Whereas corporations were formed in the beginning to meet the collective stakeholder needs through projects whose risks were too large to bear by one party only; whereas a corporate's legality and personality would in the beginning dissolve after completion of its pre-specified objectives and clear targets for the wider public,

Whereas corporations got their legal personality and property rights from human right laws that prohibited the taking of property from slaves; hence that the legitimacy of business and its claims originates in laws for the people – generations from the past, as well as present and future,

Whereas businesses, like the people, have the freedom and obligation to be custodians of the earth's resources, living and non-living, and that it seeks sustainable, fair, and inclusive prosperity on both the short- and the long-term for all stakeholders, and that business meets the physical, emotional, social, and spiritual needs of its stakeholders, both in their internal and external contexts,

Whereas disregards of stakeholder needs have resulted in ecocide (intentional destruction of the environment), a very short-term profit-seeking gospel (preaching for shareholder versus stakeholder capitalism), a strong focus on externalizing costs (not charging real prices) without investing in future fit societies (disrespecting the planetary boundaries of the earth's natural support system), disdain about indigenous wisdom, and promotion of unlimited consumerism profiting a handful of shareholders only,

Whereas corporations have raised the standards of living of the human family through new social structures, connections between people and their talents through technology, ideas, and dreams, and will continue re-defining the social fabric of society through its operations,

Whereas thankfulness and respect from where we are today is an adequate response to the pain and despair in the leadership of corporations navigating the complex layers of individual, collective, and societal trauma's; and that we respect this journey as is it our own in bringing together the past and the future in the present; while we hold firm to bridging the cultural gap between modern-day sustainability and technology principles; while we hold true to work for inclusive diversity for the entire humanity,

We, the corporates, investors, business leaders, and other systemic changemakers of the world, pledge to adopt the following Declaration of Human Business, and live up to its universal vows, and seek the implementation of its principles in our daily lives and our corporate operations,
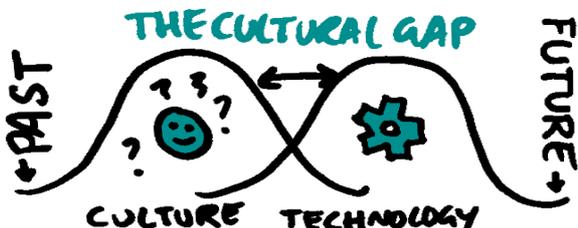
ARTICLE 1 BUSINESS GAINS ITS LICENCE TO OPERATE FROM THE SOCIETY IT IS PART OF

All businesses and corporations are dependent on the legitimacy granted by the societies and territories they operate in. It is in the anthropocene era that the human bears full responsibility for the actions taken from such place of freedom, ownership, and influence, and that these ought to support and empower the planet – its natural environment, human and animal well-being, and a positive impact of business in society, and in this order only, since the survival of all life on our planet depends on the continuation of the earth's life support systems, now and in the future. Profits should be seen in wider terms than just capital or money, as investments ought to, above all, scale opportunities for all to contribute to human well-being and solve the world's most complex ecological, societal, institutional, and spiritual challenges.

## ARTICLE 2 STAKEHOLDER CAPITALISM CAN DRIVE SUSTAINABLE PROSPERITY FOR ALL

All businesses and corporations navigate through multi-layered, complex stakeholder issues. For managing these sustainably and inclusively, businesses and their leadership need to be radically aware of the historical patterns and the dynamics that are at play in their markets, industry, and within their employee community. The interplay of personal, family, work, market, and cultural factors connect in a web of inter-relations, which requires the continuous re-design of ecological, institutional, and spiritual frames of references. Leadership strategy and action should not be based on confirmation of the individual and collective trauma's from the past, but instead, should rather include a systemwide awareness of inter-generational loyalties, breakthrough insights through reflection, more humane business practices, and the reprogramming of workplace habits. Doing this step by step while tuned into the present moment, businesses can find what underlies today's business results (or lack thereof), take action on the symptoms that surface from the systemic information field, and tap into the unspoken, dissenting, and unconscious minority and majority voices. With stakeholder capitalism, inclusive business becomes both sustainable and profitable, as the wisdom of all stakeholders can contribute to widely accepted solutions.

ADAPTED FROM A CIRCULATING PICTURE ONLINE WHOSE SOURCE WE HAVE NOT BEEN ABLE TRACK BACK YET. CAN YOU HELP? CONTACT US!

ARTICLE 3 BUSINESS SHOULD MANAGE WITH THEIR HEADS, HEARTS, AND HANDS (OR FAIL)

It is the people that make the business. People represent the business, share its story, do the work, form the business culture, and influence the sustainability and societal impact of a business, or lack thereof. Employees want to be heard, seen, and acknowledged for their contributions – of practical, energetic, emotional, social, or spiritual nature. People use in their work their head, hearts, and hands, and thus also need guidance on using all these capacities to craft their jobs in such a way they can do better and more, enjoy together, and feel integer when explaining their work to their (grand) children.
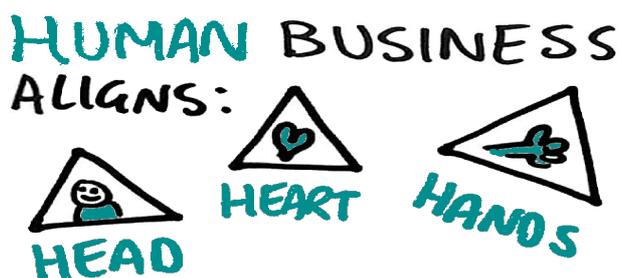

It is the obligation of business owners, investors, and leadership teams to prevent, and if that is not possible (because the issue lies for example outside their influence sphere), to minimally call out these conflicts by design and take adequate steps to address the tension that comes with resolving such systemic stress. When creating experimental labs for employees to discover underlying internal and external organizational patterns, they can relate to the bigger picture in a durable way. Such focus on radical honesty, especially in regards to the human dynamics and human experience of the worklife, re-connects business to its larger purpose. Emotional negligence, however, creates internal politics and distracts people from working on/in the business and achieving its mission smoothly, if it at all. With the level of re- or de-humanization of business decision-making, the true colors of a business is shown. When aligning what we say, do, and want, business people can make a long-term impact while it can expect the support from society and government. Only when business lives up (hands) to solving society's most complex challenges (head) while taking care of the wider stakeholder community (e.g. future generations, environment; heart), and only upon this condition, its licence to operate should be extended.

ARTICLE 4 CHANGE IN THE BUSINESS STARTS WITH RADICAL HONESTY ABOUT OURSELVES

For the transition and transformation towards becoming a future fit society that is sustainable, fair, and inclusive, both institutional and impact investors, shareholders, and companywide stakeholders (e.g. clients, employees, suppliers, the environment, future generations) should be invited by the business leadership at all levels – from strategy to operations – to openly share their personal

and collective vulnerabilities, concerns, and questions. Revelations and whistleblowing activities are to be encouraged, because it is through addressing each other's personal, team, and cultural blindspots, that we can collectively and experientially learn about the so-much-needed paradigm shifts and breakthroughs. When we can be radically honest about the (facilitation, leadership, or participatory) roles we play in the wider (market, policy, industry) context, we can relate differently to the underlying build up of stress, tension, or conflict within our businesses. Besides, we can do paradoxical interventions both within our own business and across industries. Changing the game requires the mindset of abundance, self-love, care, respect, and connection, and ought to be striven towards, despite and even while embracing the pain of ego-stress, agression, hostility, and division. It is with taking off our masks and our de-personalized professional titles that we come closer to our own calling and the larger purpose of business. Being open to the emergent systemic information constellations field, and tapping into this with respect, can clarify our needs for co-creation. Within different (work) cultures, we can navigate the unknown, and find what is needed next.
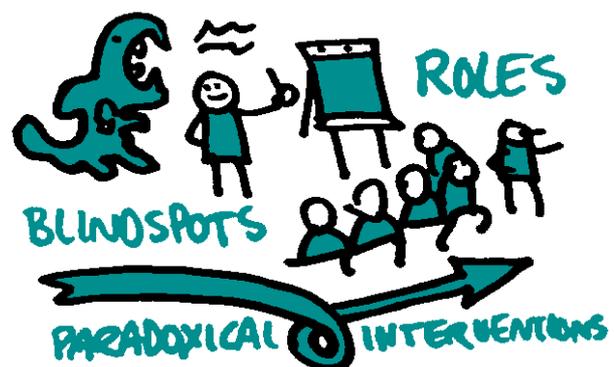
ARTICLE 5 SYSTEMIC CHANGE CAN HAPPEN ANYTIME, ANYWHERE, AND WITH ANYONE

To make decisions in today's and tomorrow's changing business contexts, sustainable leadership requires the awareness of one's own attitude towards emergent decision-making dilemma's. The larger purpose, the flow between the elements of the business, and the appropriate action at the appropriate level of strategy and operations, need to be safeguarded. Systemic changemakers ought to strive towards transparency, inclusiveness, and coherence amongst stakeholders. Metaphorically speaking, much like vegetation requires sunlight, water, air, and earth, people do also require their physical, emotional, social, and spiritual needs to be met. The business culture and its development forms the crucial bedding for businesses to re-position themselves in society while at the same time facilitating people internally to flourish, develop their talents, connect with each other, and make an impact. For business culture development, four elements are crucial for serving the larger business purpose: (1) a clear vision on durable and

long-term employability, (2) awareness of the continuous need for and legal obligation of psycho-social employee support at the workplace, (3) the development of integrated human dynamics reporting and cultural audits, embedded in (4) the permission to work on the emotional and relational agility within the corporate environment.


Once these conditions are met, you find yourself on an inward and outward-focused journey with stakeholders. The interplay of talents and their shadow sides, trauma's, and social cultural upbringing patterns, need to be seen from a mirroring-perspective. What lies within, you see outside. What lies outside, lies within you. When trusting this neuro-mirroring and the principles beyond this morphogenetic field, leaders can trust their intuition, and can take the practical steps needed to build the future that we all want. It is in combining the right and the left-brain hemispheres that our true human potential is released. It is with awareness of the present moment that we can intervene in social systems, anytime, anywhere, with anyone. Emotional and relational agility are key towards successfully re-positioning or aligning ourselves.

ARTICLE 6 SYSTEMIC CHANGEMAKING STARTS WITH EXPERIENCING THE WORLD IN LAYERS

Action research and experiential learning are needed to navigate today's most complex challenges. Modern-day social issues are namely multi-layered, include a plethora of parties, and the outcomes of interventions are determined by a miraculous interplay of different societal forces. To facilitate system-wide change, business leaders and policy-makers need to explore the different perspectives and sides of trends, cultural blindsposts, and the opportunities that these bring. It is in learning with our full bodies (head, heart, and hands) that we remember what we have always known but forgot to trust upon – that if we call upon our human qualities that we can transform the dynamics with the enemies (from within and those outside), and therewith can both enrich and strengthen the rational, economic, and practical side of business. It is with ruthless self-compassion and radical honesty towards ourselves, that we can build a future that meets the long-term needs of all our stakeholders. To learn about ourselves, we need each other, since it is only through (emotional) relationships that we become painstakingly aware of our own blindspots, trauma's and habits from nurturing practices from our parents (teachers, or bosses for that matter). For understanding the social group dynamics within organizations, we ought to look at different layers of analysis: what results or symptoms do we notice? What strategies and processes

deliver us our desired output? What psychodynamic and communication processes do we use? What interactions and relations are institutional, cultural, or historically grown, and how? What issues go beyond time and place, and have always been here, return, until we learn our lesson? It is by relating differently to the signals, complexities, and magic (that make up our experience of life), that the essence and underlying simplicity of our (work) life shows itself. Big steps are small steps together.
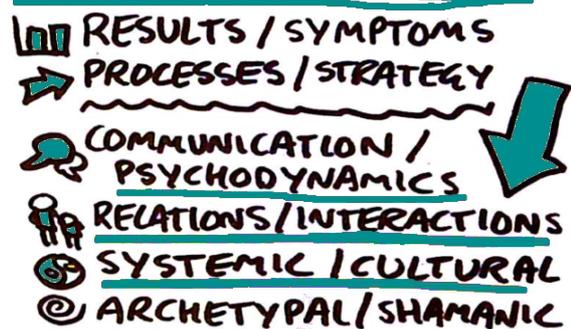

ARTICLE 7 SYSTEMS THINKING FINDS WHAT TRULY MATTERS WITHIN SYSTEMIC CHANGE

Systems thinking is critical in corporate sense-making and business transformation. The application of concepts like multi-party neutrality, circular thinking and feedback, open and closed social systems, social-construction-of-reality are key in facilitation of systems change. An organization is bigger than the sum of its parts. It is by paying attention to our inner experience, observation with what happens with others, and seeing the unconscious returning and repeating patterns and dynamics amongst ourselves, that we get a helicopter view. We can then also see the distractions we keep in place to avoid pain now or how we avoid living up to our true purpose. While working through the fear and anxiety that we face when navigating unknown inner territories, we can take responsibility and get our mission in life done through our work. We can also accept the success that comes while pursuing our dreams. By going slow in alignment, we can go fast in execution. When we trust organizational symptoms or actions by individuals as expressions of love or loyalty for the wider system or someone or something forgotten in the system, we can figure out what really matters for all of us, and thus our next step. When we can connect to how we have all found ways to move through life, earlier as a child, now as an adult, we can take off our masks and connect to the purity that is beyond everyone's actions. To navigate present problems, we need to understand that these were yesterday's solutions. Once we accept our intention and reality as it is now, we can find new strategies, and live up to our potential. With systems thinking business leaders and investors ought to seek for the good in the bad, for the clarity in the chaos, for human communality in times of conflict, and for becoming their best selves.
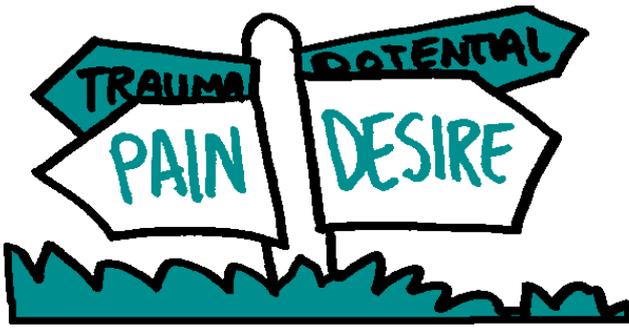
ARTICLE 8 EMBODIED LEARNING SHOWS YOU HOW YOUR ONE STEP CHANGES THE REALITY

Embodied learning is critical for personal effectiveness and behavioral change. Becoming aware of one's own bodily imprints (freeze, fight, flight, please) and reactions to others (who or what do they remember you of?) and happenings in your context (e.g. regulatory and policy changes, new trends in technologies and society) makes you aware of how one is tuned in (or not) into the environment. Upon awareness, one can feel the pain or the intrinsic desire to change oneself. When guided into what one can do differently, it is these small steps that cumulatively make up system-wide change. It takes only one step from one, that others with relations thereto have to re-organize, re-configure, and re-position themselves.
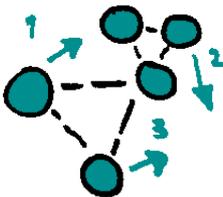

When our knowledge connects head, heart, and hands, and is thus embedded in our experience, people can alter their perspectives and perceptions of reality. This is how reality changes from within – from hostile actions to peaceful communication, from conflict to peace, and from disrespect towards acknowledging the value of each and every human and animal life. When we understand that our experiences/actions – both small and big – reflect the bigger forces in society, we can (1) see with clarity, (2) communicate with authenticity, and (3) act with 100% integrity. It is only when we face the trauma's, the purity of our souls, and the masked behaviors that we develop when nurtured, that we can find ways to supersede ego-

centered behavior and can care for the collective and community that we are part of. By literally stepping into someone else's shoes, we learn about ourselves. We transform ourselves through the complex social field that we are part of. Together alone we are on our journeys.

ARTICLE 9 SYSTEMIC MODELING LEADS THE WAY TOWARDS PEACEFUL COEXISTENCE

Humans impact the ecosystems they are part of, and vice versa. Awareness on interventions and their (unintentional) impacts and major side-effects is crucial for long-term, sustainable, system-wide industry, company, or community change. When we model, visualize, and map the impacts that come from our interventions, we can role-model the behavior that is needed most for the social system of interactions we are part of. With personal leadership in every moment of the day, we can take our role seriously as custodians of the the earth. Through our unique contributions, histories, and the various roles we take in our commnities, we are commited to avoid depletion of the earth's natural environment, hence support human survival on the long-run. We re-member (become new members) and trust ourselves again to the magic that governs life, nature, flow, and sensemaking. When we call out the (mostly) unconscious, invisible principles that govern our relations (at the different layers of systemic change), we can align the outspoken with the unspoken. When we connect from a deep (perhaps even spiritual) place with our true intentions and dreams, in vulnerability and authenticity, with awareness of our pasts and the presence, we know we can build great businesses that stand the test of time.
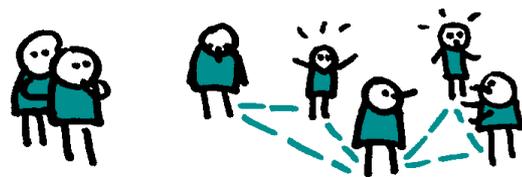
Signed and adopted by   on date, place

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