



Unsellable: Short Report

The Real Scandal Is What's Legal.

Real Actions To Curb Unsustainable And Illegal Environmental Extraction.

The Need For Honesty: Win – Win – Win Is Mathematically Impossible

Ecologically sustainable development promises a win-win-win, economic growth, ecological sustainability and social justice advancing together. There is a problem.

You cannot maximise three competing objectives simultaneously within finite ecological limits. Trade-offs cannot be wished away by just calling something “ecologically sustainable development”.

There are only two fundamental possibilities:

1. **Win-Lose-Lose** — maximise economic returns at the expense of social and ecological outcomes. This is **the logic of Shareholder Primacy**.
2. **Trade-offs** — optimise the overall outcome by accepting limits and balancing economic, social and ecological objectives. This is **the logic of Stakeholder Primacy**.

After more than 30 years of Corporate Social Responsibility, Shareholder Capitalism v. Stakeholder Capitalism remains unresolved. **Shareholder Primacy wins every time.**

Why maintain the fiction that the impossible is possible? Because win-win-win is a powerful and convenient story. It does not withstand scrutiny – hence scrutiny is discouraged and suppressed.

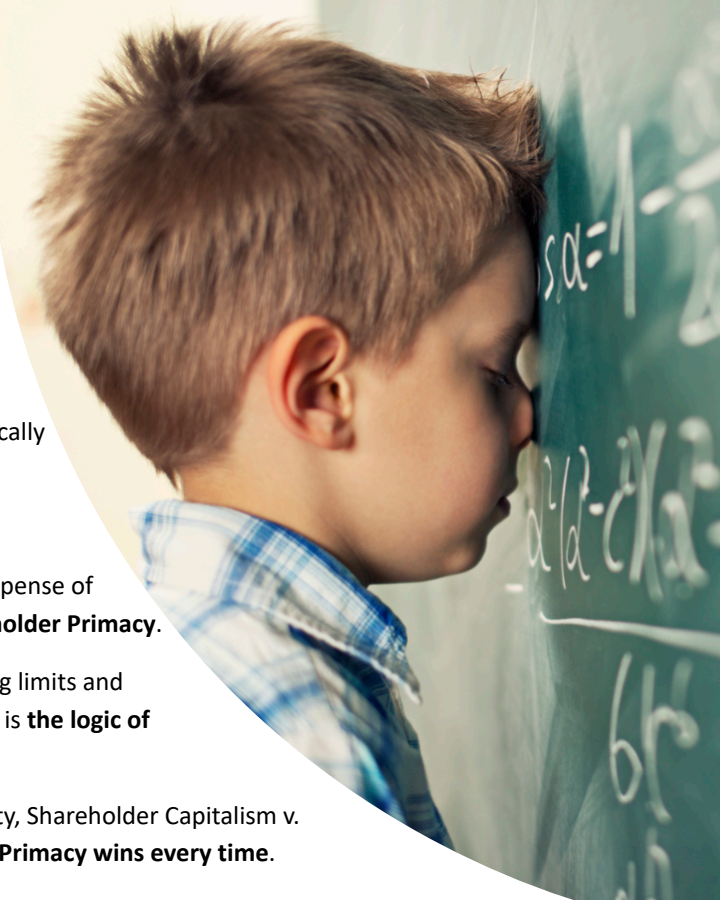
For 250 years we have been conditioned to equate economic development with progress, **ever decreasing levels of regulation** and that economic growth can be limitless.

Questioning is dismissed as ‘fringe’, ‘radical’, ‘anti-business’ or ‘activism’, even when it simply reflects a basic mathematical constraint.

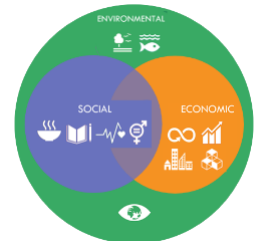
An analysis [1] of the UN Sustainable Development Goals concluded that, **“the SDGs fail to monitor absolute trends in resource use and thus prioritise economic growth over ecological integrity”**. It also said, lobbying for business-friendly fiscal policies and tax minimisation has led to the massive weakening of the public sector [read monitoring and regulations].

While the Shareholder Primacy Model continues to maximise for economic outcomes, **ecological and social collapse are not an aberration of the system. They are the predictable outcome of it.**

Win-win-win is not a solution. **It is the story we tell ourselves to avoid facing up to what we are actually willing to sacrifice.**



Sustainable development means this:



Not this:



And certainly not this:





Perpetuating the Myth Of Inexhaustibility, To Benefit The Few

Nature does not care that businesses are addicted to profit, governments are addicted to growth, markets can be manipulated, or that a status-driven professional class (PMC) is addicted to dopamine fuelled consumption.

Nature does not care about our politics, ideologies, economic theories or the comforting stories we tell ourselves about why meaningful action is too difficult.

Most tragically, nature doesn't care that too many in the conservation sector are unwilling to confront the truths they have chosen to ignore and the lies they have chosen to believe.

Every ecosystem destroyed, every species lost, every year squandered narrows the range of futures available to us.

Nature does not compromise. It simply keeps score and responds to what we do. We determine the causes. Nature determines the consequences.

Which raises some profoundly uncomfortable questions.

Does the conservation sector in its current form exist to ensure that the global economic system goes unopposed or to help improve the system to protect wild species?

When there is no or little evidence that wild species have been protected, where is the evidence that conservation has helped improve the system?

Perhaps the greatest conservation failure is not that we have failed to save enough species. **It is that we have failed to confront what is destroying them, poorly regulated and unregulated industrial scale extration.**

Nature will not negotiate with us. **And if we continue to protect the commercial system rather than change it, nature, as we know it, will simply collapse. [2]**

How Close Are We?

One of the clearest measures of how far we are exceeding earth's limits is Earth Overshoot Day [3]: **the date on which humanity would have exhausted its annual share of the planet's regenerative capacity if everyone consumed like the residents of a particular country.**

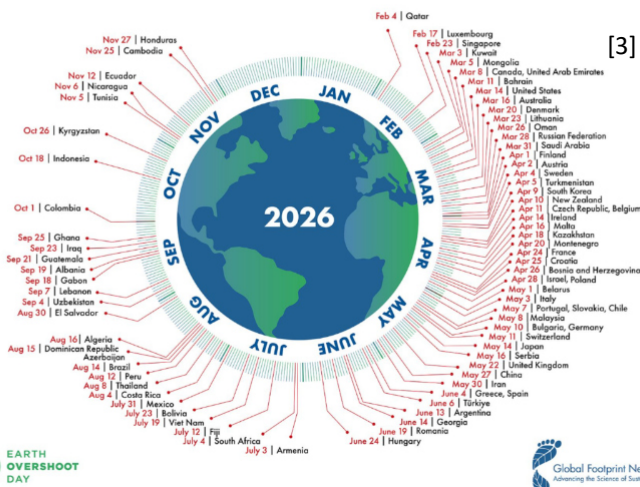
The picture ranges from concerning to completely insane.

Qatar exhausted its budget by 4 February, **just 35 days into the year**, and even the best performing countries don't make it to December.



Country Overshoot Days 2026

When Earth Overshoot Day would land if all the people around the world lived like...



Countries with enormous land areas and supposedly abundant natural resources, including Australia, Russia, Canada and the United States, all overshoot by the end of March.

Governments are addicted to growth. Investors and corporations are addicted to returns. Consumers are encouraged to equate status with consumption. **Together, these addictions are driving us closer to planetary tipping points.** [4]

The question is no longer whether the system is sustainable. It is, **how do we detox societies and economies from these addictions?**

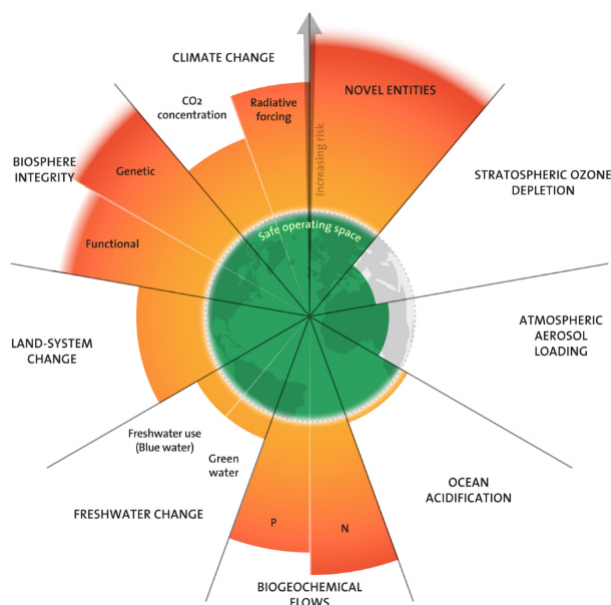
The greatest responsibility falls on high-income governments, businesses and consumers—the people with the greatest capacity to change and, some of the largest ecological footprints.

Yet these are the most chronically addicted to wealth, status and power; they are also deeply invested in maintaining the status quo.

But if their addictions aren't curbed, the consequences aren't simply exceeding a budget on an overshoot day calendar.

If we can't stop consuming the future, biosphere integrity will breakdown, ecosystems will not be able to recover and **the safe operating space for humanity will be lost.**

All because 10% of people refused to break their cycle of addiction.





Real, Not Phantom, Solutions

Any serious attempts to change the status quo are weaponised as “progressive”, “woke”, “red tape” or the “nanny state”.

But stripping away the rhetoric, most of these measures are simply pragmatic, practical and necessary—the low-hanging fruit required to restore some balance, justice and common sense.

It is the business-as-usual approach of growth and profit, at any and all costs, that should be considered irrational, unhinged and deranged.

Growing public awareness of biodiversity collapse means business knows it cannot continue pretending nothing is wrong. The response has been predictable: do something, anything, that creates the appearance of action without challenging the system itself.

Meanwhile, **governments and business continue to resist even the most minimal regulations needed to control the commercial extraction and trade of biomass** while there is still time to make a difference.

In fact, it is much worse, **we are backsliding.**

Far too often, corporate conservation organisations have helped sustain this illusion, accepting market driven, commercially attractive solutions that leave the underlying system largely unchanged.

We do not need more ways to make unsustainable extraction **look** sustainable. We need limits, enforcement and accountability.

We need change that actually changes something. What happens when none of the CBD’s KMGBF Targets [5] are achieved in 2030?

It is time to stop selling phantom solutions and get real.

The Business of Nature

Holding Big Business to Account for the
Overexploitation of Biodiversity



NATURE NEEDS MORE

Curb Limited Liability Protections

Make companies, and the people who control them, accountable for the consequences of their decisions. Whilst the people making decisions are insulated from the consequences, how could the system possibly produce responsible behaviour?

This means vastly curbing limited liability, particularly where corporate activity causes serious climate, biodiversity and human-rights harms, or maintains externalities such as pollution.

Ask a simple question: Would executives and directors be so willing to ignore illegal, unreported and unregulated (IUU) fishing if serious violations could cost them their freedom and their personal wealth? Currently, too many **owners of fishing vessels are protected from illegal behaviour by limited liability legislation.** [7]

Modern limited liability only became a dominant and broadly uniform feature of the corporate economy during the 20th century.

As those who have dived into the Limited Liability business structure remind us, *“corporations, stock markets and the corporate economy enjoyed a long and prosperous history well before limited liability in its modern sense became established and dominant”*. [8]

So why should laws allow companies and their investors such extraordinary protection, that separate their personal wealth from the adverse consequences of their decisions?

Limited liability legislation needs to be changed so owners and investors cannot hide.

[7]

This is not anti-business. It is simply whether those who control and profit from businesses should be able to privatise the gains while socialising the damage.

When the consequences of corporate decisions are borne by communities, workers, taxpayers and the environment but the decision-makers remain personally insulated, the law itself has become part of the problem.

Limited liability should not become limited accountability, as is currently the case.

If the law protects shareholders and executives from the consequences of destroying the public interest, how can the system possibly protect the public interest?



■ An endangered shortfin mako shark is hauled on to a Spanish longline vessel in the South Pacific Ocean. Photograph: Paul Hilton/Greenpeace

Abolish The Shareholder Primacy Doctrine

If we want a different economic outcome, we need different corporate rules that change the myopic view of a corporation's purpose.

The power of billionaires comes courtesy of the current corporate model, the shareholder primacy doctrine and highly financialised stock markets.

For decades, we have allowed the corporation's purpose to **narrow to a single overriding objective: maximise shareholder value.**

That was not inevitable, it was simply enabled by law. Friedman's 1970 formulation of shareholder primacy helped make this doctrine enormously influential, but corporations and investors generated substantial wealth long before it became the dominant corporate philosophy.

We need to (re)**mandate corporate charters that further the public interest** and are enshrined into listing rules.

This means confronting practices that intensify **casino speculation and short-term enrichment**: multiple classes of shares, stock buybacks, high-frequency trading and increasingly complex financial products that disconnect markets from productive investment.

It is time to revert to a pre-1970s model of business and eliminate the Friedman Doctrine. [9] If corporate success is measured by share price and profit, executives are structurally incentivised to cut anything that does not contribute to those metrics.

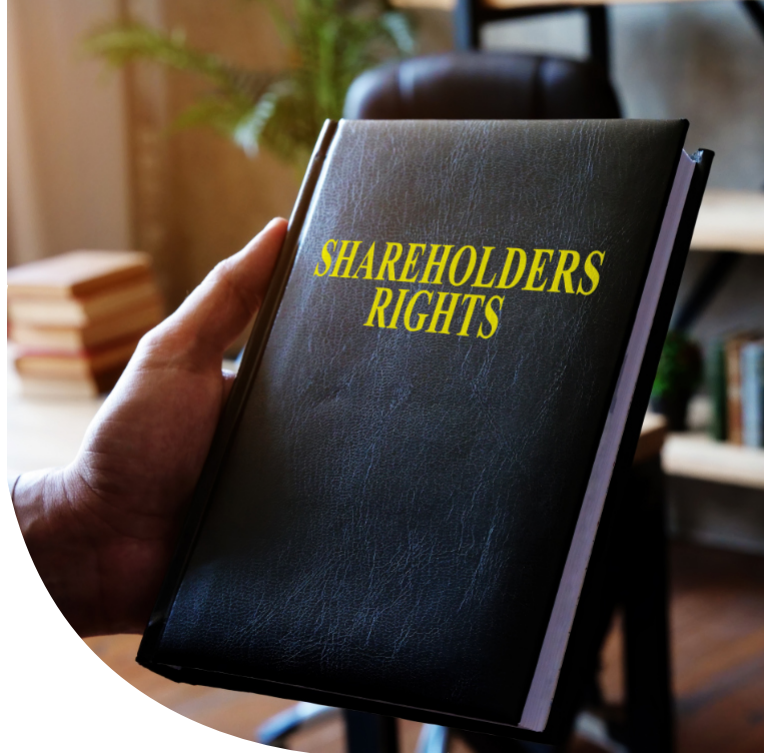
The result is the **casual disregard for anything other than profit**. Short-termism, cost-cutting, opacity, challenging regulation and an almost systematic disregard for consequences that do not appear on the balance sheet.

It makes it far too easy to not care and not to want to know. That is particularly dangerous when the consequences are biodiversity loss, ecosystem destruction, pollution and social harm.

Now we are told that biodiversity credits, biodiversity offsets and a "Green Wall Street" can financialise nature and solve the problem. **But the underlying drivers of share price growth and profit growth are all unchanged.**

While the law enables shareholder primacy, the only valid measure of company performance will remain its stock price. If the underlying objective remains maximising financial returns, nature simply becomes another asset class from which value can be extracted. You cannot financialise your way out of an economic system whose rules continue to reward extraction.

The law defines what corporations are allowed, and required, to do. Change the law, and you change the incentives. **Leave shareholder primacy untouched, and the system will continue to optimise for the very outcomes driving ecological collapse.**



Abolish Secrecy Jurisdictions & Shell Companies

You can't move criminal money if you can't move money, and decades of evidence show **money is too easily moved, unchecked, through London.**

Conservation organisations, working on money laundering associated with wildlife crime, should simply turn their collective attention to the City of London, its regulators, Companies House and the UK government. **Why? Because the real scandal is what is legal.**

Why are we hunting the people moving the money while leaving so much of the machinery that moves it intact?

On average, 2,500 new companies are registered with Companies House every working day; it costs just £100. **How many are shell companies? Large scale money laundering always requires a shell company.** This is not only a question of how cheaply we can create companies but also **how cheaply we can create anonymity.**

The use of shell companies in any context needs to be either outlawed or automatically result in punitive taxes to pay for hugely increased levels of monitoring and regulation.

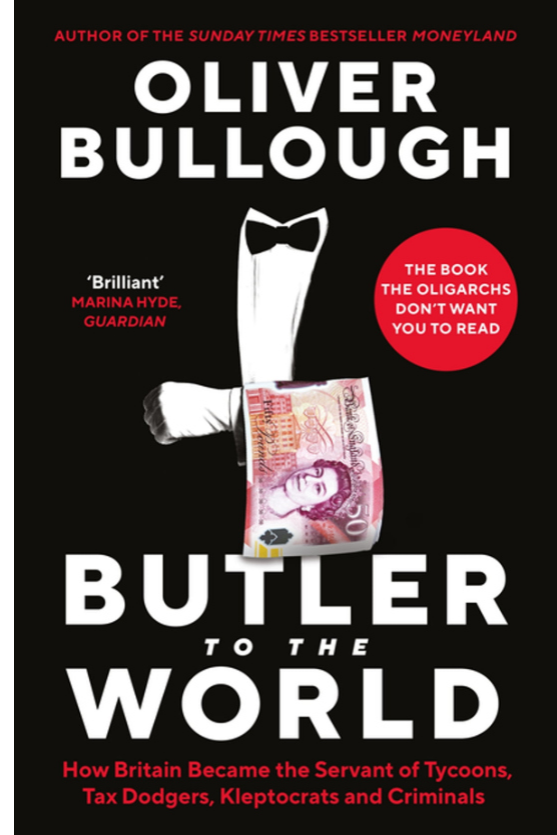
The UK government admitted nearly 40% of the dirty money in the world is going through the City of London and crown dependencies. [10]

In the book, *Butler to the World* [11], **Bullough explains that Britain is at the heart of money laundering.** Meaning, voluntary cooperation from the financial sector is not enough.

Conservation needs to rethink its relationship with the financial sector. Business has offered conservation organisations a seat at the table, an advisory role supposedly to “help shape policy”. But if the underlying financial system remains largely unchanged, conservation must face the fact that **all they are ever offered is a highchair.**

John Christensen, Founder of the Tax justice Network said, *“It is unseemly, to put it mildly, that any NGO committed to conservation should want to play a part in greenwashing the reputations of banks involved in money-laundering the proceeds from crimes against nature. The wholesale looting of natural resources, and the associated laundering of the proceeds to secret offshore bank accounts has increased poverty. If we seriously want to tackle the criminogenic financial systems that enables so much of the despoliation of the global ecosystem we must take all necessary measures to ensure that the perpetrators of this ecocide can no longer hide their identity behind offshore trusts, shell companies and foundations, while using public trust in NGOs as a fig-leaf to distract from their sordid activities”.* [12]

The real scandal is not that criminals exploit the financial system. It is that the system is set up in ways that allows them to hide in plain sight.



Curb The Financial Sector & Make Money Productive (Again)

There is a reason we chose to use an image of the City of London for the front page of the report. **The financial sector distorts Western and global economies, which is the primary driver of biodiversity loss, climate change and inequality.**

Given the massive scale and complexity of the sector, the best avenue would be to withdraw the licence for commercial banks to create new money. Why would this help?

Because it is a first step to get balance back into the system to live equitably, within planetary boundaries, and have the resources to invest in the solutions that meet genuine needs. The money issued by governments must be productive money.

Therein lies the problem. Too much money in the system today is unproductive!

What Is Unproductive Money?

1. Money parked in secrecy jurisdictions.
2. Money used for speculation and asset price inflation.
3. Money invested in unnecessary stuff (goods/services/jobs) such as luxury goods and bullshit services and jobs [13] is unproductive money.
4. Money financing unnecessary infrastructure, such as building houses and apartments that aren't needed or datacentres that will never operate.

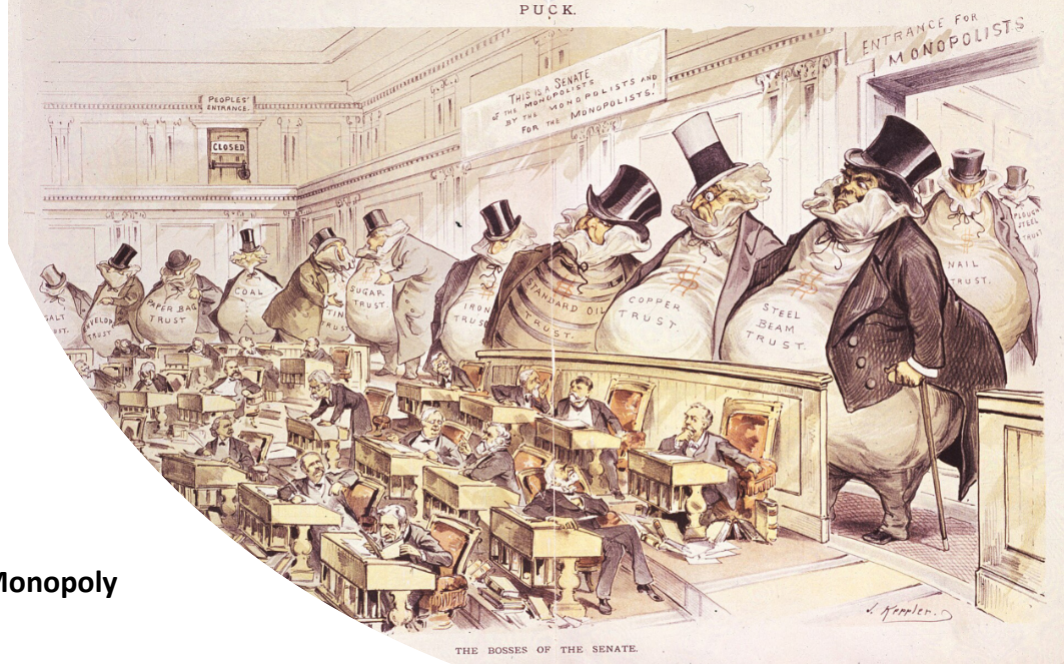
Governments don't want to tackle the system that has been created in the last 50 years which enables unproductive money because that would mean facing up to the capture of the state by corporate interests.

Technically this would require a new monetary system with central banks back inside of treasury departments. Finance should serve the productive economy, not the productive economy serve finance, which is currently the case.

Governments have the money to do ANYTHING they want because they can create it. [14] They don't have the money to do EVERYTHING that they want. **The money that governments can spend into existence SHOULD be used productively while preventing inflation.**

Money created must be directed towards productive capacity, genuine human needs and ecological repair. If the money entering circulation cannot be used for productive purposes because of a lack of resources (land, labour, energy, materials), then the money will be unproductive and simply raise prices causing inflation.





Enact Strict Anti-Monopoly Laws

Antitrust law needs to be simple, objective and difficult to manipulate, evade, or re-interpret.

To keep it simple this may mean the starting point of antitrust legislation is nothing more complex than, ***“Is this company dominant in this particular market, and has that dominance enabled it to abuse its power?”***.

But waiting until abuse occurs is itself a failure.

The default must be: no mergers, no acquisitions, no further concentration unless the company can prove in court that the transaction is in the public interest. **And any commitments made to secure approval must be legally enforceable by the public, not voluntary promises that disappear once the deal is done.**

Where monopoly power has already become entrenched, the options should be clear: break it up, regulate it or bring it into public ownership. We are so late in the cycle that some would say **all existing monopolies need to be broken up or nationalised.**

Meta provides a stark example of why this matters. It is not simply that “wildlife is sold on Facebook”. It is that **Meta's business model and architecture can turn biodiversity destruction into engagement, traffic and revenue.**

A 2026 investigation [15] examined 16,290 wildlife advertisements on Facebook. Significantly, 84% of Facebook advertisements were linked to CITES Appendix I species. In a second 2026 publication [16], researchers identified Facebook advertisements involving 266,535 wildlife ‘products’ between April 2024 and March 2026. This is not simply a content-moderation failure. It is a market-governance failure.

When a company becomes so dominant that its decisions affect entire markets, ecosystems and societies, conventional accountability mechanisms begin to fail. This is the problem of companies becoming too big to fail, too big to jail, too big to care.

When companies become “too big to care” accountability is lost and corporate power begins to operate as though it is above the public interest. That cannot be allowed. And accountability needs to be to the public.

Break up excessive corporate power so it can’t break the rules of the system itself.

Drastically Limit Or Eliminate Intellectual Property Rights

Intellectual property (IP) was created to encourage innovation but has become a mechanism for controlling knowledge, expanding monopoly power and privatising value.

The whole issue of IP rights has become untenable with AI, so an overhaul might no longer be an outlandish proposition.

As a minimum, exclusivity periods should be drastically shortened, right-to-repair laws expanded, fair-use provisions dramatically broadened and interoperability made mandatory.

COVID-19 has demonstrated what happens when technologies essential to global health collide with intellectual property, commercial interests and unequal access.

Six years after COVID-19, world leaders met at UNGA 2026 [17] to strengthen pandemic prevention and preparedness. **Yet delegates failed to agree on a final political declaration.**

The UN's own account highlights ongoing disputes around pathogen access, benefit-sharing and the governments of high-income countries helping to protect their pharmaceutical industry IP.

Developed countries fiercely defend IP when it protects the commercial value of their domestic industries. But when the underlying biological resources and genetic information originate elsewhere, **suddenly the argument for ownership becomes much less convenient.**

The world increasingly recognises that **biological resources and genetic information can generate enormous commercial value.** The countries and communities that provide, protect or steward those resources should share the benefits. **But when benefit-sharing moves from in-principle to enforceable obligation, negotiations stall.**

The scale of the problem of benefit from IP rights is clearly demonstrated by **the failure of the Cali Fund.** [18]

A CBD-commissioned analysis [19] estimated the annual revenues generated by commercial sectors heavily reliant on digital sequence information could be worth between US\$1.5 - US\$2.3 trillion. **A mandatory 1% levy would generate US\$15 - \$23 billion a year for benefit-sharing and protecting biodiversity.**

Even under the voluntary Cali Fund—1% of annual profit or 0.1% of annual revenue—the contribution would still be measured in billions of dollars. **And what did the voluntary system produce? US\$6,000 in 18 months.**

This begs the deeper question of when should biodiversity be treated primarily as private, intellectual property or as something that serves the greater public interest? **The answer is to drastically limit or eliminate intellectual property rights.**





Eliminate The Freedom (Right) To Destroy From Private Property Rights

Private property rights were thought to be a good idea because the assumption was they would not be abused.

The freedoms associated with private property include the freedom to destroy. Yet this “right” is rarely stated explicitly in law. **It exists largely by default, unless the law intervenes.**

For centuries too many assumptions have been made about the value of these laws and their ability to protect nature. These rights assume that owners will always act ‘rationally’ in their own self-interest and not undertake ‘irrational, senseless destruction’.

Capitalism extended that assumption further, that individuals pursuing their own self-interest through markets would produce outcomes compatible with the public good. **All evidence shows this is frankly a ridiculous assumption.**

A forest can be cleared. An aquifer drained. A river polluted. Habitat destroyed. The financial benefits are private, the **consequences public, including irreversible and intergenerational consequences.**

We have created extensive protections for privately owned cultural and historic property yet provide far weaker constraints on the destruction of the natural world. **If private property can be legally constrained to protect a building and a painting, why should nature be treated as less worthy of protection?**

Yet the freedom (right) to destroy remains deeply embedded in our legal and economic systems; it must have limits. The longer we fail to impose them, the greater the cost. Nature is a complex adaptive system and our ability to understand it is profoundly limited. We have zero clue about the long-term and second order flow-on effects from clear-felling an old forest, discharging chemicals into lakes and rivers, or draining aquifers.

Land clearing for agriculture on private properties is a good example of the right to destroy in action. [20] Estimates from Australia are that 7.7 million hectares were cleared between 2000 and 2017 and that land clearing rates have stayed at around 500,000 hectares per year since. The assumption is simply that economic activity (beef production) matters more than intact, ‘unproductive’ nature.

Just how much evidence do we need to accept that the right to destroy is ‘irrational’ and that the right to own cannot include an unlimited right to destroy?



Make It Impossible (Or Very Hard) To Get To Billionaire Status

Extreme wealth is not inevitable. It is a political choice.

If we are serious about preventing extreme concentrations of economic and political power, becoming a billionaire should be extraordinarily difficult.

That means wealth taxes and very high capital-gains taxes, with no exemptions, combined with closing the mechanisms that allow extreme wealth to escape taxation: preferential treatment of stock options, tax advantages associated with debt, offshore structures and the ability to defer taxation indefinitely by holding assets.

A handful of billionaires control corporations with enormous economic, political and cultural influence. Billionaires are not inevitable under capitalism; they are enabled.

In **From Predators to Icons** [21], the authors challenge the image of the business owner as a visionary with a plan, which is certainly the ‘story’ they like to project. Instead, they outline their use of the term ‘predation’, as, *“ruthlessly taking advantage of imperfections, weaknesses, and vulnerabilities within the market”*. And using their political influence to further increase these imperfections, weaknesses, and vulnerabilities in the system.

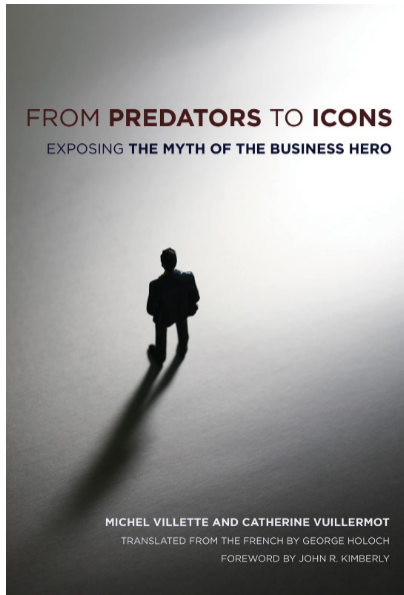
This matters enormously for biodiversity.

Billionaires are enabled by allowing them to take an all profit, no responsibility approach to direct exploitation, the commercial extraction of wild species, which is the second biggest driver of global biodiversity loss.

Billionaire influence has created these ‘externalities’ so **they don’t need to pay more than token attention to unsustainable extraction of wild species**, and simply offload risks onto the public or the government.

That creates a dangerous feedback loop, wealth creates power; power protects wealth; protected wealth creates more power.

We can’t pull back from planetary tipping points without putting limits on the concentration of power.



FROM PREDATORS TO ICONS
EXPOSING THE MYTH OF THE BUSINESS HERO

MICHEL VILLETTE AND CATHERINE VUILLERMOT
TRANSLATED FROM THE FRENCH BY GEORGE HOLOCH
FOREWORD BY JOHN R. KIMBERLY



Abolish Big Money In Politics & Close Loopholes Enabling Misconduct

Decades of evidence has confirmed it is critical to keep big money out of politics.

In 1936, Franklin D. Roosevelt said, *“The people of America have no quarrel with business they insist only that the power of concentrated wealth shall not be abused”*. [22]

Yet the power of concentrated wealth is never far away from political decision making. Governments worldwide have perfected the art of auctioning off access.

In the 1990s, what was termed a **“brazen price list”** [23] spelled out that, \$100,000 contributors get two dinners with Clinton, two with Gore, "policy retreats" with Cabinet members, and participation in foreign trade missions; \$50,000 contributors get one presidential reception and dinner with Gore; \$10,000 get a couple of less intimate receptions and dinners.

In 2014, American political scientists published a peer-reviewed paper [24], analysing 30 years' worth of US policy-making that compared policy outcomes to public polling results. They found that general public sentiment had almost no impact on US policy making. Their conclusion being *“Economic elites and organized groups representing business interests have substantial independent impacts on U.S. government policy, while average citizens and mass-based interest groups have little or no independent influence”*.

Because big money has not been corralled it has become emboldened, no longer feeling the need to be covert. **The money for access game is out and proud**, and big money keeps pouring into politics. You don't need conspiracy theories about why things have become so bad when neoliberal ideology allows this.

Outlaw all donations to politicians, political parties, election campaigns and lobbyists. This would also need to include gifts, hospitality, junkets, crypto, services-in-kind, back channels and anything else that effectively translates into buying political access and influence.

Close the revolving door to the private sector. Political influence does not end when an elected official leaves office, it is also about their ability to cash in after their public role ends.

To have a chance of living within planetary boundaries, political power must belong to the public, not to whoever can afford to buy access to it.



[25]



Create New Narratives Redefining Status & Philanthropy

The addiction to **power, wealth, status and consumption** is driving biodiversity collapse.

Direct exploitation, the commercial extraction of wild species, is one of the greatest drivers of biodiversity loss.



Much of that extraction exists not to meet human needs but to feed status and luxury markets.

We need new narratives about the investors, corporations, billionaires and consumers whose pursuit of status and wealth is pushing us towards planetary tipping points.

These new stories need to make **cooperation and contribution, not wealth, markers of status.**

Advertising and consumer culture have fused identity and self-worth with what we own, what we consume and where we sit in the hierarchy. The result is a society **groomed to consume**, while those at the top are given ever greater licence to extract.

The professional managerial classes (PMC) aspire to the same status as the wealthy and governments accommodate this. And the myth of endless growth allows the system to keep pretending that nature, and everything extracted from it, is inexhaustible.

But systems built on status and domination are ultimately undone by cooperation. Change will not come from the top. Those who benefit most from the existing hierarchy have little incentive to dismantle it. It starts when enough people decide **not to conform, not to consume, and most importantly, not to be bought.** [26]

Every great social transformation has begun with people refusing the values of a collapsing system—and finding others who could not be bought.

Philanthropy also needs a new definition. As philanthropy becomes increasingly integrated with corporate strategy and shareholder value, giving can become another source of power, status, influence and reputation.

A \$100 million donation should not buy moral authority. We must stop confusing the ability to give enormous sums of money with the ability to create a better world. True philanthropy should not be about buying status, laundering reputations, purchasing influence or protecting the systems that created the wealth.

The greatest philanthropic act is not giving away more money but using wealth to make the systems that generate it less destructive, less unequal and less dependent on endless extraction.

The ultimate act of resistance is not just stopping buying more. It is refusing to be bought.

THE
SPECTATOR
Leighton Woodhouse

How Big Philanthropy became Big Grift

📅 20 December 2022, 9:00pm

[27]



Protect Whistleblowers & The Right To Peaceful Protest

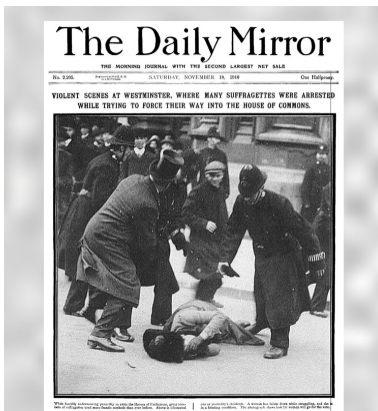
Democracy cannot function if people are afraid to speak, protest or expose wrongdoing.

Across many Western democracies, the space for dissent is narrowing. Laws governing protest and speech are becoming more restrictive, while increasingly broad definitions of hate speech, extremism and terrorism can **blur the line between protecting people from harm and suppressing legitimate dissent.**

Whistleblowers and protesters perform the same essential democratic function. They expose what those in power would prefer to remain hidden. **They therefore need stronger protection, not weaker, to ensure that governments cannot simply redefine “inconvenient speech” as dangerous.**

Violent suppression tactics have been used across the centuries against those protesting for change:

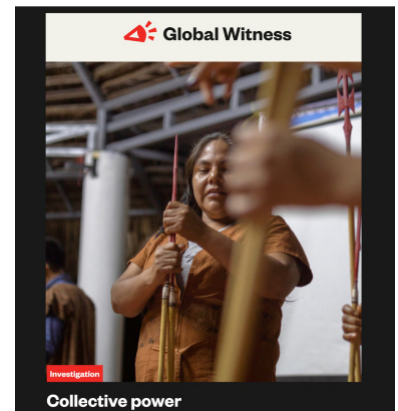
Black Friday 1910: The day earned its name from the **violence meted out to suffragettes, some of it sexual**, by the Metropolitan Police and male bystanders. [28]



2019: Teenage girl among 20 Extinction Rebellion **activists strip-searched** by Brisbane police. Prisoner advocate describes this as routine practice. [29]



2026: The total documented **killings and disappearances of land & environmental defenders** since 2012 is 2,375, Global Witness reveals. [30]



The Right to Withdraw Our Labour. In May 2026, the United Nations' International Court of Justice (ICJ) issued a legal opinion affirming that a global right to strike is protected under international law. [31] For most countries this ruling is non-binding unless a country has a “right to strike” embedded in its constitution or general law. We need to rebuild the conditions that make collective action possible: strong labour rights, financial security, whistleblower rights, freedom to organise and an absolute right to peaceful protest.

Because democracy requires more than the right to vote. It requires the practical power to peacefully say no.



Unsellable: Short Report Summary

The biodiversity and climate crises are not accidents.

They are the predictable consequences of an economic system built on **endless growth, consumption and extraction**, accelerated by 45 years of neoliberalism.

Financialisation, casino-like speculation and short term enrichment have compounded the problem, while capital continues to flow into activities that destroy the natural systems on which we depend.

The problem is not that solutions don't exist. The problem is that the system refuses to implement them.

Businesses, investors, markets and governments have **repeatedly refused to impose even the most basic limits on unsustainable extraction** and protect ecological integrity.

The conservation sector must confront this failure. **Documenting extinction while leaving the legal and economic machinery driving it intact is irrational. Because, the real scandal is what is legal.**

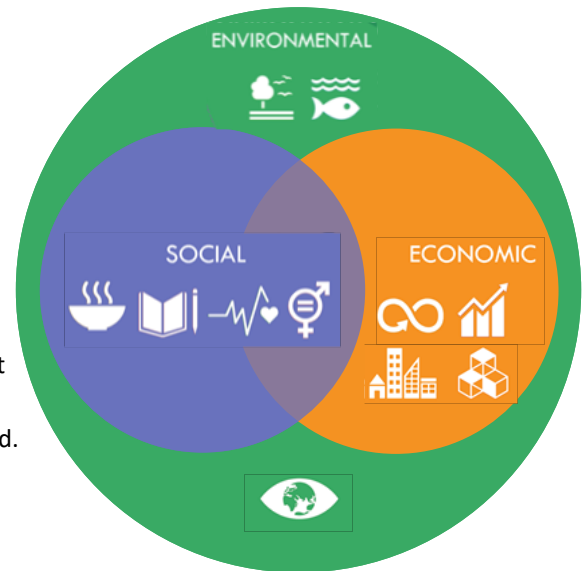
Given regulating industry hasn't happened when it could still have made a difference, a genuine course correction now requires changing the rules:

1. **Curb Limited Liability Protections**
2. **Abolish The 1970s Shareholder Primacy Doctrine**
3. **Abolish Secrecy Jurisdictions & Shell Companies**
4. **Curb The Financial Sector & Make Money Productive (Again)**
5. **Enact Strict Anti-Monopoly Laws**
6. **Drastically Limit Intellectual Property Rights**
7. **Eliminate The Freedom (Right) To Destroy From Private Property Rights**
8. **Make It Impossible (Or Very Hard) To Get To Billionaire Status**
9. **Abolish Big Money In Politics & Close Loopholes Enabling Misconduct**
10. **Create New Narratives Needed Redefining Status & Philanthropy**
11. **Protect Whistleblowers & The Right To Peaceful Protest**

Selling these actions to a populace raised on growth is currently a non-starter. Hence the title for our upcoming extended version of this short report is **Unsellable: The impossibility of selling solutions to the biodiversity and climate crisis.**

Driving these changes will be difficult—and initially unpopular. **That is the point.** They will not be driven by people who have capitulated to the system and need its approval. In the words of Upton Sinclair, *"It is difficult to get a man to understand something, when his salary depends upon his not understanding it".*

What happens in 2031 when the CBD KMGBF targets aren't achieved? There must be consequences, and real, not phantom, solutions. It is the wealthy and powerful who must accept this change.



Nature Needs More's CITES & Trade Reports 2020 – 2025 [32]



Nature Needs More's Short Reports 2026 [33]



References

- 
- [1] <https://link.springer.com/content/pdf/10.1007/s11625-020-00813-x.pdf>
- [2] <https://globalbreakdown.news/>
- [3] <https://overshoot.footprintnetwork.org/newsroom/country-overshoot-days/>
- [4] <https://www.stockholmresilience.org/research/planetary-boundaries.html>
- [5] <https://natureneedsmore.org/the-consequences-of-no-consequences/>
- [6] <https://natureneedsmore.org/wp-content/uploads/2023/09/The-Business-of-Nature-Web-Version.pdf>
- [7] <https://www.theguardian.com/environment/2025/jun/06/endangered-sharks-being-killed-at-alarming-levels-in-pacific-greenpeace-claims-after-cutting-20km-of-vessels-longline-ntwnfb>
- [8] <https://www.cambridge.org/core/journals/journal-of-institutional-economics/article/new-understanding-of-the-history-of-limited-liability-an-invitation-for-theoretical-reframing/B12B69696AC81304A2738ADE4FFF4556>
- [9] <https://corpgov.law.harvard.edu/2019/08/22/so-long-to-shareholder-primacy/>
- [10] <https://www.theguardian.com/world/article/2024/may/14/nearly-40-of-dirty-money-is-laundered-in-london-and-uk-crown-dependencies>
- [11] <https://www.goodreads.com/book/show/60798157-butler-to-the-world>
- [12] <https://natureneedsmore.org/the-reputation-laundromat/>
- [13] <https://www.goodreads.com/en/book/show/34466958-bullshit-jobs>
- [14] <https://globalbreakdown.news/2024/10/18/mmt/>
- [15] <https://globalinitiative.net/wp-content/uploads/2026/04/Russell-J-Gray-Simone-Haysom-Wildlife-has-a-Facebook-problem-GI-TOC-April-2026.pdf>
- [16] <https://www.freeland.org/Clicks-That-Kill-28-Sept-2026.pdf>
- [17] <https://news.un.org/en/story/2026/09/1168437>
- [18] <https://natureneedsmore.org/the-billion-dollar-promise-that-raised-6000/>
- [19] <https://www.cbd.int/doc/c/3aac/54e5/ebc4b5a799de17da0ace0b80/wgdsi-02-02-add2-rev1-en.pdf>
- [20] <https://wilderness.org.au/protecting-nature/deforestation/the-stats-that-expose-australias-hidden-deforestation-crisis>
- [21] <https://www.goodreads.com/en/book/show/6615873-from-predators-to-icons>
- [22] <https://teachingamericanhistory.org/document/campaign-address/>
- [23] <https://www.newsweek.com/real-scandal-whats-legal-179166>
- [24] <https://www.cambridge.org/core/journals/perspectives-on-politics/article/abs/testing-theories-of-american-politics-elites-interest-groups-and-average-citizens/62327F513959D0A304D4893B382B992B#authors-details>
- [25] <https://the-european.eu/story-64159/firms-with-political-pals-get-away-with-greenwashing.html>
- [26] <https://carlynbeccia.medium.com/has-america-crossed-the-asshole-threshold-1f96b7fe6be7>
- [27] <https://spectator.com/article/how-big-philanthropy-became-big-grift/>
- [28] [https://en.wikipedia.org/wiki/Black_Friday_\(1910\)](https://en.wikipedia.org/wiki/Black_Friday_(1910))
- [29] <https://www.theguardian.com/australia-news/2019/oct/24/teenage-girl-among-20-extinction-rebellion-activists-strip-searched-by-brisbane-police>
- [30] <https://globalwitness.org/en/campaigns/land-and-environmental-defenders/collective-power/>
- [31] <https://news.un.org/en/story/2026/05/1167571>
- [32] <https://natureneedsmore.org/reports/>
- [33] See [32]