a series of investigations this year on foreign consultancies in China, which also included Bain & Company and due diligence group Mintz, whose five local employees were detained in March.

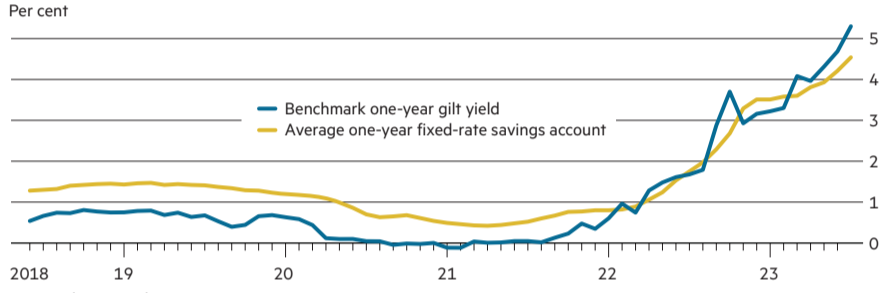
The Financial Times reported last month that US tech-focused group Forrester Research was cutting jobs in response to growing restrictions on foreign businesses operating in China. The firm said it was closing its China office as part of a previously announced global restructuring.

Investors and foreign multinationals say the crackdown makes it difficult to do due diligence for investments and procurement contracts with Chinese partners and suppliers.

Going for gilts Retail investors snap up UK debt as yields take the lead over bank deposit rates



Short-dated gilt yields surge ahead of savings rates



Sources: Refinitiv; Moneyfacts

MARY MCDUGALL AND RAFE UDDIN
LONDON

Retail investors have rushed to snap up UK government debt this year as yields have shot up and many bank deposit rates have failed to keep up.

The dash to buy gilts comes as the Bank of England has embarked on its most aggressive rate raising for a generation, surprising the market by lifting its base rate to 5 per cent last week, its highest level since 2008, while short-dated bond yields have risen even higher as markets price in several more rate rises.

Winterflood Securities, a government-appointed dealer for UK debt which ensures there is a continuous supply of gilts available for private investors and wealth managers, said its retail trading volumes rose sevenfold last month compared with May the previous year.

"There are very few banks offering gilt rates" said Peter Clark, group

chief executive of wealth manager Bentley Reid. "Locking in 5 per cent and a bit on two-year paper, that's an attractive yield and it's the first time you've been able to do that in 15 years," he said.

Hargreaves Lansdown, the UK's largest do-it-yourself investment platform, said June was likely to bring a monthly record value of gilt sales, accelerating what was a 15-fold rise over 12 months to the end of May compared with the previous year.

This is in spite of a broader sell-off in gilts which has pushed yields higher.

Yields on one-year gilts, which move in line with interest rate expectations, were 5.3 per cent on Friday. That compares with 4.54 per cent for the average one-year fixed term from UK bank accounts, according to data provider Moneyfacts.

Returns on National Savings & Investments, the state backed savings provider, are even worse, at 4 per cent on a one-year fixed bond.

Stacey Parsons, head of fixed income at Winterflood, said gilts now offered "significant opportunities" for investor portfolios, and that the brokerage had seen a "trending move" away from trading in fixed income exchange traded funds towards direct investment in UK gilts.

The popularity of gilts is enhanced by the way the gains on some are taxed. Data from interactive investor, the UK's second-largest retail investment platform, shows that the majority of interest in gilts has been for bonds that are close to maturity, with its two most popular maturing in January 2024 and January 2025, as investors look to lock in fixed rates as an alternative to cash.

These bonds offer relatively low interest payments, known as coupons. But the bulk of the return they deliver comes in the form of a low price compared with their face value, handing holders a capital gain when they mature.

Elite law firms set up shop in dealmaking Saudi Arabia

JOE MILLER — NEW YORK
KATE BEIOLEY — LONDON

A flurry in dealmaking by Saudi Arabia is attracting some of the biggest names in the legal sector to the Gulf state, as it seeks to compensate for a decline in M&A activity in Europe and the US.

Kirkland & Ellis, the world's largest law firm by revenue, said it was "actively considering" its options in Riyadh, which it described as "an important market for international business and one of the world's fastest-growing economies".

It would join US firms Latham and Watkins, Greenberg Traurig and Squire Patton Boggs in flocking to the world's largest oil exporter, alongside Dentons and UK-based Clifford Chance and Herbert Smith Freehills.

The move comes after Saudi Arabia's government changed its laws to allow foreign firms to apply for licences to set up shop locally, rather than relying on partnerships with existing groups in the kingdom.

The new regulations were designed by Mohammed bin Salman's administration to "enhance the kingdom's competitiveness" and "attract wider foreign investments".

They require firms to name two partners who will spend at least 180 days a year in the country, and commit to not exporting more than 30 per cent of advisory work to lawyers working in other states.

The introduction of the licensing laws, which come into force this summer, coincided with a burst of blockbuster deals by Saudi Arabia's \$650bn Public Investment Fund, including the proposed merger of its LIV golf league with the US's PGA Tour and Europe's DP World Tour.

Yet the foray into the kingdom by large law firms sets up a potential clash between the liberal values espoused by senior staff in the US and elsewhere, and the human rights record of Saudi Arabia, which continues to imprison dissidents and where homosexuality remains a capital crime.

US law firms have faced political pressure to drop certain clients, with Kirkland and Ellis parting ways with two star attorneys who represented the National Rifle Association, the gun lobby, last year, after widespread outrage over a school massacre in Texas. Other firms have refused to work for anti-abortion groups or opioids manufacturers.

Media. Lions festival

Advertising industry focuses on rising use of AI

Marketers debate backlash against some socially driven campaigns such as Bud Light

DANIEL THOMAS AND HANNAH MURPHY
LONDON

For an industry that makes money telling clients how to tap into future trends, the world's top advertising executives that gathered in Cannes for the annual Lions Festival this year were unusually conflicted over what was coming down the track for themselves.

Advertising agencies are facing immediate pressures as clients look more carefully about how they spend marketing budgets — with a need for greater effectiveness as a result — given tougher economic conditions in key markets.

Much of the debate in the hotels, cafés and beachside tents of Cannes, which hosts the Lions International Festival of Creativity, was also centred on the longer term and potentially existential set of opportunities and challenges from the rising use of AI to create and target advertising.

"This is the first year in my career where I'm like: 'I don't know how this year ends,'" said the boss of a major US advertising agency.

Like many rivals, he still expected the industry to grow this year but at a slower rate, and with a greater sense of uncertainty given the changing economic backdrop.

"Some projects are getting cut, some getting delayed, some waved through," he said. "It's not going to be easy unless you're counting on a big rebound in China. Which I don't see."

According to GroupM, a WPP-owned media agency, global advertising revenues are expected to rise 5.9 per cent to \$874.5bn, excluding US political advertising, slower than 6.4 per cent last year and 24.8 per cent in 2021.

Growth will be supported by the use of connected TVs, retailer-owned advertising models and other digital channels, it said. In Cannes, many of the biggest tents and parties were hosted by tech groups such as Microsoft, Amazon, Netflix, Yahoo and Spotify, underlining how digital advertising has taken over the industry during the past decade.

Kate Scott-Dawkins, global president of business intelligence at GroupM, said the industry had been a beneficiary of venture capital-fuelled tech spending running up to the pandemic, with a second burst of spending since after the lockdowns ended. But now, she said, "we're coming down off of that. . . the cycle is at a point where we're moderating and back to some sort of normalcy."

Dan Clays, chief executive at Omnicon Media Group UK, saw the rest of the year improving, however, saying that "in an inflationary economic environment, marketing budgets have proven to be broadly resilient as brands continue to pursue growth".

The first half of the year saw caution from clients in some sectors, he agreed, but the second half of the year was looking positive. "The overall impact is heightened focus on effectiveness, particularly capitalising on analytics capabilities to understand short and long term impact on marketing spends."

There was also a backlash from some marketers against more socially driven advertising campaigns that dominated the previous year's awards.

This year, sales of Bud Light fell sharply after an advertising campaign that featured a transgender influencer caused a conservative consumer boycott. One advertising boss admitted: "It's easy to forget that we are basically here to sell beer."

Another said that company executives were now more aware of the risks, particularly of touchpaper political issues in the US in the run-up to the election, while a third said that since the Bud Light campaign marketers have been "freaked personally. . . your life will be ruined if you get something wrong".

Other executives said that brands were still conscious of the need to support issues of wider societal importance, from the environment to gender issues — but added these needed to be in line with the brand "identity" as customers were more savvy now in spotting when companies attempted to awkwardly ride a popular cause.

Sitting above these immediate con-

cerns was the debate about the effects of AI — almost literally at Cannes given the extent of the billboards over the main Croisette boulevard proclaiming various technological advances from the different global advertising groups.

AI is likely to be involved with at least half of all advertising revenue by the end of 2023, said GroupM. But while it has long been used extensively across media buying, the impact of generative AI technology in creating advertising has only started in practice.

Google plans to introduce generative AI into its advertising business over the coming months to help generate creative campaigns, while Meta is exploring similar tools.

Multiple executives raised concerns about how AI would change how ad agencies charge for their work, with the concept of being able to bill according to the hours of work incurred likely to be under threat as campaigns may now take hours to produce rather than weeks. This could put more value on truly original creative work, said one ad boss.

Yannick Bolloré, chair of Vivendi's supervisory board and boss of French agency Havas, compared the impact of AI on the industry to the invention of photography on painters.

"This did not kill the painters, but it killed the average painters. AI will never kill the great creative directors. But it could kill the average creative director."

Another UK agency said that AI-generated advertising was already impressive but added: "It's all fishing from the same pond of past advertising. And it always looks a little bit dead behind the eyes. There's no humanity to it. There's no feelings."



Performer and artist Aoi Yamada attends the conference in Cannes

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e-TENDER NO: NIT No: CMRL/PHASE-II/SYS/C3&5-AES-04-L&E/2023

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For further details, please visit e-procurement website:
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DIPR/3158/Tender/2023 Director (System & Operations)

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COMPANIES & MARKETS

Oil majors pin hopes on lithium breakthrough

ExxonMobil and Equinor among companies weighing diversification using 'potentially game-changing technology'

HARRY DEMPSEY — LONDON
DEREK BROWER — NEW YORK

Oil and gas majors are stepping up efforts to break into lithium to diversify beyond fossil fuels as hopes rise over a technological breakthrough to produce the metal that is critical for electric car batteries.

ExxonMobil, Schlumberger, Occidental Petroleum and Equinor are exploring whether their core skills of pumping, processing and reinjecting underground fluids such as oil and water could be deployed to process lithium from unconventional brine resources, helping to ease forecast shortages of a material expected to be vital for the energy transition.

"There are a number of oil and gas majors putting a lot of time and attention into how they can become big in lithium," said Brian Menell, chief executive of TechMet, a mining investment fund backed by the US government. TechMet has a stake in EnergySource Minerals (ESM), a lithium developer backed by oilfield services group Schlumberger.

"It's a natural evolution for oil companies. Lithium brines are an obvious one as unlike charging networks and wind farms, where they have no skills besides project management, they are skilled at subsurface pumping and fluids."

The potential push into lithium comes as producers from Exxon and Chevron in the US to Equinor and BP in Europe try to remain profitable amid a global effort to curb emissions and transition from fossil fuels to cleaner energy.

Oil majors' drive into lithium would reassure carmakers that at present rely on small, unproven miners to deliver the vast quantities of lithium needed to electrify their vehicles in the coming decade as western countries ban sales of new petrol and diesel cars and as electric vehicle use soars in China.

But the oil companies' activity to date has been speculative, involving a fraction of the capital spent on fossil fuel production each year and limited to buying rights to prospective lithium resources, taking minority stakes in lithium companies through venture arms and licensing extraction technology.

ExxonMobil recently paid more than \$100mn in cash to acquire oilfield brines containing lithium in the Smackover area of Arkansas, fending off interest from Schlumberger and Equinor, according to two people familiar with the matter.

Equinor took a stake in developer Lithium de France in 2021, while US shale producer Occidental jointly owns TerraLithium, a lithium technology group, and Chevron's chief executive has also expressed interest in the battery metal.

Supply growth of lithium in recent years has been driven by the rise of Australian and Chinese hard-rock resources, which have added to Latin America's brines that are the other key source.

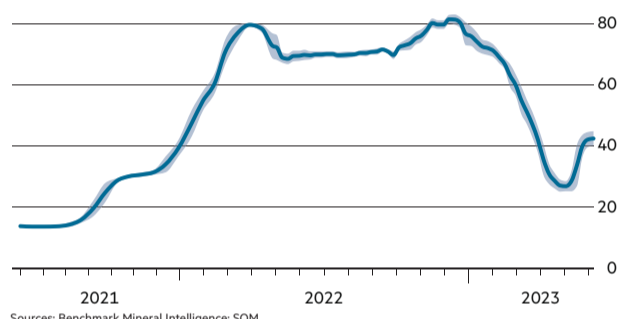
But brine's future contribution — and the involvement of the oil majors — hinges on the commercial development of direct lithium extraction (DLE), a technology unproven at scale that selectively takes the silvery-white mineral



Hot metal: the Silver Peak lithium mine in Clayton Valley, Nevada. Oil majors are looking to get into a field vital for the energy transition — Marli Miller/UCG/Getty Images

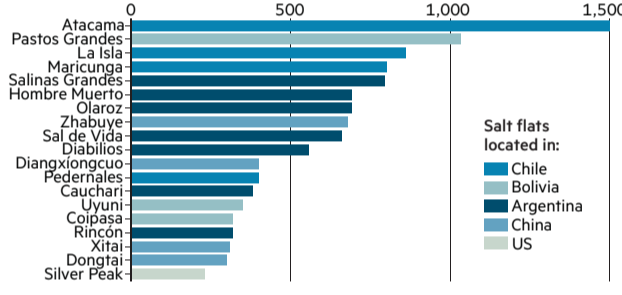
Lithium prices recover after rapid cool-off

Price of lithium carbonate, min 99.5% purity (\$'000 per tonne)



Few lithium brine resources have as high concentrations of the mineral as Chile's salars

Lithium concentration (ppm)



out of salty mixtures using membranes, filters or beads.

At present, lithium found in the brine beneath salt-encrusted land, known as salar, in South America is extracted through evaporation ponds that in effect strip out every other element.

DLE does the opposite and Goldman Sachs says it is a "potentially game-changing technology" — lithium's equivalent of fracking for oil.

It would speed up lithium extraction from months to days, while average recovery rates of 60-80 per cent compared with 40-60 per cent for ponds could make lower concentration resources economically viable.

Success for DLE, which has been used in Argentina by Livent since 1998 and in

"There are a number of oil and gas majors putting a lot of time into how they can become big in lithium"

a handful of projects in Qinghai, China, would open the possibility of oil majors extracting lithium from wastewater at oilfields and at geothermal energy projects that have brine on site.

Oil consultancy Enverus recently described the "potential multi-billion-dollar bonanza" awaiting DLE investors in the Permian Basin in Texas and New Mexico, which is already the world's most prolific oilfield. In one section alone, wastewater used in shale fracking could produce 225,000 tonnes of lithium carbonate a year, worth \$19bn of revenue, Enverus calculated.

DLE projects are also under way in Nevada and Utah. In western Canada's oil-rich Alberta, Imperial Oil, majority owned by Exxon, has joined a DLE venture with E3 Lithium.

Investors in US lithium mining and processing would qualify for subsidies included in the Inflation Reduction Act passed last year. Canada has also allocated generous tax breaks to the nascent sector.

Despite the natural transfer of oil

Support services

PwC veteran to run scandal-hit Australia arm

NIC FILDES — SYDNEY

PwC has appointed a senior partner from its global network to lead its scandal-hit Australian operation, deepening its control over the local company as it seeks to rebuild its reputation.

Kevin Burrowes, a PwC veteran and head of the PwC Network's global clients and industries business, will move from Singapore to Australia to take over the local partnership. He will replace Kristin Stubbins, who became interim chief executive less than two months ago after Tom Seymour stepped down.

"Kevin's experience across other parts of the PwC Network ensures that as he takes over the leadership in Australia he brings a fresh perspective to the firm, and he will work with his colleagues and management team to re-earn trust with PwC Australia's stakeholders," said Justin Carroll, chair of PwC Australia's governance board.

The consultant has been at the centre of a scandal in Australia after it emerged that a senior partner in its tax practice had leaked confidential government information to colleagues in Australia and overseas about plans to crackdown on tax avoidance by multinational companies.

Peter Collins, the partner at the centre of the scandal, was banned by the industry watchdog in February but the tax leaks affair has remained in the spotlight after Australian senators pub-

lished emails showing that the information had been used by PwC to win business. The Australian government has blocked PwC from competing for new business from a range of public and private sector organisations until a review is completed. It has also referred it to the police for investigation.

PwC Australia last week also agreed to sell its government consulting business to Allegro Funds, a private equity company, for A\$1 (US\$0.66).

The deal, due to complete next month, means PwC will have exited all government advisory work in Australia representing about a fifth of its revenue



PwC Australia has also agreed to sell its government consulting business

for the financial year to 2023. About 1,750 people will transfer to the Allegro-owned operation that will cut ties with the PwC brand.

The appointment of Burrowes and the exit from government consulting are the most significant steps taken by PwC's global business since the crisis first erupted.

PwC, like other Big Four groups, is structured as an alliance of locally owned member firms.

That model is designed to partly ringfence any financial losses or legal liabilities within each country, but the severity of the Australian situation and the evidence that the tax information was used outside of the country elevated it into an international issue.

Bob Moritz, PwC's global chair, said that Burrowes was an expert in the global network's governance structures and standards.

"Under past leadership, PwC Australia failed to meet the network's 'code of conduct' and uphold the network's professional standards and values. Its past actions are not representative of the work and behaviours of PwC around the world and I am deeply sorry to our clients, our broader stakeholders and our people," Moritz said.

"PwC Australia has significant work to do and I am confident that the steps they are taking with the Network's support will result in a stronger firm," he added.

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Back to the drawing board
Is Masayoshi Son's return to inventing good for SoftBank?
LEO LEWIS, OPINION

Oversharing in the office – it's a TMI SOS



Miranda Green
Business Life

For most of my adult life, my peers and I strode around in trouser suits giving off – or trying to – a strong whiff of high-energy professionalism. But I regret to report that the mask, insecurely attached for some time, has finally slipped. With personal crises arriving thick and fast there is an epidemic of letting it all hang out emotionally in the office.

Sick and dying parents, one's own ill health, plus wayward adolescents and relationships hitting a bumpy patch: these are (mostly) inevitable features of this stage of life. Being words people at the FT, we've been debating the best metaphor for the concatenation of disasters that seems to hit in late middle age. When you're in the thick of it, does it more resemble a game of whack-a-mole or just a constantly raging bin-fire?

To me, this mid-life barrage has the hallmarks of a sadistically designed video game, where the path clears for a split second before another catastrophe hurtles into view – any gaming entrepreneurs reading this can have the idea for free. Could we market it as Call of Duty: Middle Age? It's a navigation of treacherous territory followed by a pile-up. But my



Kenneth Andersson

colleagues and I are not competing in ranking our traumas – if you win at this one, you really do lose.

Nevertheless, whatever we call it, attempts at professional poise have gradually been abandoned in favour of mass, multidirectional exchanges of confession and empathy. It's become totally #nofilter – we're all so beaten up by the rolling programme of challenges that there is little energy for anything other than the work itself. You can forget keeping up appearances let alone a stiff upper lip.

The mutual support is of immense value. It is probably keeping us healthy (and working) for longer: an Australian study of women aged between 45 and 70 released this year found that those with friends at work and good relationships with colleagues were much less likely to develop a range of common diseases including diabetes, high blood pressure and even

“Professional poise has been abandoned in favour of mass, multidirectional exchanges of confession and empathy: #nofilter”

cancer. After the difficulties prompted by the Covid emergency, these friendships, both recent and long-term, feel particularly nourishing.

But we don't yet know the nature and extent of the costs attached to airing our dirty linen in the office (and I'm no longer talking an aspirational trouser-suit, more the psychological equivalent of loungewear). What if the collapse of your at-work persona means a career penalty after your crisis is over? What if work friendships can't take the load?

As for the managers, they are pulled in two directions: by sympathy and the need for the show must go on. Not for nothing does traditional training include a section on how to comfort an underling, pass them a tissue as they blub, then move the conversation on.

These days, work buzzwords emphasise humanity. Take the call to “bring your whole self to work”, or the slightly terrifying exhortation to “radical candour”, a sort of update of tough love. It is a direction of travel that introduces more emotion rather than damping it down. This seemed refreshing pre-pandemic: a chance to wriggle out of an office straitjacket that homogenised the workforce. “I'm not like you so don't make me pretend” is a

pretty good response to outmoded and often exclusive formality.

But we now have a different problem of too much information – a TMI SOS, with workers at all levels sending up emergency flares. It's a constant onslaught of exhausting revelations. Career reviews since Covid are a minefield of medical updates and childcare and eldercare crises. With so many of us withdrawing from work or struggling because of ill health and caring responsibilities, particularly among the over-50s, running a team has become less like a normal white-collar job and more like keeping a unit's morale up in a trench filling with muddy water. There's too much for managers to handle – and for our poor colleagues, who bear the brunt as carefully crafted competent personas crumble before their eyes.

This doesn't feel sustainable. Employees need support better tailored to these tricky times and managers need help to cope with the carnage. In the meantime, my newest worry is I've become one of those people whom it's dangerous to ask “how are you?” in case they actually, you know, tell you.

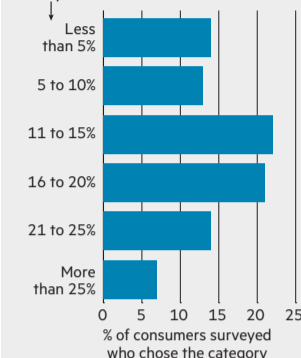
miranda.green@ft.co.uk

Lex.

Tap-screen tipping: it is here to stay

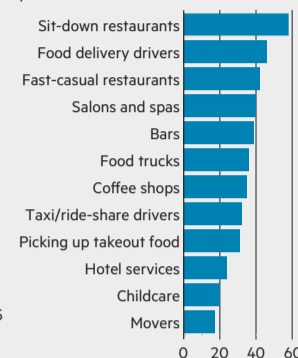
How much more US consumers tip digitally

Percentage increase in tips when presented with digital options compared with cash



Services that are tipped for the most

Percentage of survey respondents who reported they would tip for a particular service



Source: Forbes Advisor Based on a 2023 survey of 2,000 US citizens by OnePoll FT graphic

To tip or not to tip? It's a quandary that perplexes some Europeans, who are more accustomed to automatic service charges on their restaurant bills. Now it is causing blushes in countries with more deeply rooted tipping cultures, in particular the US.

Tap-screen payment software has spread thanks to improved technology from the likes of Block and Toast, and a pandemic that discouraged cash usage. Americans can find themselves asked to tip in unusual situations, including at a petrol station or paying a locksmith.

Screens that offer preset tip recommendations from 15 per cent upwards reportedly create embarrassment for some service staff and customers alike. Tips lower than 15 per cent are normal in some countries. When customers do not want to tip, they may need help from slighted sales staff themselves. Academic research suggests recommended tips can be advantageous for workers. This may spread tipping to countries and industries in Europe where it is less commonplace.

A 2017 Cornell University paper involving an app-based laundry service found that – unsurprisingly, perhaps – individual and total tips rose in response to higher recommendations

without affecting customer satisfaction. A poll of 2,000 Americans this year showed that almost three-quarters of respondents tipped at least 11 per cent more digitally than in cash.

There are potential benefits for businesses. Higher tip revenues could help with recruitment and staff retention, according to professor Michael Lynn of Cornell University. But customers may feel unwanted pressure to tip. This could affect whether they decide to return to a business.

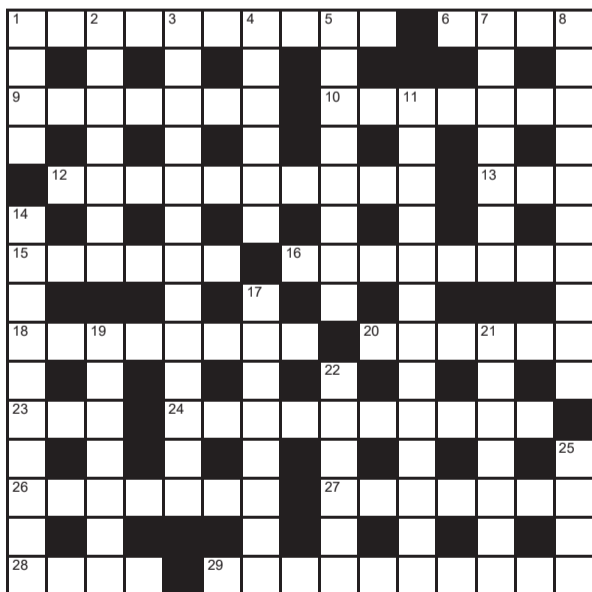
Tipping has led to bust-ups in the past between corporations and their employees depending on the percentage the latter are allowed to keep. In 2022, an internal committee at UK restaurant chain PizzaExpress reversed a decision – under pressure from the Unite union – to give higher-paid kitchen staff a greater percentage of card tips compared with lower paid servers. In many US states, employers are still allowed to include tips when calculating whether their staff receive the minimum wage.

With cash use in decline in many countries, tap-screen tipping is here to stay. Consumers and baristas may simply have to get used to daily social awkwardness when buying their macchiato.

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ACROSS

- 1 Good luck penetrating wall Thebes toughened (3,3,4)
- 6 Birds on walls regularly overlooked (4)
- 9 Worker in gallery starts to verify artwork depicting goddess (7)
- 10 Dim man in family backing Gunners (7)
- 12 Not working is not acceptable (3,2,5)
- 13 Promise to cut grass (3)
- 15 Divorced detective residing in most favourable accommodation (6)
- 16 Heard woman's not single? Wrong! (8)
- 18 Would eat nuts – not permitted (8)
- 20 Commands from court received by page after returning (6)
- 23 Picked up gross vase (3)
- 24 Impious one beside bishop carrying scripture in case (10)
- 26 Jobs along with feeding strays (7)
- 27 Pronounced colour known to be worn by Republican fanatic (7)
- 28 European overwhelmed by work about to cry (4)
- 29 Do easy line after correcting saw (4,4,2)

DOWN

- 1 Forces raising advanced weapons (4)
- 2 Flagging article in guild to be restored (7)
- 3 Agreement suffering, nothing is admitted by country (13)
- 4 Light comedy's fourth penned by notable Elizabethan (6)
- 5 Soldier having small muscle ache (8)
- 7 Some time to eat upwards fifty of brownies? (3,4)
- 8 Told to wind metal watches for study (10)
- 11 Cast actor: diver in Italy to evacuate major vessel (7,6)
- 14 Completely refurbished lousy table (10)
- 17 Underwear on king in mostly tidy state (8)
- 19 Part of plant terribly interlaced, not great (7)
- 21 Dances around with new headphones (7)
- 22 Occasionally nervy and deed gets avoided (6)
- 25 Deity I elementarily exposed (4)

JOTTER PAD

Solution 17,450



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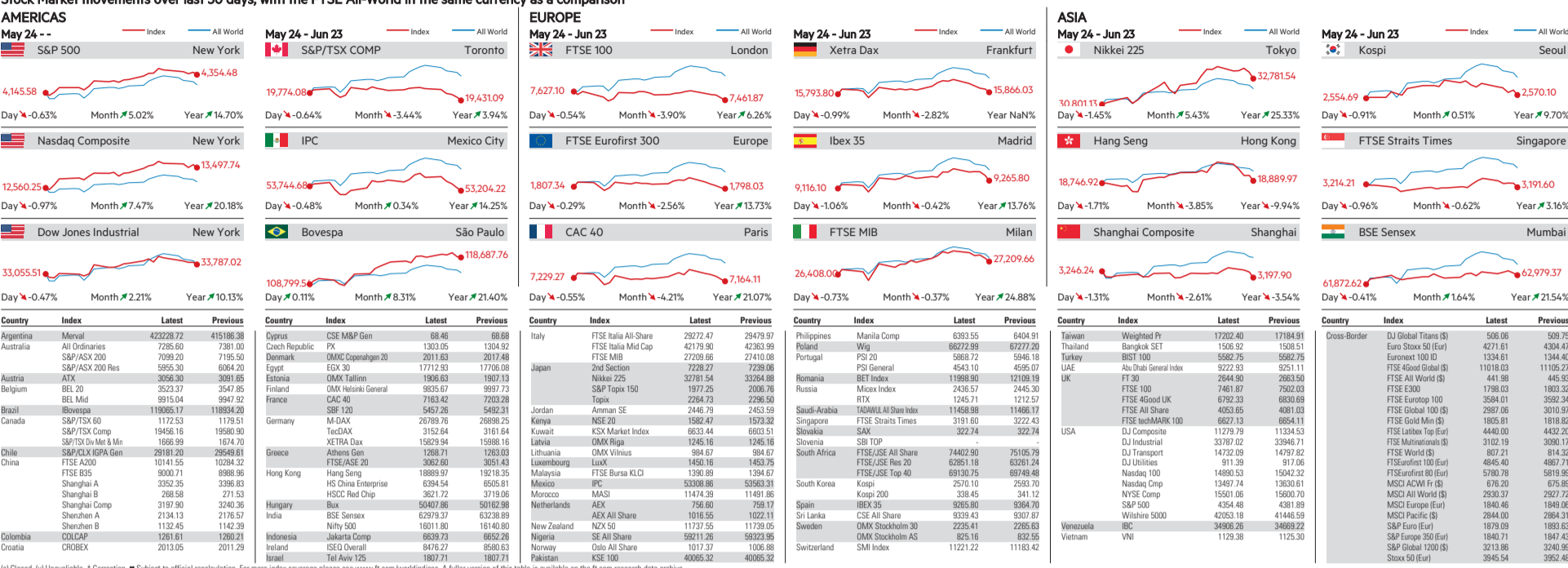
MARKET DATA

WORLD MARKETS AT A GLANCE

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



(c) Unavailable. 1 Correction. Subject to official confirmation. For more index information see www.ft.com/worldindices. A fuller version of this table is available on the FT.com research data archive.

STOCK MARKET: BIGGEST MOVERS

Table with columns for AMERICA, LONDON, ACTIVE STOCKS, EURO MARKETS, TOKYO, ACTIVE STOCKS, and LOSERS. Includes stock names, prices, and percentage changes.

UK MARKET WINNERS AND LOSERS

Table with columns for FTSE 100, FTSE 250, FTSE SmallCap, and various industry sectors. Lists winners and losers with their respective stock prices and changes.

CURRENCIES

Table showing currency exchange rates for Dollar, Euro, and Pound against various global currencies. Includes columns for currency, closing, mid, and daily change.

FTSE ACTUARIES SHARE INDICES

Table listing FTSE Actuarial Share Indices (FTSE 250, FTSE 100, FTSE 250 High Yield, etc.) with columns for index name, closing price, and daily change.

FT 30 INDEX

Table showing FT 30 Index data including closing price, daily change, and historical performance metrics.

FT WILSHIRE 5000 INDEX SERIES

Table showing FT Wilshire 5000 Index Series data with columns for index name, closing price, and daily change.

FTSE GLOBAL EQUITY INDEX SERIES

Table showing FTSE Global Equity Index Series data with columns for index name, closing price, and daily change.

FTSE 100 SUMMARY

Table showing FTSE 100 Summary data including closing price, weekly price change, and industry sector performance.

FTSE Sector Indices

Table showing FTSE Sector Indices (Non Financials, Hourly movements) with columns for index name, closing price, and daily change.

UK COMPANY RESULTS

Table showing UK Company Results (Company, Turnover, EPS) with columns for company name, turnover, EPS, and dividend yield.

UK RIGHT'S OFFERS

Table showing UK Rights Offers (Issue, Amount, Latest, Closing) with columns for issue name, amount, latest price, and closing price.

UK CENTRAL EQUITY ISSUES

Table showing UK Central Equity Issues (Issue, Amount, Latest, Closing) with columns for issue name, amount, latest price, and closing price.

UK STOCK MARKET TRADING DATA

Table showing UK Stock Market Trading Data (Order Book Turnover, Order Book Bargains) with columns for trading volume, turnover, and price.

Figures in £m. Earnings shown basic. Figures in light text are for corresponding period year-ago. For more information on dividend payments visit www.ft.com/marketsdata. FTSE is a trade mark of the London Stock Exchange Group companies and is used by FTSE International Limited under licence. FTSE P/E ratios greater than 80 are not shown. For changes to FTSE Fluctuating Index constituents please refer to www.ft.com/indexchanges. 1 Values are negative.

Figures in £m. Earnings shown basic. Figures in light text are for corresponding period year-ago. For more information on dividend payments visit www.ft.com/marketsdata. FTSE is a trade mark of the London Stock Exchange Group companies and is used by FTSE International Limited under licence. FTSE P/E ratios greater than 80 are not shown. For changes to FTSE Fluctuating Index constituents please refer to www.ft.com/indexchanges. 1 Values are negative.

MARKET DATA

FT500: THE WORLD'S LARGEST COMPANIES

Table with 12 columns: Country, Company Name, Price, % Change, High, Low, Yld, P/E, MCap. Lists top companies from Australia, Brazil, Canada, China, Denmark, France, Germany, Hong Kong, India, Israel, Italy, Japan, Korea, Mexico, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, United Arab Emirates, United Kingdom, United States of America, and various other regions.

FT 500: TOP 20

Table with 6 columns: Company Name, Close, Prev, Day, Week, Month. Lists top 20 companies by market cap.

FT 500: BOTTOM 20

Table with 6 columns: Company Name, Close, Prev, Day, Week, Month. Lists bottom 20 companies by market cap.

BONDS: HIGH YIELD & EMERGING MARKET

Table with columns: Country, Red, Date, Coupon, S*, M*, F*, Bid, Yield, Day's chge, Mth's chge, Spread vs US. Lists high yield and emerging market bonds.

BONDS: BENCHMARK GOVERNMENT

Table with columns: Country, Red, Date, Coupon, Bid, Bid chge, Wk chge, Mth chge, Year chge. Lists benchmark government bonds.

INTEREST RATES: OFFICIAL

Table with columns: Country, Rate, Current, Since, Last. Lists official interest rates for various countries.

INTEREST RATES: MARKET

Table with columns: Over, Change, One, Three, Six, One year. Lists market interest rates for various terms.

BOND INDICES

Table with columns: Index, Day's change, Week's change, Month's change, Year, Return, Return 1 year. Lists bond indices and their performance.

CREDIT INDICES

Table with columns: Index, Day's change, Week's change, Month's change, Series high, Series low. Lists credit indices and their performance.

BONDS: INDEX-LINKED

Table with columns: Price, Yield, Month, Value, Stock, Market, No of stocks. Lists index-linked bonds and their characteristics.

BONDS: TEN YEAR GOVT SPREADS

Table with columns: Bid vs vs, Bid vs vs, Bid vs vs. Lists ten-year government bond spreads.

BONDS: HIGH YIELD & EMERGING MARKET

Table with columns: Country, Red, Date, Coupon, S*, M*, F*, Bid, Yield, Day's chge, Mth's chge, Spread vs US. Lists high yield and emerging market bonds.

BONDS: GLOBAL INVESTMENT GRADE

Table with columns: Country, Red, Date, Coupon, S*, M*, F*, Bid, Yield, Day's chge, Mth's chge, Spread vs US. Lists global investment grade bonds.

VOLATILITY INDICES

Table with columns: Index, Day's change, Prev, 52 wk high, 52 wk low. Lists volatility indices and their performance.

GILTS: UK CASH MARKET

Table with columns: Index, Red, Price, Yield, Day, Week, Month, Year, High, Low, Em. Lists UK cash market data.

BONDS: BENCHMARK GOVERNMENT

Table with columns: Country, Red, Date, Coupon, Bid, Bid chge, Wk chge, Mth chge, Year chge. Lists benchmark government bonds.

GILTS: UK FTSE ACTUARIES INDICES

Table with columns: Price Index, Jun 23, Day's chge, Total Return, Return 1 year, Yield. Lists UK FTSE actuaries indices.

COMMODITIES

Table with columns: Energy, Price, Change, Agricultural & Cattle Futures, Price, Change. Lists commodity prices and changes.

Precious Metals (PM London FX)

Table with columns: Gold, Silver, Platinum, Palladium, Price, Change, % Chg, Year. Lists precious metal prices and changes.

Real yield

Table with columns: Real yield, Jun 23, Dur, Previous, Jun 23, Dur, Previous, Yr ago. Lists real yield data.

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Table with columns: Fund, Bid, Offer, +/-, Yield, 1Yr, 3Yr. Includes Kleinwort Hambros Bank Limited (UK) and Ministry of Justice Common Investment Funds (UK).

Table with columns: Fund, Bid, Offer, +/-, Yield, 1Yr, 3Yr. Includes Prusik Investment Management LLP (IRL) and Purisima Investment Fds (UK) (200F) (UK).

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TOSCAFUND. Toscafund Asset Management LLP (UK). Includes Tosca A USD, Tosca Mid Cap GBP, Tosca Opportunity B USD, Pegasus Fund Ltd A-1 GBP.



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Lothbury Property Trust (UK). 155 Bishopsgate, London EC2M 3TQ +44(0) 20 3551 4900. Property & Other UK Unit Trusts. Lothbury Property Trust GBP £ 1635.01 1679.92 2.15 3.42 -24.86 -



ram ai

Ram Active Investments SA (UK). www.ram-ai.com. Other International Funds. Includes RAM Systematic Emerg Markets Eq, RAM Systematic European Eq, RAM Systematic Global Sustainable Income Eq, RAM Systematic Long/Short European Eq, RAM Systematic US Sustainable Eq, RAM Tactical Global Bond Total Return, RAM Tactical II Asia Bond Total Return.

Stewart Investors

Stewart Investors (UK). 23 St Andrew Square, Edinburgh, EH2 1BB. enquiries@stewartinvestors.com. Client Services: 0800 597 4171. Dealing Line: 0800 567 3388. Includes SI Asia Pacific A Acc, SI Asia Pacific A Inc, SI Asia Pacific Leaders A Acc, SI Asia Sustainable A Acc, SI Global Emerging Mts A Acc, SI Global Emerging Mts Leaders A Acc, SI Global Emerging Mts Sus A Acc, SI Indian Sub-Cont A Acc, SI Latin America A Acc, SI Worldwide Equity A Acc, SI Worldwide Equity A Inc, SI Worldwide Leaders A Acc, SI Worldwide Sus A Acc.

M & G Securities (1200F) (UK). P.O. Box 9038, Chelmsford, CM99 2XF. www.mandg.co.uk/charities. Enq/Dealing: 0800 917 4472. Includes Charifund Inc, Charifund Acc, M&G Charifund Series 1, M&G Charifund Series 2, M&G Charity Multi Asset Fund Inc, M&G Charity Multi Asset Fund Acc.

Omnia Fund Ltd (UK). Estimated NAV \$ 916.73 -24.68 0.00 18.76 18.34.

Royal London (UK). 55 Gracechurch Street, London, EC3V 6JQ. Includes Royal London Sustainable Diversified A Inc, Royal London Sustainable World A Inc, Royal London Corporate Bond Mth Income, Royal London European Growth Trust, Royal London Sustainable Leaders A Inc, Royal London UK Growth Trust, Royal London UK Income With Growth Trust, Royal London US Growth Trust.

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Orbis Investments (U.K.) Limited (GBR). 28 Dorset Square, London, NW1 6DG. www.orbis.com 0800 358 2030. Regulated. Includes Orbis OEIC Global Cautious Standard, Orbis OEIC Global Balanced Standard, Orbis OEIC Global Equity Standard.

MMP Investment Management Limited (GSY). Multi-Manager Investment Programmes PCC Limited. UK Equity Fd CI A Series 01 £ 3312.15 3338.48 59.65 - 4.51 17.87. Diversified Absolute Ret Fd USD O AF2 £ 1688.02 - 45.93 - -1.51 1.32. Diversified Absolute Return Slip Cell AF2 £ 1579.00 - 1.96 - 0.70 2.45. Global Equity Fund A Lead Series £ 1752.47 1755.76 -19.13 - -1.30 8.17.

RUFFER logo.

Marwyn Asset Management Limited (CYM). Regulated. Marwyn Value Investors £ 329.72 - 6.14 0.00 - -7.17.

PLATINUM CAPITAL MANAGEMENT

Platinum Capital Management Ltd (UK). Platinum All Star Fund - A £ 147.99 - - - 0.38 5.08. Platinum Global Growth UCITS Fund \$ 8.41 - -0.04 0.00 1.33 -10.14. Platinum Global Dividend UCITS Fund \$ 46.48 - 0.10 0.00 -0.32 -3.23.

Ruffer LLP (1000F) (UK). 65 Gresham Street, London, EC2V 7NQ. Order Desk and Enquiries: 0345 601 9610. Includes LF Ruffer Diversified Rtm C Acc, LF Ruffer Diversified Rtm C Inc, LF Ruffer European C Acc, LF Ruffer European C Inc, LF Ruffer Equity & General C Acc, LF Ruffer Equity & General C Inc, LF Ruffer Gold C Acc, LF Ruffer Gold C Inc, LF Ruffer Japanese C Inc, LF Ruffer Japanese C Acc, LF Ruffer Total Return C Acc, LF Ruffer Total Return C Inc.

SUPERFUND INVEST BETTER

McInroy & Wood Portfolios Limited (UK). Easter Alderston, Haddington, EH41 3SF 01620 825867. Includes Balanced Fund Personal Class Units, Income Fund Personal Class Units, Emerging Markets Fund Personal Class Units, Smaller Companies Fund Personal Class Units.

Polar Capital Funds Plc (IRL). ARTIFICIAL INTELLIGENCE | USD ACC \$ 17.40 17.40 0.00 0.00 26.09 8.35. Asian Starts I USD Acc \$ 14.86 -0.04 0.00 6.31 2.28. Biotechnology I USD \$ 48.48 40.48 -0.12 0.00 16.69 7.10. China Stars I USD Acc \$ 10.57 10.57 -0.01 0.00 -11.25 -5.71. Emerging Market Stars I USD Acc \$ 11.75 - -0.02 0.00 8.00 0.75. European Ex UK Inc EUR Acc £ 14.97 14.97 -0.08 0.00 16.15 10.75. Financial Opps I USD \$ 14.08 - -0.09 2.20 10.02 11.22. Global Convertible I USD \$ 13.73 13.73 -0.02 0.00 4.41 -0.93. Global Insurance I GBP £ 9.75 - -0.02 0.00 12.00 13.67. Global Technology I USD \$ 80.25 - 0.74 0.00 25.65 6.05. Healthcare Blue Chip Fund I USD Acc \$ 19.39 19.39 0.13 0.00 11.70 9.98. Healthcare Dis I Acc USD \$ 13.16 - 0.01 0.00 12.29 5.81. Healthcare Opps I USD \$ 21.60 - 0.24 0.00 25.68 8.58. Income Opportunities B2 I GBP Acc £ 2.94 2.94 0.00 0.00 5.39 12.90. Japan Value I JPY ¥ 167.13 167.13 -1.29 0.00 26.85 17.39. North American I USD \$ 34.44 34.44 0.08 0.00 12.96 11.98. Smart Energy I USD Acc \$ 10.16 10.16 -0.05 0.00 27.32 - . Smart Mobility I USD Acc \$ 9.55 9.55 -0.06 0.00 18.05 -. UK Val Opp I GBP Acc £ 12.11 12.11 -0.13 0.00 -0.74 5.34.

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Superfund Asset Management GmbH (UK). www.superfund.com +43 (1) 247 00. Includes Superfund Green Gold, Superfund Green Silver, Superfund Green US\$.

MILLTRUST INTERNATIONAL. Milltrust International Managed Investments ICAV (IRL) (UK). mimi@milltrust.com, +44(0)20 8123 8316 www.milltrust.com. Includes British Innovation Fund £ 171.92 - 2.89 0.00 - -. MAI - Buy & Lease (Australia) AS 103.45 - 0.50 0.00 -16.53 1.41. MAI - Buy & Lease (New Zealand) NZ 91.20 - 6.06 0.00 -7.20 -2.67. Milltrust Global Emerging Markets Fund - Class A \$ 95.03 - -0.06 0.00 -9.05 6.71.

Rubrics Global UCITS Funds Plc (IRL). www.rubricsam.com. Includes Rubrics Energy Markets Fixed Income UCITS Fund \$ 140.57 - -0.22 0.00 5.16 1.19. Rubrics Global Credit UCITS Fund \$ 16.86 - -0.04 - 0.86 -0.38. Rubrics Global Fixed Income UCITS Fund \$ 171.39 - -0.57 0.00 0.30 -2.01.

Thesis Unit Trust Management Limited (UK). Exchange Building, St Johns Street, Chichester, West Sussex, PO19 1UP. Includes TM New Court Fund A 2011 Inc £ 18.95 - -0.01 0.00 7.00 5.76. TM New Court Fund - A 2014 Acc £ 19.11 - -0.01 0.00 7.00 5.77. TM New Court Equity Growth Fund - Inc £ 20.71 - 0.00 0.00 8.15 6.95.

Private Fund Mgrs (Guernsey) Ltd (GSY). Regulated. Monument Growth 20/06/2023 £ 539.71 544.76 -3.31 - 2.49 5.36.

Scottish Friendly Asset Managers Ltd (UK). Scottish Friendly Hse, 16 Blythswood Sq, Glasgow G2 4HJ 0141 275 5000. Includes Managed Growth +, UK Growth +.

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Guide to pricing of Authorised Investment Funds: (compiled with the assistance of the IMA. The Investment Association, Camomile Court 23 Camomile Street, London EC3A 7LL. Tel: +44 (0)20 7831 0899.)

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Time: Some funds give information about the timing of price quotes. The time shown alongside the fund manager/operator's name is the valuation point for their unit trusts/OEICs, unless another time is indicated by the symbol alongside the individual unit trust/OEIC name.

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WORK & CAREERS

Coming out at work: senior executives share their stories

To celebrate Pride Month, business leaders tell FT reporters about their positive and more challenging experiences

For LGBT+ employees, coming out at work can be a challenging process and support from senior management is crucial. The *Financial Times* has spoken to 10 top business executives willing to share their own experiences.

Robyn Grew, chief executive, Man Group

Robyn Grew, who was appointed the first female chief executive of hedge fund firm Man Group in May, says she has always been open about her personal life since starting her career in the City.

"I don't think I was ever 'in', the way I've navigated any part of my career, I just have never been in a closet," says Grew, 54. "I've always talked about [my wife], and as soon as we had a child, I talked about him and our family unit. I've never had to be the person who's been worried about which pronouns to use to describe the weekend and who I was with."

Still, Grew says the experience of being openly gay has come with challenges. "I have lived very honestly and authentically and I have had people in my time who have made it very clear they disapprove of who I am and my lifestyle," she says. "But largely I have been supported throughout my career by incredible people who have embraced the entirety of who I am, both my personal and professional self."

The financial services industry has come under scrutiny over its lack of diversity, although Grew believes it is improving. "I think the experience of being a woman and identifying in the queer community has been something that's dramatically changed, in terms of the levels of acceptance and societal awareness, creating a space where there's a much broader welcoming and belonging."

Emma Dunkley in London

Reece Tomlinson, founder, Saône Capital

When Reece Tomlinson was growing up, being transgender "wasn't something people talked about. I had to do what I could to fit in." The 37-year-old says she tried to fit into "that boy's club" at work, which was "exhausting".

The term "coming out" doesn't quite convey the process to Tomlinson, who prefers being "free to be who you are". She disclosed she was transgender at work gradually. "[Telling] the first person was really scary, but it was a good experience and from there it got easier."

Potentially, it had repercussions for employees because she was a founder of boutique corporate finance advisory firm RWT Growth. "I had responsibilities, clients, a team relying on me and deals on the go."

Her appearance changed slowly while "still presenting as male". This helped her adjust. "I didn't want to look like I was unconfident."

In 2022, she sent a document to staff outlining her transition and the launch of Saône Capital, a firm aimed at under-represented founders and companies trying to protect the planet. Then she met employees individually before presenting to the company. "I was saying that I'm coming into the office looking different. My team opened up about things in their personal lives. It's liberating and difficult."

When contacting clients, she says, "I was very afraid I would lose a lot in the process. My fears were overblown."

Today, she does not want her business to be known for being "trans-female led. I want to be a successful woman in business who happens to be trans."

Emma Jacobs in London

António Simões, head of Europe, Banco Santander

There were two formative events that led António Simões to come out in the workplace. The first was when he worked at the consulting firm McKinsey in Portugal in the 1990s. "It was a more conservative society then," he says. "I was reasonably out with family and friends, but when I joined McKinsey, I wasn't really out."

McKinsey had created an organisation for queer people in the company, which reassured Simões that it was focused on diversity and inclusion. "I subsequently stayed at McKinsey for 10 years, it was a very important moment for me."

The next catalyst was when he joined



Man Group CEO Robyn Grew says she has experienced some disapproval during her career for being openly gay but mostly support — Richard Cannon/FT



Reece Tomlinson says telling her staff that she was transgender was both 'liberating and difficult'



António Simões believes it is crucial for gay staff to be able to be open in the workplace



After coming out, Julia Hoggett realised being gay was not an inhibitor to her career, but just a part of it



'If you're editing your background, you can't be your best,' says Susie Scher, who came out at work when her partner was pregnant



Ruth Crowell says she has faced more discrimination for being a woman than for being gay



Alan Joyce says he did not want to be known as the 'gay CEO' but rather as 'a CEO that was gay'

Goldman Sachs in 2000 as a summer associate. At the time, Goldman provided flats as accommodation: single associates would share with colleagues, while those with partners were able to stay together.

"I told them I had a partner, a boyfriend," says Simões, who was this month appointed chief executive of FTSE 100 insurer Legal & General from next year. "There were probably not many investment bankers who were gay and out at that time, so I ended up becoming the poster child for recruitment and events and other things. It was a great experience."

Simões believes it is crucial for staff to be able to be open in the workplace.

"It's important that there are examples like me and others who have long been out in our careers because when people go from university to the workplace, for example, [people] might feel it could be an issue, so they go back into the closet. My experience is the opposite; it has made me a better

professional and, if anything, more successful in my career."

Emma Dunkley in London

Julia Hoggett, chief executive, London Stock Exchange

Starting her career in the late 1990s on the trading floor of a big City firm, Julia Hoggett thought she would "never be out" at work.

"I remember on my second day at JPMorgan I swiped my ID card through the barrier and thought I'd leave the real me on the outside and pick her up on the way home," Hoggett says.

But after a couple of years, Hoggett started to feel uncomfortable. "When you're working many hours, you form close friendships with people. I was increasingly feeling there was an imbalance of trust because I wasn't sharing the same information about myself."

Hoggett came out after her managing director visited her in hospital following spinal surgery. "I thought she was coming to check I was actually ill, but she was

coming to see that I was OK. I introduced her to my partner who was beside me. Three days later when the morphine wore off, I realised I had outed myself."

Soon after, the managing director told Hoggett she was being put forward to make associate a year early and would be evaluated not just on her role but her contribution to the company. Hoggett recalls the managing director then said: "Have you thought about joining the LGBT society?"

Hoggett realised being gay was not an inhibitor to her career, but just a part of it. She says she has had "the utter privilege" of every employer since knowing she is an openly-gay woman. "I don't think I'd be sitting in this seat if I hadn't come out."

Emma Dunkley in London

Susie Scher, chair of global financing group, Goldman Sachs

Susie Scher spent the first decade of her banking career in the closet. "In the 1990s, finance wasn't friendly to LGBT

people. I feared rejection and that my career wouldn't progress," she says.

After three years at Goldman Sachs, she came out in 2000 because her partner, "who nobody knew I had", was pregnant with their oldest son. "It's one thing to hide your partner, another to hide a baby." It was, she says, "very rare for a vice-president to barge into a partner's office. I was very nervous. 'I said, 'I have something to tell you. I'm gay, have a partner, and am having a baby.' He jumped up, hugged me and said, 'Mazel tov, you're going to be a mom.'"

It was particularly meaningful because, at that time, if a lesbian partner was having a baby, people did not necessarily acknowledge you as a parent. Scher subsequently had three more children.

Scher said colleagues were accepting; clients more "hit or miss".

But the year after disclosing her sexuality was "the best year" of her career. "If you're editing your background, you can't be your best."

Though she acknowledges some areas of the US and the world are not as LGBT-friendly as New York, she would advise: "If you are working someplace that you don't feel comfortable coming out, get a new job. It's untenable."

Emma Jacobs in London

Ruth Crowell, chief executive, London Bullion Market Association

Hailing from conservative Mississippi, Ruth Crowell says coming out as gay at work was more awkward for her boss than her. While she had to line up three shots of Jack Daniel's whiskey when she told her parents about her sexuality, her "official" announcement at work was the result of her boss asking in 2008 if she had a boyfriend.

"People will make an assumption that I'm married to a man," she says, adding she is always quick to correct people to avoid awkwardness. "I tend to be quite private but it's important we're transparent to help those who haven't made that move yet, so they feel safe too."

Discrimination for being a woman has been a greater challenge, says Crowell, who joined the LBMA in 2006 on a maternity cover role. In fact, being gay — especially after deciding her wife would be the one to give birth — helped put to bed some questions over her commitment to the job as a woman.

The male-dominated metals and financial services industries have a long way to go to improve diversity, she says. Leading by example at the top of the standards setter in the world's largest market for gold and silver trading, Crowell wants to see executives help "demystify" preconceptions and encourage diversity in the workplace.

"When I go outside of London, it's harder. Precious metals is still incredibly white-male dominated. In Asia, it's a lot harder to be a woman or any kind of diversity," she says. "We do need advocates, not just the diverse folks."

Harry Dempsey in London

Alan Joyce, chief executive, Qantas

Alan Joyce, who is due to retire this year after 15 years as chief executive of Australia's national airline Qantas, says he feels like he has come out as gay three times.

The first was to his parents in Dublin, who were so accepting it was almost anticlimactic; and the second was at the airline Ansett after he emigrated to Australia from the Irish air industry, where bishops still blessed the planes.

The third was the most prominent, when he took over as chief executive of Qantas in 2008 and revealed his sexuality in a newspaper interview. "At the time I was worried," he recalls. "I didn't want to be known as the 'gay CEO' — more I wanted to be known as a CEO that was gay."

He recounts receiving two positive letters following the article. One from another aviation worker and one from a young man in New Zealand who showed the piece to his father and uncle who had expressed concern about his prospects after he came out.

Joyce, who became a public proponent of Australia's marriage equality campaign, was once hit in the face with a lemon pie by a protester. But he says aggression and negativity from those opposed to the campaign helped strengthen support for a "yes" vote in 2017. "One conversation at a time, things turned round."

The message from the marriage equality vote — which was strongly backed by Qantas's shareholders — was that supporting diversity was "overwhelmingly positive" for companies.

"Companies should recognise there's a diverse community out there and it should represent them," he says.

Nic Fildes in Sydney

'I want to be a successful woman in business who happens to be trans'

'I was very afraid I would lose a lot in the process. My fears were overblown'

FEATURES

The
Henry Mance
InterviewRebuilding
Ukraine: ‘We have
great goals, we
will achieve them’

MUSTAFA NAYYEM

The head of the country’s restoration agency urges allies to provide immediate support to restore damaged infrastructure even as war rages



Charlie Elbby/FT

To suffer the fallout of one full-scale invasion by Moscow is bad enough. Mustafa Nayyem has suffered the consequences of two – 2,000 miles apart.

He was born in Kabul in 1981, where the arrival of Soviet forces ultimately led his family to emigrate. Having grown up in Ukraine, and become a journalist, activist and reformist politician, he found himself on a Russian kill list when Vladimir Putin sent in troops.

“This occupation for my family is quite similar to 1979. Both are about imperialistic interference of one country in the life of another country.”

But Nayyem comes to emphasise the differences between Kyiv and Kabul, not the similarities. As head of Ukraine’s reconstruction agency, his job now is to show a vigour and transparency that the Afghan authorities could not muster over the past two decades.

Addressing the damage of the first year of the war – until February 2023 – will require more than \$400bn, the World Bank has estimated. Donors, burnt by their experiences elsewhere, worry about billions wasted or stolen. Private investors worry about making investments that could be blown up within weeks. As of March, there was a shortfall of \$11bn in reconstruction funds for this year alone.

At last week’s Ukraine Recovery Conference in London, Nayyem urged Kyiv’s allies to help the country rebuild now, even while the war goes on.

“For many of our partners there will be a big surprise how transparent and

‘During war, you know who your enemy is . . . in some sense it’s easier than fighting bureaucracy’

accountable reconstruction can be. The Ukrainian government still works – and it works well,” he says over Zoom from Kyiv, looking exhausted. Unlike Afghanistan post-2003, Ukraine has “its own [raw] materials” and “big construction companies”.

Kyiv is asking for money and expertise. But above all, it is asking for speed. The international financial institutions “are quite slow . . . not because they don’t want to help, but because they’re used to working [at] this kind of tempo the last century”. (Nayyem declines to name institutions to avoid causing offence, but big players include the European Bank of Reconstruction and Development and the IMF.) “We need much more simplified procedures.”

One example is the electricity infrastructure, targeted by Russian attacks last year. “We are trying to build shelters [to protect substations against future attacks], but the international community hasn’t responded yet . . . They don’t understand how to do it so fast.”

Another is the destruction of the Kakhovka dam, which means a new, 150km pipeline is needed to serve regions that relied on the reservoir for their drinking water. “Of course we can start to do research, then strategy, then a feasibility study, then project design, then international review of the project,

then compliance and everything. But it will take a year or two.”

Instead, within two days of the dam’s collapse, Nayyem’s State Agency for Restoration had begun building the new pipeline. “I think in four months we finish this project. By the procedures of our partners, we would never do it in four months. We have to because we are living here . . . Recovery will start after the war. Now we are talking survival stage.”

Nayyem has played a key role in Ukraine’s push for pro-western, transparent politics. In November 2013, as then president Viktor Yanukovich lurched away from closer co-operation with the EU, the former journalist posted on Facebook: “Who today is ready to come to Maidan before midnight? ‘Likes’ don’t count.” The Maidan uprising – a wave of large-scale protests – began that night, and Yanukovich was ousted three months later.

Nayyem was elected as an MP allied to Yanukovich’s successor, Petro Poroshenko, but distanced himself after becoming disillusioned with his half-hearted commitment to press freedom and tackling corruption efforts. “[Poroshenko’s] greatest weakness is that he values money over everything else,” Nayyem told Reuters at the time. He did not seek re-election in 2019, instead taking roles under Poroshenko’s successor, Volodymyr Zelenskyy, in a Ukrainian defence conglomerate and then as deputy infrastructure minister. The role is part “destiny”, he says: his father was deputy education minister in Afghanistan, in charge of building schools.

This role has made him sanguine when faced with disasters such as the Kakhovka dam’s collapse. “We get used to [living] in this stress, when every day you can have new tasks,” he says, pulling on a vape.

The reality is still bracing. “Those who are building the pipelines – every day, they are shelled.” Restoring the water supply will require 300km of pipes and 56 water pumps, which will take several months to manufacture. The pipes and the pumps will have to be imported.

In the meantime, residents of the industrial city of Kryvyi Rih have been told to cut water use by 40 per cent. Even building a new pipeline in four months may not be quick enough; a stop-gap solution may be needed. “We will invent something. We are now trying to think how we can deliver what temporarily – by trucks, by train, something.”

Replacing the dam itself “will take huge time. During the Soviet Union, it took nine years to build it . . . We can do it in two, three years maybe.” Filling the reservoir will take years more.

Reconstruction attracts sceptics. Ukraine is ranked 116th in Transparency International’s corruption perception index, below Lesotho and Belarus, although it has improved in recent years. A deputy infrastructure minister was arrested in January, accused of taking a bribe related to the supply of generators. A new online database – Dream – will make information on all Ukraine’s public construction contracts freely available. “We understand that transparency generates trust,” says Nayyem.

Another doubt surrounds the wisdom of rebuilding infrastructure in war

zones. Nayyem calls this “stupid”. “We are not going to restore some museums or libraries on the territories that are shelled.”

He also has a personal story. Last June his brother Masi, a lawyer who had volunteered for the army, was injured by a mine near Kramatorsk, in eastern Ukraine. The road to Dnipro had been shelled, then repaired. Had it not been repaired, Masi’s journey to specialists might have taken four hours. In fact it took two hours. Masi lost his eye, but he survived. “Our work saved hundreds of lives. Of course they can shell [the road], but we will build it again.”

Will some villages in Ukraine never be rebuilt? “Yes . . . it’s reality. In some sense, this war is the chance to change things for the better.” Ukraine’s post-Soviet infrastructure is “overloaded with many things that we don’t need.”

One of Nayyem’s biggest challenges is prioritising needs, but priorities are continually changing. “We didn’t know in Lugano [at the previous Ukraine reconstruction conference in July 2022] that energy infrastructure would be shelled in November, we didn’t know about dams, we didn’t know about those

‘Our work saved hundreds of lives. Of course they can shell [the road], but we will build it again’

territories that would be deoccupied in Kherson.”

Energy is “urgent”. Ukraine was “lucky” to keep the lights on after Russia’s attacks on the electricity grid last November. “For next season our energy grid will be more safe.” Nearly half of inquiries to his agency are about housing. “It’s people who don’t have anywhere to live.” Nayyem says Ukrainian refugees will only return when Kyiv can offer security, jobs and housing: “Patriotism is not enough.” He says the authorities can rebuild “thousands” of homes a month.

But he also emphasises the unpredictability of the Russian threat: “We don’t know what will happen tomorrow.” A grain export deal with Russia comes to an end on July 17. Will it be renewed? “I don’t know.”

Ukraine has no halcyon past to rebuild. Its per capita gross domestic product before the war was \$4,800, on a purchasing power basis – less than half of Russia’s \$12,200 and a third lower than Belarus’s \$7,300. Oligarchs have gripped the economy since independence.

Can Nayyem imagine a more inclusive Ukraine? “Of course I have some dreams. We had all these dreams, starting from 2005 when our first Maidan [protests] happened.” And in 2005 “none of us could even imagine we would have some kind of tools that we could have now, regarding free media, regarding procurement, regarding delogarchisation”.

“After all Maidans we always expect some immediate changes.” Nayyem urges his compatriots to remember the costs they have incurred.

“Human beings are weak. The most important [thing] is not dreaming; it’s

remembering all this price, and not allowing the rollback of all these changes that we have reached in the last, let’s say, 18 years. That will be much more difficult, in some sense, in peacetime than in wartime. During war, you know who your enemy is. It’s a big tragedy but in some sense it’s easier than

fighting bureaucracy, fighting for reforms, when you have all these vested interests and you have all this grey zone.

“The only thing I know is that our people, after this war, will be more intolerant to the bad consequences of bureaucracy and corruption.” In 2005, “we were kids”. After the war, “we will be much

[more] mature as a country and as a generation. We will be much more mature in knowing the price of compromises and the price of calmness when you see something bad . . . We have great goals, we will achieve them. We will definitely win, but when and for what price?”

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ARTS

Glastonbury: Arctic Monkeys vs Lana Del Rey

Singer has power switched off mid-set in a year of returning rock dinosaurs and unadventurous selections.
By Ludovic Hunter-Tilley

There are many reasons for befuddlement at Glastonbury, but this one is a real three-pipe problem. How on earth has this year's festival got itself in the pickle of hosting antique hard rockers Guns N' Roses as its Saturday headline act while controversially cutting short a set by one of today's biggest pop stars, Lana Del Rey, as she performed at the same time on a lesser stage?

To a mystic-minded onlooker, conscious of the ley line that supposedly underlies the festival's Worthy Farm site, this odd confluence of events was the result of malfunctioning magical energy. Or, to put it more prosaically, the kerfuffle at the top of the bill marked the fateful culmination of a disappointingly conservative set of choices for this year's marquee acts.

Arctic Monkeys occupied the main Pyramid Stage on the opening night, the third time that the indie rock band had done so. Meanwhile, Elton John is due to close proceedings on Sunday with his last ever show in the UK. This momentous event, to be reviewed tomorrow, would be even more momentous if Elton hadn't been lavishing his goodbyes on the world since his gargantuan farewell tour began in 2018.

On Saturday, it was the turn of a dinosaurian Guns N' Roses, making their Glastonbury debut. The kindest thing to say of this selection is that it would have been a coup in 1991. Lana Del Rey, appearing on the second-biggest Other Stage on the same night, seemed distinctly unimpressed to be playing second fiddle to a legacy act. She turned up 30 minutes late for her slot and had the power switched off mid-set amid boos. More of that later.

Compensating for this questionable line-up was the most important headliner of all, obtainable for neither love nor money. A warm midsummer sun



Theatrical rock croon: Alex Turner of Arctic Monkeys recovered from laryngitis in time for Friday evening's headline slot — Jason Cairnduff/Reuters

shone throughout the festival, providing a karmic see-saw of good vibes and bad sunburn for the 210,000 people present on the vast 900-acre space. The vibes won out over the sunburn. Even the most lobster-complexioned individuals wore a look of contentment at their painful lot. Better that than trench foot.

Opening the West Holts stage on Friday were the Star Feminine Band from Benin. "We are the same," the all-female troupe chorused, dressed in identikit African patterns. Mostly teenagers, they are rarities in their homeland where music is dominated by men. Their songs were a mix of charming melodiousness and defiant messaging. Cheers arose

when one of their number announced, "Women, stand up!" — an unexpectedly smarting sentiment for Glastonbury itself, with its all-male headliners.

Another African act opened the Pyramid Stage on the same day. The Master Musicians of Joujouka are a traditional Moroccan troupe whose pipe and percussion wall-of-sound drowned out the electronic whump-whump-whump of nearby sound systems. To ears untrained in the nuances of Sufi trance music, they resembled a Scottish bagpipe ensemble playing free jazz, a formidable sonic proposition.

Amid a preponderance of rather uninspiring rock acts, US rappers were

in short supply. Earl Sweatshirt turned in one of my favourite performances of the first two days, a masterly exercise in freewheeling stoner rap, but it was hidden away on a small stage. In contrast, UK rappers were better represented, bringing a welcome disruption to the heritage acts and cosy feelgoodism.

Digga D's show in the Woodies tent opened in a torpid fashion — "Got to protect my energy," the drill MC rapped over a lazy beat — but it picked up tempo, acquiring the raw, thuddy feel of an old-school rap gig.

Central Cee brought pyrotechnics and urban territorial slang about "opps" and "ends" to his sunset appearance on the Other Stage. Screams from near the front attested to his popularity, the first UK rapper to notch up 1bn Spotify streams in a single year. But a comparatively sparse audience stretching back across the field demonstrated Glastonbury's ongoing challenge to craft a contemporary musical identity for itself.

A huge crowd awaited Friday's "mystery" act on the Pyramid Stage, billed as The ChurnUps. The ill-kept secrets were the Foo Fighters, with new drummer Josh Freese replacing Taylor Hawkins, who died in 2022. Their leader Dave Grohl threw himself into the set with much screaming and thrashing at his guitar. Flares were set off, although the bright sunshine made them pointless.

There were some unexpectedly noodly classic-rock breakdowns in songs. But a feeling of sameness lingered, the enactment of tired rock festival rituals. "You know what we're going to sing!" Grohl roared before launching into signature hit "My Hero". Predictability ruled supreme with this particular surprise band.

Mystery surrounded Arctic Monkeys' headlining slot: would they make it? A

previous show had been cancelled when singer Alex Turner contracted laryngitis, which caused much diagnostic Googling among festival-goers to check how long its symptoms last. But by Friday evening, Turner's voice was back. His theatrical rock-croon rang out across the huge nocturnal space, dramatically lit by the flares that had been so feeble in daylight. A good mix of singalong anthems and more sophisticated newer material gave form to the tricky task of festival headliners. Give 'em what they want, but get 'em wanting more.

My festival highlight of the first two days was Sudan Archives. The American singer, aka Brittney Denise Parks, wore a red belted outfit that gave her the look of a Marvel superhero. A bow for her violin was kept in a quiver on her back. Her music was an idiosyncratic but coherent blend of R&B, electronic music, hip-hop and surreal passages of Irish fiddle-playing, performed with bravura stage presence. "I want the best so much," she sang at one point,

voice rising to a shout: the best is what she achieved.

Guns N' Roses emerged on the Pyramid Stage to a smaller audience than the Foo Fighters or Arctic Monkeys. Axl Rose dashed across the stage in the manner of someone anxious to prove he can still dash. The top-hatted Slash played long solos with eyes shut like a somnambulist. I made my excuses and left to catch Lana Del Rey's set.

A fervid rumour that she wasn't even in the UK went through the audience as we waited for her to turn up. But then she materialised with the superb "A&W", a trip-hoppy torch song from her latest album. Del Rey sang well, in a languid voice that eased itself into higher registers with a misleading impression of carelessness. The staging



Highlight: Sudan Archives — Oli Scarff/Getty

was a characteristically enigmatic affair in which strenuous backing dancers amplified the singer's graceful stillness.

Her songs were placid and textured, yet they also managed to create an electric atmosphere. However, the sense of occasion — and also the feeling of witnessing the evening's real headliner — was abruptly curtailed as she sang "White Mustang". Curfew had been breached and the plug was pulled, leaving a good portion of her setlist unplayed.

Del Rey, a suddenly tiny-seeming figure in white, reappeared on the stage like a ghost, ineffectually trying to communicate. Whatever the reasons for her lateness — her hair was being done, she had earlier claimed — and however understandable the licensing rationale for her show's forced ending, it was a disastrous conclusion to the night. Glastonbury's lack of adventure with its headliners had backfired.

glastonburyfestivals.co.uk



Lana Del Rey's late arrival resulted in her set being cut short
Kate Green/Getty

Con woman's series represents a new low

PODCASTS

Fiona Sturges



Where to start with the calamity that is *The Anna Delvey Show*? This new podcast is beamed from its host's

Manhattan apartment where she is currently under house arrest. Delvey has never hosted a podcast before, though she has been the subject of one. That show, *Fake Heiress*, told of how Russian-born Delvey (real name Anna Sorokin) conned New York high society into believing she was a multi-millionaire, ran up debts all over town and was subsequently jailed for crimes including theft and grand larceny (she was released in 2021 after serving four years). Delvey was also the subject of the Netflix series *Inventing Anna* as well as a book written by one of her victims.

But now Delvey gets to speak for herself in an interview series which promises "honest, unfiltered conversation that will question traditional notions of what is right and wrong".

Her inaugural guest is the comic Whitney Cummings, who essentially delivers an hour-long comedy skit

during which Delvey giggles hopelessly in the background. In the rare moments that she does speak, her questions include: has Cummings ever been arrested? What kind of men does she think Delvey should date? Does she think Delvey has been treated harshly because she is a woman? I don't think I've ever heard a podcast host ask so many questions geared not towards finding out about her guest but towards getting them to talk about her.

Her next two interviewees — musician Julia Cumming and writer Brontez Purnell — fare a little better, inasmuch as Delvey asks a few questions that are actually about them.



Anna Delvey has gone from con woman to podcast host — GC Images

But there is no escaping her awkwardness and her singular lack of charisma and curiosity. As for the significance of the series artwork, which sees her reclining in bed in a bathrobe, clutching a yellow phone and staring impudently at the camera, your guess is as good as mine.

Listeners hoping a podcast would provide an opportunity for this most enigmatic and talked-about figure to tell her side of the story, or at least provide some juicy morsels about prison life, will be disappointed. The law prevents criminals from profiting from publicity about their crimes, which means that, aside from some weak jokes about her electronic ankle tag and whether prospective boyfriends might be spooked by her probation officer, Delvey keeps shut.

The Anna Delvey Show is yet another example of the audio industry's self-defeating obsession with hiring big-name hosts, often at vast expense, irrespective of whether they have the required skills (see also *Archetypes*, the now-defunct Spotify series ineptly helmed by the Duchess of Sussex). To be clear: Delvey does not have the skills. The whole exercise feels cynical, pointless and, in capitalising on its host's fraudster status, pretty tasteless to boot. By now, we have surely reached the bottom of the celebrity podcast barrel. Please, no more.

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FT BIG READ. EUROPEAN BUSINESS

The personalities of visionary founders have shaped Italy's foremost fashion brands. As retirement beckons, investors and insiders are questioning whether the companies will continue to prosper.

By Silvia Sciorilli Borrelli

One of the biggest twists in the storied history of mergers and acquisitions between Europe's fashion houses is the moment in 1999 when Gucci narrowly missed being swallowed by LVMH.

The Italian couturier had gone through a rocky patch after the death in 1983 of Rodolfo Gucci, who co-led the company with his brother. Rodolfo's son, Maurizio, inherited 50 per cent of Gucci, sparking years of bitter family acrimony. As chief executive he steered the business towards near-bankruptcy.

Domenico De Sole, the Gucci family's former lawyer and head of its US business, was appointed CEO in 1993. With the help of lead designer Tom Ford, he transformed Gucci from a loss-making company to a profitable group whose womenswear designs were global hits.

But by 1999, a power struggle that had been brewing for years spilled into the open. Bernard Arnault, the French billionaire founder of luxury group LVMH, had been quietly building a stake in Gucci and when he owned close to 35 per cent of the company he sought to take control.

Desperate to avoid a takeover under LVMH's terms, De Sole arranged talks with several other Italian fashion companies. He hoped to draw up an alternative investment plan. "But nobody stepped up," De Sole tells the FT. "There was fierce competition [between the brands at the time] and no real attempt to create an Italian group."

Eventually De Sole found a white knight investor in François-Henri Pinault, the founder of what is now luxury group Kering. "Pinault was quick. We were introduced by Morgan Stanley bankers in London, I told him the story of the house of Gucci, we shook hands and it was done," De Sole says. Pinault bought a 42 per cent stake for €3bn, diluting LVMH to around 20 per cent.

Decades on from Gucci's succession drama and the fraught sale that paved the French conglomerates' way into Italy, a number of Italian houses still dominated by their visionary founders are now facing succession dilemmas of their own.

While Hong Kong-listed Prada this year announced that scion Lorenzo Bertelli is due to take over, Armani and Dolce & Gabbana — the only two big Milanese names that are still privately owned — are holding on tight to their empires, for now.

"In many cases these are first-generation fashion founders who are viscerally attached to their business," says Marco De Benedetti, co-head of Europe at Carlyle, the private equity firm.

The personalities and creative vision of founders such as Giorgio Armani, Miuccia Prada and husband Maurizio Bertelli, and Domenico Dolce and Stefano Gabbana, have deeply shaped the aesthetics and public perception of their brands. The degree to which the founders underpin the brands' commercial and critical success is a consideration for investors and insiders who question whether the brands will be as popular once they are gone.

"It really varies from brand to brand, but a lot has to do with how prepared a company is for succession," says De Sole. "The creative director role is critical for brands, but management is also key," he adds.

But the questions of succession facing these firms also have industry-wide implications. While Italy is rich in heritage and craftsmanship, it has lacked domestic investors with the will and the financial power to protect its industry from foreign takeovers. "The mentality in Italy has always been that small is beautiful," says De Benedetti.

Now, according to analysts and insiders, the biggest threat to Italian high fashion is that the remaining jewels could be bagged by French giants such as Kering and LVMH.

Following its near-miss with Gucci, LVMH, which owns more than 70 luxury brands, has added multiple Italian companies to its portfolio, including Rome-based Fendi, Loro Piana, famous for using rare raw materials for its garments, and high-end jeweller Bulgari.

Gucci-owner Kering has been on a similar spree. It acquired accessories maker Bottega Veneta, known for its woven leather designs, in 2001, and it later bought formal menswear group Brioni and Pomellato, a luxury jewellery company.

"Traditionally, Italian fashion entrepreneurs were extremely competitive with their closest neighbours [in Italy] which ultimately meant they would rather sell to the French than to domestic competitors, which helped Kering and LVMH develop in scale," says Riccardo Mulone, head of Italy at UBS. LVMH, Europe's most valuable company, has a market capitalisation of €422bn, while Kering is valued at €63bn.

In contrast, Prada and Moncler, Italy's



End of the line?

A Gucci 2024 fashion show in Seoul. The Italian brand's fraught sale in 1999 led to a spree of acquisitions by French conglomerates

Justin Shin/Getty Images for Gucci



Dolce & Gabbana

Stefano Gabbana and Domenico Dolce had originally planned to shutter their company once they retired. That plan was reversed in 2019 when the fashion power duo said they were going to leave the business to the Dolce family.

two largest luxury groups, are each worth between €18-19bn.

In recent years there has been a dawning awareness among Italy's political class of the benefits the fashion industry brings both to the domestic economy and the country's soft power abroad.

But retaining Italy's most prized brands is not guaranteed, analysts say. To do so there will need to be a wholesale shift in the way historical rival brands deal with each other.

"We must have the courage to imagine a future where Italian brands also own what they do," said the late Giusi Ferré, a distinguished fashion writer, in an upcoming documentary, *Milano: the Inside Story of Italian Fashion*.

Ferré added: "Maybe Italy is too small or we aren't bold enough?"

Inside the lines

Italy has a centuries-long tradition of being a hub for tanners, textile makers and artisans. In the 1950s, Italian *alta moda*, or high fashion, began to be perceived as a threat by French competitors, who had dominated the fashion scene since the 1800s. France responded with a state-sponsored "couture plan" aimed at subsidising its textile companies and strengthening its ties with the domestic couture industry.

Italy had no such top-down help. However, an economic boom in the 1970s, along with expanding global markets and rising consumer demand, ultimately propelled the country's luxury

fashion industry on to the world stage. Assistance came from endorsements when celebrities, from Sophia Loren to Sharon Stone, favoured Italian designers for film premieres and other public appearances.

Today, 78 per cent of global luxury fashion is made in Italy, according to a Pambianco-PwC report. In 2021, in spite of the pandemic, Italy's fashion and textile industry had a total turnover of €93bn. The sector is made up of more than 60,000 small and medium-sized businesses, according to Confindustria Moda, the trade body.

"Fashion is the country's second-largest industry and it employs millions of people directly and indirectly," says Carlo Capasa, the head of Italy's national fashion chamber, Camera della Moda, the organiser of Milan Fashion Week.

In recent decades, growth has led to stock market listings. While some brands including Moncler, Ferragamo, Brunello Cucinelli and Tod's went public in Milan, Prada opted for Hong Kong in 2013 as its Chinese market boomed, and Zegna listed in New York in 2021.

De Sole says that going public changes the nature of the business, with executives and founders suddenly having to cater to investors' interests. For Italy's fashion houses, there has been an advantage. "This has pressured the groups to come up with succession plans and be more rigorous in running their companies," he says.

Milan-based Prada Group, for example, appointed a new management team to supervise the generational transition that will see Lorenzo Bertelli eventually take over the company from his parents Miuccia Prada and Maurizio Bertelli.

Domenico Dolce and Stefano Gabbana recently updated their succession plans, which originally envisaged Dolce & Gabbana shutting down after their departure. Now they want the Dolce family to take over instead.

Giorgio Armani, who at 88 is still the chief executive and creative director of his eponymous company, intends to transfer part of his empire to his charitable foundation in an effort to prevent takeovers or break-ups of the group.

"The future of the [company] Giorgio Armani is linked to me and I know I am not eternal," said Armani in a rare on-screen appearance in the documentary

Milano. "But my commitment is to manage the company for as long as I have left to live."

A reluctance to open to outside investment has held back Italy's fashion houses, Carlyle's De Benedetti believes. "It's largely been a cultural thing, because the funds and willing investors were there," he says. "But if the founder wants to keep control of the business at all costs, it doesn't work out."

Being part of a larger group has benefits. It gives companies opportunities to invest in technology and attract outside talent, which can lead to a brand's revitalisation. Fendi, for example, is currently one of the most profitable brands in LVMH's portfolio.

When the fashion designer Valentino Garavani retired in 2007 following the sale of his company to London-based private equity group Permira, he anticipated "things would change". But he hoped Valentino's creative team would "do [him] proud". Maria Grazia Chiuri (who has since moved on to Dior) and Pierpaolo Piccioli, the brand's current creative director, are considered two of the most visionary minds in the modern fashion industry; Valentino was the fastest growing luxury company from 2013 to 2018.

Since Pinault bought Gucci, funds have flown into Italy's luxury sector from around the world, with conglomerates and private equity companies buying dozens of brands and suppliers. Analysts say such investments have ultimately been beneficial to the domestic industry. Brands such as Valentino, now owned by the Qatari royal family, Michael Kors' Versace, Gucci and Fendi continue to be strongly associated with Italy and their founders' heritage in spite of their foreign ownership.

Beyond the scale of the luxury conglomerates, the "revolution" brought by owners such as Kering and LVMH has been the shift in the balance of power away from the founding families and on to the creative directors, says Sofia Gnoli, a fashion professor at Milan's IULM University.

Creative directors are typically tasked with reinterpreting the heritage of each brand for modern customers, Gnoli says. "When you can sell a €3,000 handbag by emphasising the brand's glorious past, what investors do is buy a piece of



Armani

In 2016 Giorgio Armani created a charitable foundation that will eventually own an undisclosed stake in his fashion empire. Nieces Roberta and Silvana Armani work for the group, while Andrea Camerana, his nephew, is a board member. They will inherit the rest of the company and under the set up they will only be allowed to sell their stakes to the foundation.



Prada

This year the Prada Group announced that Lorenzo, the eldest of the two children of Patrizio Bertelli and Miuccia Prada, above, would eventually be taking over the helm of the group. To manage the transition, former Luxottica executive Andrea Guerra was brought in as group CEO and Gianfranco D'Attis was appointed as the first-ever CEO of the Prada brand.

history rather than spend money to create new brands."

'Consolidating cleverly'

Analysts believe it won't be as easy for foreign buyers to pounce on flagship Italian brands in the future.

Though most agree it is now too late for Italy's industry to build a group that can compete with the French conglomerates in terms of size, experts see the Italian industry working more closely together — what UBS's Mulone calls "consolidating cleverly".

The mentality among fashion families is shifting. "Founders now wear their competitors' brands, they go to each other's fashion shows, they consult over important issues," says Mulone.

Younger generations are likely to take the challenge of consolidation into their own hands, analysts say. Beyond the young Bertelli, the children of Zegna, Cucinelli and Florence-based Ferragamo, as well as Tod's Diego Della Valle and Moncler's Remo Ruffini, all work for the fashion houses controlled by their families. Prada is often floated as the group that might lead a consolidation effort as it is the largest in market cap alongside Moncler. But heir Lorenzo Bertelli told an FT conference last month: "Let's see what is left to buy when the time comes."

A degree of consolidation is already occurring in one critical arena: supply chains. "When it comes to luxury products, supply chain traceability is key, so there's a push by big names to buy out their suppliers in order to secure the craftsmanship of their products," says Mulone. While the Covid pandemic

'In many cases these are first-generation fashion founders who are viscerally attached to their business'

accelerated the trend, several Italian groups have been vertically integrating their supply chains for years.

Zegna and Bertelli of Prada, for example, are on a self-proclaimed "mission" to protect "Made In Italy", a merchandise mark that indicates that a product is entirely manufactured in Italy, from its design to its packaging. The Zegna and Prada groups announced this month a co-investment in high-end knitwear manufacturer Fedeli, where they acquired a combined 30 per cent stake. In 2021, the two groups bought a majority stake in wool and cashmere supplier Filati Biagioli.

Also in May, OTB, the Veneto-based group that includes brands like jeans maker Diesel, Jil Sander and Marni, announced the acquisition of a majority stake in Frassinetti, a longtime supplier for Jil Sander's accessories line.

These investments are unlikely to pave the way to broader consolidation of brands, says Citi's head of global luxury Roberto Costa. "But at the same time we will see partnerships increasing between brands, leading to co-investments in supply companies, which also means acquiring their vital knowhow."

Some insiders believe the industry and Italian institutions must be bolder in shielding the country's fashion houses from foreign interest.

The minister for businesses and Made in Italy, Adolfo Urso, has publicly stated that the government will be guided by "national interests" when assessing foreign investments in Italian companies. However, previous governments have stopped short from including the fashion industry and its suppliers in the list of strategic sectors, such as transport and telecommunications, where it has the powers to veto foreign investments.

"What is strategic for Italy if not the fashion industry?" says Capasa. "It's what we're known for throughout the world and younger generations want a future in fashion."

Public institutions have recently stepped up their support of the industry. Italy's Fondo Strategico Italiano, the publicly backed investment fund, acquired a 40 per cent stake in fashion house Missoni in 2018 for €70mn. The government is now mulling the idea of launching a national fund to invest in "Made in Italy".

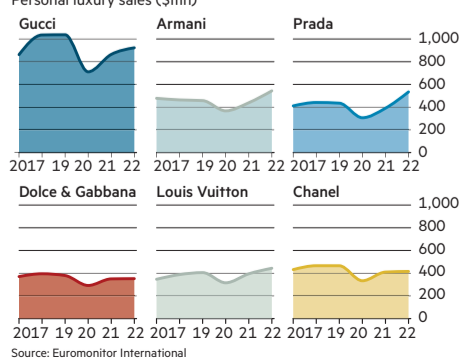
But critics say domestic investments have been limited and Italian businesses and governments have lacked the vision to do what the French did to safeguard their flagship industry.

One industry executive who spoke on condition of anonymity believes Italy "must ramp up its involvement in the fashion industry". A report by research institute Censis shows that €6bn in public investment in the sector over the next three years would spur production and increase revenues by €20bn.

"If we don't do anything, the private equities and the foreign conglomerates will," says the executive.

The business of luxury: leading Italian and French fashion groups

Personal luxury sales (\$m)



Source: Euromonitor International

Opinion

Bank of England must have the courage of its convictions

BRITAIN

Martin Wolf



At this stage in the inflationary process, a central bank needs to show moral fibre. Last week's 0.5 percentage point rise in the Bank of England's intervention rate was unquestionably necessary. It may even be that the resulting 5 per cent rate will not be the peak. Nevertheless, doing whatever it takes to bring inflation to target is more than merely desirable, it is the bank's legal duty. Nobody on the Monetary Policy Committee is free to ignore this obligation.

It is also by now impossible to persist with the fancy that what is going on in the UK is no more than a temporary bout of imported inflation. The latter was always likely to launch an inflationary process. So, indeed, it has. Annual

core inflation (which excludes food and energy prices) was 7.1 per cent in the UK in the year to May, services inflation was 7.4 per cent and the three-month moving average annual growth of private sector pay (excluding bonuses) in April was as high as 7.5 per cent.

Such a rate of pay rises is not surprising. In April, real average weekly earnings were 4 per cent below their level two years earlier and at the same level as in August 2007. The unemployment rate in the first quarter of 2023 was also only 3.9 per cent. This indicates a pretty tight labour market. Why, in these circumstances, would anybody expect workers to accept large reductions in real earnings? At the same time, current rates of pay inflation are clearly incompatible with 2 per cent inflation.

Something has to change, radically and soon. We are seeing a price-price and wage-price spiral radiating throughout the economy. The only way to halt this is to remove the accommodating demand. In other words, the question is not whether there will be a recession; it is rather whether there *needs* to be one, if the spiral is to be

halted. The plausible view is that the answer to the latter part of this question is "yes". Like it or not (I certainly do not), the economy will not get back to 2 per cent inflation without a sharp slowdown and higher unemployment.

This raises four questions. The first is whether current monetary policy is tight enough. The argument it might be is that borrowers are highly

The economy will not get back to 2% inflation without a sharp slowdown and higher unemployment

vulnerable to higher nominal interest rates, after a long period of ultra-low rates. Against this, today a 5 per cent nominal rate implies a real rate of less than minus 2 per cent. Moreover, the squeeze will come quite slowly. According to the Financial Conduct Authority, in the second half of 2021, 74 per cent of mortgages were at interest rates fixed for between two and five years.

In sum, rates may have to rise again.

The second is whether the government should cushion the blow to borrowers. The answer is: absolutely not. One reason is that people with large mortgages are relatively well off, as Torsten Bell of the Resolution Foundation points out. The right policy is rather targeted assistance for the most vulnerable. Another reason is that this would defeat the object of the exercise, which is to tighten demand. If fiscal policy were to offset this, monetary policy would have to be still tighter than otherwise. If the desire is to moderate the monetary squeeze, fiscal policy should be tightened, not loosened.

The third is whether the uncertainty that surrounds all these decisions should itself encourage extreme caution in tightening. Unfortunately, it is not so simple. True, there exists much uncertainty about the strength of the underlying inflationary pressure and so about how deep an economic slowdown is needed to bring it under control. There exists, similarly, much uncertainty about how much tightening is needed to bring about such a slowdown. But if one

is determined to bring inflation back to target in the near future (that is, in less than two years), it is untrue that the smaller mistake would be to err on the side of optimism about how easily inflation will fall. Doing less would reduce the slowdown now. But, if it failed to deliver the needed fall in inflation, a still bigger slowdown might be needed later on, when inflation would be still more entrenched.

The last question is whether it is worth the effort: why not just give up on the target and accept, say, 4 or 5 per cent inflation? The answer is that if a country abandons its solemn promise to stabilise the value of the currency as soon as it becomes hard to deliver, other commitments must also be devalued. At home and abroad, many will conclude that the UK is unable to keep its promises when things get tough. That is what happened, to a significant degree, in the course of the 1970s: the UK started to be a joke. To repeat this, particularly after Brexit, would be an unpardonable – possibly even incurable – folly.

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Is the UK finally getting over the great Brexit schism?

Luke Tryl

In the heat of the 2019 election it was hard to imagine Brexit wouldn't forever dominate our national conversation. From People's Vote marches and Boris Johnson's bulldozer right through to family dinner table debates, the UK seemed trapped in its 52:48 Leave versus Remain divide. So dominant were those allegiances that in More in Common polling conducted in the wake of that election, half of voters told us that how they voted in the 2016 referendum was an important part of their identity – significantly more than the third who said the same about the political party they had just voted for.

Nearly four years on from Johnson's "Get Brexit Done" campaign – and seven years after the referendum – our latest research finds those divides, which seemed a lasting schism, are softening. Not only has EU membership tumbled down the list of important issues from first to 11th (and almost never comes up unprompted in our focus groups), but the number who say Brexit is an important part of their identity has fallen from 50 per cent to 39 per cent. Political allegiance has become once again a more important marker.

And that Brexit depolarisation has not been symmetrical. After the 2019 election, Leavers and Remainers were equally likely to say their Brexit vote was important to their identity. But now, the number of Leavers saying it is important has fallen by 19 points, while among Remain voters it has fallen by just four points. So what persists about Brexit identity is largely being driven by Remainers.

As Leave allegiance frays, red wall voters are not just voicing 'Bregret' – they are displaying 'Torygret' too

Why is this? An obvious reason is that we did ultimately leave the EU; defending the status quo arouses less passion than a campaign. But our research suggests a more important driver of that asymmetry – the perception that Brexit has, so far, been a failure.

Nearly two-thirds of voters in our research, including almost half of Leave voters, say that Brexit has been unsuccessful. Were a new referendum to be held today, Britons would vote to rejoin by a margin of 58:42 – with one in seven Leavers switching their vote.

Politicians have noticed this shift. While the Conservatives can't risk upsetting their Brexit wing by proposing more co-operation with the EU, recent noises from the Labour front bench pointing to a closer relationship – while ruling out a customs union or single market membership – are a nod to the changing public mood.

But the greatest impact of weakening Leave allegiance is likely to be seen on domestic politics – and it's bad news for the Conservatives. At the heart of their 2019 support was a group of socially conservative but economically left-leaning voters who had traditionally backed Labour. This group switched to the Tories, powering their victories in seats across the north and Midlands in what has become known as the red wall – in large part because of Brexit.

As Brexit allegiance frays and the economy regains its role as the supreme political driver, this group aren't just voicing "Bregret" – they increasingly display "Torygret" too. Concern about inflation and interest rates coupled with worrying about the NHS mean that the group who once seemed set to be the new Tory base are instead registering the biggest swing away from the party.

This electoral woe is compounded by Remain identities proving more enduring. That stickiness prevents the Tories from making up for losses in the red wall by winning back some of the traditional Conservatives who drifted away after Brexit. This group rather likes Prime Minister Rishi Sunak, in contrast to his predecessors, but the wider toxicity of the Tory brand acts as a barrier to voting for the party again.

Electoral realignments are a double-edged sword – in 2019, Brexit effects on voting patterns benefited the Conservatives. At the next election, the opposite could be true. And the change is happening faster and in other ways than we might have predicted.

The writer is UK director at More in Common, a think-tank

Putin's system is crumbling

GLOBAL AFFAIRS

Gideon Rachman



The images that defined Volodymyr Zelenskyy as a leader were filmed on February 25 last year. As Russian troops closed in on Kyiv, the Ukrainian president walked the streets of the city with his close colleagues, reassuring citizens that: "All of us are here, protecting our independence and our country."

Now contrast that with Vladimir Putin's performance, as the Wagner militia briefly threatened to march on Moscow over the weekend. From the comfort of an office, the Russian president raged about "betrayal" and "treason". Then he disappeared. Rumours abounded that Putin had left Moscow. Kremlin officials later insisted he had been working in his office.

The contrast between Zelenskyy and Putin was striking. On the one hand, courage, comradeship and a display of national unity. On the other, fear, isolation and division.

The Prigozhin rebellion is over for now. But it would be futile to believe that things can go back to normal in Russia. The reality is that there is no normal to go back to. The uprising happened because the Putin project is fall-

ing apart. That process is likely to accelerate after the events of this weekend.

It is now clear that Putin faces a two-front struggle for survival. There is the war in Ukraine. And there is the internal stability of his regime. The two fronts are connected. Further setbacks in Ukraine will inevitably worsen his situation at home – and vice versa.

The events of the past weekend cannot be unsaid or unseen. Russians have now heard Yevgeny Prigozhin accuse Putin of having gone to war in Ukraine on the basis of a lie about Ukrainian and Nato aggression. They have heard Putin vow Prigozhin and his comrades would face "inevitable punishment" and "answer to the law and to our people".

They then saw the Russian leader agree to drop all charges against Prigozhin, in return for a promise to stop his march on Moscow. They saw Putin rely on the mediation of the president of Belarus, Alexander Lukashenko – the same Lukashenko who Putin has treated with ill-disguised contempt in the past. Above all, Russians have seen their mighty army and its feared security services unable to stop a rebel militia from marching on Moscow, after taking control of Rostov, a city of more than 1m people.

The Wagner forces were the most effective fighters that Russia has deployed in Ukraine. But the militia, which has tens of thousands of members, is now to be disbanded and its leader sent into exile. In theory, any Wagnerites who took part in the weekend rebellion will not be allowed to



serve in the Russian armed forces. But expecting a battle-hardened, rebellious militia to simply dissolve into Russian society sounds unrealistic. Incorporating the former Wagnerites into the Russian army also sounds like a hazardous operation.

Russian forces in Ukraine will also wonder how long domestic support for the war effort will hold up. Prigozhin's rebellion and his caustic takedown of the reasons for the war will be heard on the battlefield, and will surely affect morale. As John Kerry (later to become US secretary of state) put it when the Vietnam war was winding down: "How do you ask a man to be the last man to die for a mistake?"

As for the Ukrainians, they know that open disarray in Russian ranks presents

It is futile to believe things can go back to normal. The reality is that there is no normal to go back to

them with an opportunity. They may choose this moment to commit reserve troops to the counter-offensive. They will also be furnished with new arguments to present to their friends in the west, at the Nato summit next month.

Those allies who quietly suggested that Russia could not be defeated – and that Ukraine should negotiate with Putin – will fall silent for now. By contrast, Putin's international backers will be having second and third thoughts and will now be actively considering post-Putin scenarios for Russia.

For all that, it would be a mistake to believe that anything is inevitable – including Putin's downfall. His friend Recep Tayyip Erdoğan got through a coup attempt in Turkey in 2016 and is still clinging on to power.

But the odds on Putin's survival are clearly getting worse. Prigozhin remains a threat. He is a genuine thug – a former convict, who is comfortable on the front lines. The contrast with Putin, a former bureaucrat who is fond of posing bare-chested, but terrified of infection, is getting a little pointed.

It seems highly unlikely that Prigozhin will opt for a quiet retirement in the Belarus countryside. He is likely to remain a vocal and dangerous critic of the Russian military leadership – and of Putin himself.

Putin may be tempted to throw some of the military leaders targeted by Prigozhin overboard. Generals Sergei Shoigu and Valery Gerasimov have clearly failed both in Ukraine and on the home front. They might be convenient scapegoats. But getting rid of them could make the Russian leader look even weaker, while vindicating Prigozhin.

A hunt for scapegoats could also fracture the Russian elite. One reason Putin has survived for so long is that so many of the most powerful people in Russia know their fortunes are tied to him – and to the system he has created.

Sticking with Putin once seemed the safe option for the country's elite. But, as the system crumbles, those calculations are changing.

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The EU needs to move faster on valuing nature

Heather Grabbe

The European Commission last week launched an economic security strategy for the continent, responding to threats ranging from Russia's war in Ukraine to competition for critical raw materials.

The EU's 27 members still have different views on how to operationalise it, with debates raging over industrial policy and trade restrictions. But Europe's recognition of the costs of non-diversification and the downsides of interdependence is a decisive turn away from 30 years of "Wandel durch Handel" (transformation through trade), and 70 years of pursuing economic integration as its central security strategy.

Yet the biggest threats to economic security are not being addressed by political leaders. For many decades, as prosperity rose, we not only ignored the

risks of our suppliers weaponising dependence, but also the costs of this economic model in destroying nature, both internally and in the countries where goods destined for European markets are produced.

The enormous cost of losing ecosystem services such as pollination, soil genesis and water and air detoxification was set out by Cambridge economist Partha Dasgupta in his landmark 2021 report on how to bring ecological externalities into economics. However, attempts to develop methods of valuing nature and quantifying climate risk have moved very slowly since.

The EU has developed a carbon market through its emissions trading scheme, and the huge business opportunities in producing low-carbon energy are driving investment. But it is hard to turn a profit from improving biodiversity in a system that overvalues productive capital, undervalues human capital and fails to value natural capital at all.

There are still no market mechanisms to protect the oceans and forests, which are profitable to destroy but not to keep as carbon sinks and biodiversity

reserves. The "tragedy of the commons" is that they are not accounted for in measures of economic performance.

Work on addressing these longer-term, systemic risks is slowly reaching the EU policy agenda. On June 28, the European External Action Service and the commission are due to produce their first joint paper on climate security, a holistic overview of all the new threats

It is a complex policy issue that affects all Europeans – and no one government can address it on its own

from environmental degradation and climate change to European security.

Meanwhile, the European Central Bank is studying how to account for nature-related risks building up in the financial system due to the impact of environmental degradation on production processes, and hence on the creditworthiness of 4.2m European companies accounting for more than €4.2tn in

corporate loans. In the euro area, nearly three-quarters of companies are highly dependent on at least one ecosystem service, leading the ECB to argue that nature loss needs to be built into financial risk models.

Some economists ask whether the ECB should be worrying about future risks when issues such as inflation need immediate attention. But the real problem is not that European institutions are extending their mandates to recognise environmental impacts, but that national governments' mandates are too limited – both geographically and temporally. It is hard for governments to propose paying for climate issues. The immediate cost of the green transition falls on their electorate now, whereas the benefits of avoiding more expensive problems will be enjoyed by future citizens.

Climate degradation is exactly the kind of long-term, transnational problem EU institutions were established to manage. It is a complex policy issue that affects the welfare of all Europeans – and no one government can address it on its own. That is why European-level

institutions need to bring environmental risk fully into their mandates.

Currently, implementation of policies to mitigate climate risk comes down to the national level, causing a blame game. Political leaders express support for the European Green Deal and agree to EU-level common targets. But as soon as their farmers and coalminers complain, they blame Brussels.

In explaining why we have to address these huge security threats, it would help if political leaders spelt out the costs of inaction. Voters need to see why investments in natural security – such as decarbonisation, dematerialisation and nature preservation – are less costly than cleaning up after floods and wildfires, and trying to restore biodiversity after it collapses. That requires a timescale that extends beyond the next election, which is difficult in democracies. But every European institution has to take responsibility for environmental impacts, and the sooner the better.

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LOUIS VUITTON