

# **annual report and financial statement**

**reporting on 2009**



The Forum for the Future is a non-profit company limited by guarantee and registered in England and Wales.

Registered office: Overseas House, 19-23 Ironmonger Row, London, EC1V 3QN, UK.  
Company No. 2959712. VAT Reg. No. 6777475 70. Charity No. 1040519



# introduction to the directors' report

Most organisations now recognise that global challenges like climate change, food and energy security and population growth will mean big changes for the way they operate. Forum for the Future's role is to help them find their way to a sustainable and successful future.

Founded in 1996, Forum for the Future is an independent charity with a mission to promote sustainable development. We believe there is a practical route to a better future where we – and generations to come – can prosper, sharing the resources of one planet. And we believe business and public service providers have a vital role to play in creating that future.

We help businesses and public service providers to understand and manage the risks that change will bring, to find new opportunities in tackling these global challenges, to implement their own commitments to social and environmental responsibility, and to work with others to overcome barriers to action. We then share what we learn through our website, our magazine Green Futures, our reports and other publications, and our events, to help others work towards a more sustainable society.

## Charitable Objects

The Forum for the Future is a registered educational charity and a company limited by guarantee and not having share capital. Its governing documents are its Memorandum and Articles of Association. Our charitable objects are:

- To advance the education of the public in economic and social studies as they relate to individuals, communities, society at large and the planet as a whole, with special reference to their inter-relationship with ecology, the natural world, health, technology, agriculture, sustainable development, philosophy and psychology
- To promote sustainable development for the benefit of the public by:
  - The preservation, conservation and protection of the environment and the prudent use of natural resources
  - The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities
  - The promotion of sustainable means of achieving economic growth and regeneration



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# chair's message

Post crunch, post Copenhagen, post Climategate, with a President getting into his stride in the US and a new Government in sight in the UK, Spring 2010 is an important moment for organisations like Forum for the Future to take stock. So we're publishing this annual report in the thick of a strategic review, making our plan for the next five years – which, if the gloom merchants are right – could be the last five years in which an organisation like the Forum can make a difference.

We've been finding out what our stakeholders think of us, and what they think we should do next. There's some encouraging feedback. At the end of 2009, independent survey organisation Verdantix rated Forum the top sustainability NGO for business to work with, singling out our ability to advise organisations on strategy and broker industry collaboration. As I write, results are coming in from our own stakeholder survey, and so far tell us the Forum is still an authoritative voice in an increasingly crowded sector. By and large our partners want more and deeper engagement from us as they come to terms with the scale of the challenges and opportunities they face.

We'll be rising to that challenge, and some of the Forum's achievements of 2009 give a strong flavour of how the plan might look. Our Tourism 2023 project showed how tourism organisations could scan the future together and think differently about the future of the sector, with a group of players who together carry 45 million passengers a year committing themselves to creating a sustainable industry by 2023, and building a road-map and industry-wide strategy to get there. Our projects in Bristol tackling 'pinch points' in city sustainability began to bear fruit, with the launch of the 'West of England Carbon Challenge', through which leading organisations from the Bristol city-region have committed to slash their carbon emissions. We also spurred our partners and others to innovate more sustainable products and services, including new ranges of mobile phones and paints, and we chipped away at the unsustainability of financial markets, publishing a series of reports on how capitalism itself needs reshaping. And as planned, we reached out beyond the UK for much of this work, paving the way for a more international Forum in the coming years.

You can read more about these and other projects at <http://www.forumforthefuture.org/>. And if you have strong views about where we should be placing our efforts next, we'd love to hear from you.

**Janis Kong OBE, Chair of Trustees**



# chief executive's message

The recession loomed large for us in 2009, and we spent much of the year working through the sustainability impacts of the economic downturn. We examined the lessons from the credit crunch and how not to repeat them. Jonathon Porritt's 'Living within our means' examined how to avoid 'the ultimate recession'. And in the subsequent 'Rethinking Capital' we set out a practical way forward to help shift the finance sector to a more sustainable path.

Despite the predictions that the economic gloom would lead to a drop in enthusiasm for green issues, we saw no loss of momentum from the big companies we work with. Indeed, we helped work on cutting-edge sustainability initiatives with the likes of Akzo Nobel, M&S, O2, PepsiCo and Unilever.

One of the enduring lessons from sustainable development is that we need to do more with less. This chimed well with organisation's thinking during the recession. We launched 'Climate Finance' to look at how public sector bodies can use their money more cleverly to tackle climate change, and we are now supporting five pilots projects. We also successfully completed our 'i-team' project to help local authorities innovate on climate change. Teaming up with global design consultancy IDEO, we enabled three local authorities to innovate new low-carbon services for their citizens.

Our innovation work went global, too. Tens of thousands of Financial Times readers voted in the 'Climate Change Challenge'. We launched the competition with three aims: to raise the profile of green innovation and demonstrate that there are solutions and money can be made from them; to find the best low-carbon innovations from around the world and help them find funding by showcasing them to a global business audience; and to help the winner immediately with a \$75,000 prize to develop its project and bring it to scale.

The competition generated worldwide interest, with hundreds of entries from around the world. The finalists included: a feed additive which reduces the methane produced by cows and sheep; hollow tiles cooled by evaporation which can replace air conditioning systems; covers for truck wheels which reduce fuel use by cutting drag; a giant industrial microwave which fixes carbon in organic material as charcoal, and the eventual winner, a low-cost solar stove.

Taking the sustainability message to new audiences was also a key theme for Green Futures in 2009. As well as publishing four excellent editions of the magazine, we produced special reports on the prospects for sustainability in Mexico, South Africa and Brazil. We launched these in-country, and through tie-ups with local publications, ensured they were distributed to tens of thousands of readers.

Back in the UK, we scaled up our work on health, building SD capacity for NHS Trust Boards and helping to 'future proof' through work on the Marmot Review and 'Fit for the Future', which examined the role the NHS should play in tackling climate change. The NHS emits 18 million tonnes of CO<sub>2</sub> each year – the largest carbon footprint of any public service provider in Europe – and this report was the first time the NHS had studied the long-term strategy required to maintain a quality health service in the face of climate change. Fit for the Future showed how the NHS could transform itself into an efficient, low-carbon operation in order to provide the best quality healthcare in the future and also argued that the NHS has a key leadership role to play in creating a more sustainable society through its massive size and reach.

We continued to focus on how cities can become more sustainable. We published our third annual Sustainable Cities Index, ranking the performance of our leading conurbations. Newcastle came top, beating previous winners Bristol and Brighton into second and third place. Although cities with an



industrial heritage face major sustainability challenges, Newcastle's success shows that it is possible to overcome the legacy of the past and perform well on many measures of sustainability.

This provides a taste of what we achieved in 2009. There is more in the rest of this report, or visit our website: <http://www.forumforthefuture.org> for further detail.

While 2009 was a difficult year for the environmental movement, here at Forum, we just got on with it, challenging organisations, galvanising action and showcasing the positive solutions.

**Peter Madden, Chief Executive**



# report of the Board of Trustees

For the year ended 31 December 2009 | Incorporating the Directors' Report

The trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31st December 2009, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities, and the Companies Act 2006.

## Principal achievements of the year

The activities of the Forum are guided by the 2007-2010 Strategic Plan, which was approved by the trustees in 2006 and has been reviewed in each subsequent year. The Strategic Plan identified four primary change strategies through which we achieve our objectives:



We use these strategies to achieve our three main objectives:



## 1 | We will demonstrate through sustainable development how our lives can be better

- We ran a global competition with the Financial Times to highlight the power of sustainable innovation to tackle climate change. We showcased 12 promising ideas on the FT website and thousands of readers voted for their favourite. The \$75,000 [FT Climate Change Challenge](#) prize will help launch a solar powered cooker which aims to transform the lives of villagers in developing countries.
- Our [Farming Futures](#) project, which helps farmers and land managers understand and take action on climate change, has been written into the Government and industry's GHG action plan. Two new partners have joined: Linking Environment and Farming (LEAF) and the Farming and Wildlife Advisory Group (FWAG). The project has been awarded funding for a fourth phase, which will run until March 2011.
- We launched two major initiatives in our programme to make the greater Bristol area the most sustainable city-region in the UK. The [West of England Carbon Challenge](#) offers support to organisations which commit to reduce their emissions and has signed up 35 members. [Refit West](#) aims to encourage homeowners to make their homes more energy efficient and pioneer a model which could be rolled out nationwide.
- We launched [Tourism 2023](#) at the ABTA conference in Barcelona. Nine of the UK's leading tourist organisations, which together carry 45 million passengers a year, pledged to work together to create a sustainable outbound tourism industry by 2023 which benefits people and the environment.
- We did not meet our target of doubling traffic to our web site, but we did increase page views by 25% and built our online presence in other ways. Notably, we began syndicating [Green Futures](#) articles to media including Reuters, CNN, Fox Business News, Worldchanging and the Times of India.
- We met our target to deliver six mainstream media messages about positive solutions for sustainability: reports such as [Living within our Means](#) and [Rethinking Capital](#) set out a practical way forward for a sustainable finance sector; our third annual [Sustainable Cities Index](#) received extensive national and local coverage; and [the FT Climate Change Challenge](#) made headlines worldwide. [Green Futures](#) published special reports on Mexico, South Africa and Brazil, which were widely circulated in-country as well as in the UK.

## 2 | We aim to prove that sustainable business is more successful

- We helped SonyEricsson and O2 to develop and launch the [GreenHeart](#) portfolio of mobile phones with a significantly reduced environmental impact.
- We continued to push our partners to be both more sustainable and more successful than their peers. Management Today listed 22 Forum partners in its annual report on '[Britain's Most Admired Companies](#)' which reviews 236 businesses. Analysis of the data reveals that the average Forum partner is 8% more successful, and 11% more sustainable than the average non-partner, suggesting an approximate correlation between sustainability performance and business success.
- As part of our objective to expand into the global market, we undertook two major projects in the US. We used global scenarios to help [PepsiCo](#) map out a sustainability strategy which, among other things, has led to the launch of a team focussing on sustainable agriculture. We launched [Fashion Futures 2025: Global Scenarios for a Sustainable Fashion Industry](#) with Levi Strauss & Co, at London Fashion week in Feb 2010.
- [Ecosure paint](#), which we helped Dulux to develop, was named the Green Product of the Year in the Green Business Awards.
- We continued to drive sustainable strategy with partner organisations such as [Balfour Beatty](#), O2, and the Guardian Media Group.
- We launched two new tools to support innovation:
  - [Disruptive Innovation Cards](#) – a fun toolkit to help innovators come up those game-changing ideas which disrupt markets and lead to significant change.
  - [RSA design direction contest](#) – we developed a platform for young innovators to engage with leading companies on how sustainability could impact and drive their business in



the future. The Forum wrote two briefs for the competition, asking the entrants to develop future concepts for Dulux on wall coverings and Unilever on personal care issues. The winners' work was widely commended by the RSA and the companies involved.

### 3 | We will help leading organisations deliver improved public services for people, places and the environment

- We helped Fife, NWDA and the NHS develop and launch ambitious low-carbon plans.
- We completed the first stage of Climate Finance, which helps local authorities develop innovative financial tools for funding climate change mitigation.
- We have not been able to measure whether we achieved our goal of helping our partners put at least £2 billion in procurement through a rigorous Sustainable Development filter. However, we did launch a new public sector procurement tool '[Whole Life Costing + CO2](#)' with Fife Council, which won the Government Opportunities Sustainability Award in October 2009. We also ran the "Shine" network for procuring greener health buildings, and provided procurement advice to Transport for London.
- We helped future-proof the NHS through our report *Fit for the Future* which explored how the health service could tackle climate change and deliver high-quality healthcare in a low-carbon world. We also contributed to the [UK government's Strategic Review of Health Inequalities in England Post 2010](#) (The Marmot Review), and provided capacity building for Trust boards.

### Other achievements

- Over 75% of our partners set Transformation Targets during the year to ensure that they aim for significant, lasting change.
- We were named one of the two [UK environmental NGOs best able to support businesses](#) on their climate change, sustainability and environmental goals in a survey by independent research company Verdantix.
- We were named as the NGO which has [done most to drive forward the sustainable energy agenda in Parliament](#) by PRASEG, the Parliamentary Group for Renewable and Sustainable Energy
- In spite of the credit crunch, staff morale was high. Almost 90% of staff said that they were 'satisfied' or 'very satisfied' with their work at the Forum.

### Plans for 2010

Our current strategic plan will continue through 2010. In particular we want to focus on six key priorities:

#### 1 | Rethinking capital

The finance sector plays a pivotal role in influencing all other activities in the economy. Our aim is to change the finance sector so that financial capital is allocated in ways that accelerate the transition to a sustainable world. Our 2010 initiatives will include:

- 'Better Decisions, Real Value', a suite of tools to help companies find and quantify the business case for sustainability initiatives and engage investors;
- 'Overcoming barriers to long-term thinking', which will examine why investment decisions tend to focus on short term benefits and recommend actions for change;
- work on stimulating investment in forests and other low-carbon, resource-efficient assets using mechanisms such as Green Bonds;
- and developing climate change guidance for fund managers.



## 2 | Smart consumption

'Smart Consumption' describes our goal of creating a retail sector which actively encourages consumer demand for sustainability, where retailers and manufacturers help their customers take more sustainable decisions when buying and using products and services. This will include:

- 'Consumer Futures', a project exploring the products mainstream consumers will buy in the future;
- more radical product and service innovation;
- and trialling a sustainable business model in which commercial success is decoupled from resource depletion.

## 3 | Disruptive innovation

Fundamental changes to markets are often driven by disruptions that come from outside. We will need significant change to achieve a sustainable future, so in 2010 we want:

- to understand more about these disruptive innovations;
- to experiment and develop new ways of working with disruptive innovation;
- and to explore how we can best support the level of innovation required to meet the challenges facing society.

## 4 | Future cities

We want to build on our current Bristol programme to help other cities adopt ambitious long-term sustainability strategies, with demonstrable outcomes, which can act as models for other places. In 2010 we intend to:

- develop our Sustainable Cities Index to make it an even more effective tool for engagement;
- work with three UK cities to make them leaders on sustainability;
- run a project on sustainable urban mobility, looking at how billions of city dwellers can access what they need without putting intolerable strains on the planet;
- and develop a robust toolkit to help cities accelerate a shift towards more sustainable development patterns.

## 5 | Enhancing our work with partners

The keystone of the Forum's approach is running joint projects with our partners to develop new strategies and tools which accelerate progress towards sustainability. During 2010 we aim to build on what we have learned to define a longer-term change journey for partners who want to take their commitment to sustainability leadership to a deeper level. This broader approach will draw together our key change strategies of futures, innovation, leadership and communication to ensure that we are as effective as possible in helping our partners progress towards full sustainability.

## 6 | Going global

Issues like climate change don't stop at international borders: we cannot hope to achieve sustainability by focusing on one country, or region alone. Forum has 13 years of experience it can bring to bear on a bigger stage. We intend to achieve this in three ways:

- we will communicate more globally by making better use of the internet, communicating in ways that reach wider audiences, and exploiting London's global reach;
- we will seek and accept more international work from our partners – developing some new relationships and expanding what we do already;
- we will seek to establish a base in North America to begin developing a regular workstream.

As well as these six priority areas we will, of course, continue with the remaining aspects of our strategy. We will continue to lead the debate on what a sustainable future looks like through a number of major projects including a futures study exploring the impact of climate change and development in low-income countries, an initiative on sustainability in the shipping industry and a project which examines what sustainable urban mobility will look like in 2040. We will foster dynamic leadership among individuals and organisations, ranging from the Welsh Assembly Government and NHS in the public sector to PepsiCo and Unilever in the private sector, so that they can take



informed, decisive steps towards a sustainable future. We will continue to accelerate the innovation needed to achieve a low-carbon economy. And we want to broadcast success stories worldwide through all available media, from Green Futures magazine to the latest digital networks.

Organisationally, we will:

- upgrade our IT infrastructure, including the servers, hardware, accounts system and desktop software;
- monitor our financial position using a new financial dashboard and new accounts system to support achievement of our reserve targets;
- enhance our recruitment and performance management skills to ensure that we recruit, retain and develop the best possible staff;
- improve our knowledge management and internal communications focusing particularly on our intranet and our CRM database;
- Develop a new strategic plan for implementation in 2011 – 2015.



## Environmental report

The Forum continues to hold certification under ISO 14001 for our environmental management system. We monitor and seek to improve our key environmental impacts, including water, waste, energy, printing and publications, procurement, travel and commuting. Each year we offset our CO2 emissions and designate an amount in our general reserves to be spent on larger projects to offset our other environmental impacts. Achievements during 2009 included:

- reducing waste to landfill by participating in the Islington Council food waste recycling programme;
- holding a “One Planet Living” day for all staff, as a fun way of promoting vegan and local food, clothes-swapping, cycling, and other individual life choices consistent with one-planet living;
- receiving the Mayor of London’s Green Procurement Award for the best-performing SME.

## Financial review and results for the year

We are pleased with the Forum’s financial performance in 2009. The restructuring at the end of 2008, and other cost savings built into the 2009 budget, combined with steady demand for our services despite the economic downturn, enabled us to achieve a significant surplus and add to our general reserves.

The Forum’s total income reduced by £96,360 to £4,378,688 (2008: £4,475,048) and total expenditure for the year amounted to £4,069,687 (2008: £4,691,096) resulting in net incoming resources of £309,001 (2008: net outgoing resources of £216,048). Business income as a proportion of total income increased and now represents 53% of total income (compared to 50% of total income in 2008). Furthermore, the ratio of unrestricted to restricted income has increased to 84% (80% in 2008).

The total unrestricted income generated by the Charity was £3,681,618, a small increase of 2.7% over the previous year. Restricted income decreased by £210,841 mainly due to the transfer of activities to the London Sustainability Exchange in 2008.

Total expenditure decreased during the year by £621,409; unrestricted expenditure by £545,839 and restricted spend by £75,570. The decrease in expenditure was again due to the transfer of activities to the London Sustainability Exchange in 2008 and also to the reduction in the public sector programme.

## Reserves policy

In 2009 the trustees revised the reserves policy in order to more closely define the purpose of the reserves and to adjust the reserve targets to meet these purposes. The revised policy requires reserves of £800,000 to £1,200,000 in order to provide adequate working capital, protect against income loss or unexpected expenditure, and allow the Forum to pursue new opportunities.



## Structure, governance and management

The Forum for the Future is a registered educational charity and a company limited by guarantee and not having share capital. Its governing documents are its Memorandum and Articles of Association. Our charitable objects are:

- To advance the education of the public in economic and social studies as they relate to individuals, communities, society at large and the planet as a whole, with special reference to their inter-relationship with ecology, the natural world, health, technology, agriculture, sustainable development, philosophy and psychology
- To promote sustainable development for the benefit of the public by:
  - The preservation, conservation and protection of the environment and the prudent use of natural resources
  - The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities
  - The promotion of sustainable means of achieving economic growth and regeneration

The governing body of the Forum is the Board of Trustees, which meets four times a year. The Trustees are responsible for ensuring that the Forum abides by its charitable aims, works within the law, and delivers its mission effectively. They oversee the policies and objectives of the Forum and ensure that the work of the organisation is monitored and evaluated effectively. Two of the Trustees, Jonathon Porritt and Sara Parkin, are paid for their services as employees of the Forum, with the consent of the Charity Commission. The remaining Trustees are unpaid volunteers. The Trustees serve for a three-year term, after which they must be re-elected.

The Board is led by the Chair of Trustees; one trustee is elected as Honorary Treasurer. The Honorary Treasurer leads the Audit and Assurance Committee (the AAC), which meets four times a year to ensure the adequacy of the Forum's internal controls and financial management, and to consider and evaluate the work of the external auditors. The AAC membership also includes a second trustee and an independent adviser.

New Trustees are appointed by the Board following open advertisement and approaches to other individuals. The Board maintains a list of required skills and competencies, and seeks to ensure that recruitment fills any skill gaps left by retiring Trustees. New Trustees are invited to an induction breakfast led by Chief Executive Peter Madden and Director of Resources Patti Whaley. The induction provides an introduction to the Forum and a review of the duties of Trustees as defined by the Charity Commission. This is supplemented by a booklet of essential documents and other reference materials.

The day-to-day running of Forum is delegated to the Chief Executive Peter Madden. The CEO is assisted by the Senior Management Team, who lead the separate programmes within the Forum. The two Founder-Directors, Sara Parkin and Jonathon Porritt, continue to provide advice and support to the Forum.

During 2009 we restructured the Forum to make ourselves more joined-up, build our expertise and ensure our structures reflect what we are trying to achieve. We have brought together our partner work across the public and private sectors, so we can make the most of our cross-sector relationships. There are now four main programmes within the Forum:

**Partners and Sectors:** This team is responsible for partner management, sector change strategies and place-based programmes – it focuses on the 'who and what' we're trying to change. This team



manages our Forum Business Network and Forum Public Sector Network, where Forum partners share information, ideas and experiences, and work together on sustainability challenges.

**Change Strategies:** This team focuses on bringing together our work on futures, leadership, innovation and associated strategies and metrics – it focuses on the tools and techniques we use to create change. This team also runs our successful Masters Programme in Leadership for Sustainable Development, now in its fourteenth year.

**Communications and Fundraising:** This team oversees Forum’s media and communications, including **Green Futures**, a quarterly magazine communicating examples of best practice in sustainability across a wide range of policy areas. It also leads our major donor programme.

**Resources:** The Resource team provides operational support to all Forum programmes and staff. It assists the trustees and the CEO in ensuring that the Forum meets its legal and financial obligations, manages its environmental impacts, and remains a well-managed and values-led workplace.

## Risk assessment

The risk assessment policy, which is reviewed and approved by the Trustees annually, continued to give the Trustees reasonable, but not absolute, assurance that key risks are adequately managed. The policy requires the identification of key risks each year and that, for each risk identified, the responsibility for constructing a risk mitigation strategy and monitoring the progress of that strategy is delegated to a named member of staff. Twice each year, the trustees review the risks being monitored and receive reports on the implementation of the risk mitigation strategy.

## Activities and public benefit during 2009

The trustees have referred to the guidance available in the Charity Commission’s general guidance on public benefit in reviewing the objectives of the Forum and planning its future activities and confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. The Forum aims to benefit the public by enabling organisations in the private and public sectors to develop products and services that are environmentally sound, economically viable, and socially just, and by communicating what we learn about sustainability to the wider public.

The immediate users of our services are our partner organisations in the public and private sectors who work with us to develop more sustainable products and services. Smaller organisations can work with us by becoming network members rather than full partners. And in special cases, where we believe that a small entrepreneurial organisation can both learn from and contribute to our network, we can discount or waive the network fee.

We make the results of our work available to a wider public through events, publications, our magazine *Green Futures*, and our website. The fees paid by our partners and sponsors enable us to make our recommendations, futures scenarios, *Green Futures* supplements, and other publications available on our website at no charge. For example, over 5000 people downloaded our *Tourism 2023* report and over 4000 downloaded our 2009 *Sustainable Cities Index*. Our partners help us disseminate our work even further. For example our report *Fit for the Future*, commissioned by the NHS Sustainable Development Unit, is available on the NHS [website](#) and in addition, the NHS Chief Executive undertook to send the report to every NHS organisation in England.



Our Foundation Corporate Partners help us to deliver public benefit by contributing £5000 each to two of our flagship programmes: the Masters in Leadership for Sustainable Development and our magazine *Green Futures*. Their support enables us to offer annual subscriptions to *Green Futures* for only £18. It also enables us to offer the Masters at an affordable cost, and to offer financial support to scholars who cannot afford the full cost of the programme; in 2009 we gave full or partial tuition support to 25% of the course participants. The 12 yearly graduates of this programme go on to work in the private and public sector, assisting other organisations to deliver the benefits of sustainable development to society.

We promote sustainable development to the public through innovative channels such as our *Sustainable Cities Index* and our FT Climate Change Challenge competition. Finally, the wider public also benefits through the availability of more sustainable products and services that we develop with our partners, which enable consumers to choose a better lifestyle while reducing their environmental footprint.



# statement of directors' responsibilities

The Directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors, as directors and trustees, to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company, and of the result of the charitable company for that year.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and subsidiary's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and subsidiary and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Directors are aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## AUDITORS

The auditors, haysmacintyre, have expressed their willingness to continue in office and a resolution proposing their re-appointment will be put to the forthcoming Annual General Meeting.

Approved by the Board on ..... and signed on their behalf by:

.....  
**Sean Fox**  
 Honorary Treasurer



# independent auditors' report to the members of Forum for the Future

We have audited the financial statements of Forum for the Future for the year ended 31 December 2009, which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the historical cost convention and the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Section 495 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of trustees and auditors

The Trustees, who are also the directors of the company for the purposes of company law, responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with those financial statements. In addition we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charitable company's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

## Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial



statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of Information in the financial statements.

## Opinion

In our opinion

- the financial statements give a true and fair view of the state of the charitable company's affairs as at 31 December 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Report is consistent with the financial statements.

**Richard Weaver, Senior Statutory Auditor,**  
For and on behalf of haysmacintyre, Statutory Auditors

.....2010

Fairfax House  
15 Fulwood Place  
London WC1V 6AY



# Financial statements

For the year ended 31<sup>st</sup> December 2009



## Statement of financial activities

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2009 £	Total funds 2008 - £ (*as re-stated)
<b>Incoming resources</b>					
<i>Incoming resources from generated funds:</i>					
Donations and legacies		70,782	180,000	250,782	316,517
<i>Investment Income</i>					
Interest receivable		1,150	-	1,150	8,058
<i>Incoming resources from continuing charitable activities:</i>					
Business Programmes		2,248,289	67,249	2,315,538	2,242,531
Public Sector Programmes		574,566	291,434	866,000	789,837
Communications		736,623	158,387	895,010	711,336
Other		50,208	-	50,208	54,471
<i>Incoming resources from discontinuing charitable activities:</i>					
London Sustainability Exchange		-	-	-	352,298
<b>Total incoming resources</b>		<b>3,681,618</b>	<b>697,070</b>	<b>4,378,688</b>	<b>4,475,048</b>
<i>Resources expended</i>					
<i>Costs of generating funds</i>					
Fundraising and development	4	126,224	-	126,224	98,881
<i>Charitable activities – continuing</i>					
Business Programmes		2,059,382	78,425	2,137,807	2,055,771
Public Sector Programmes		623,739	399,740	1,023,479	1,371,387
Communications		623,259	146,908	770,167	917,669
<i>Charitable activities - discontinuing</i>					
London Sustainability Exchange		-	-	-	266,978
<i>Governance costs</i>		12,010	-	12,010	14,867
<i>Unallocated expenditure</i>		-	-	-	(34,457)
<b>Total resources expended</b>		<b>3,444,614</b>	<b>625,073</b>	<b>4,069,687</b>	<b>4,691,096</b>
Net incoming/(outgoing) resources before transfers	3	237,004	71,997	309,001	(216,048)
<b>Transfers between funds and to London Sustainability Exchange</b>		<b>70,767</b>	<b>(70,767)</b>	<b>-</b>	<b>(357,360)</b>
Net movement in funds		307,771	1,230	309,001	(573,408)
Fund balances at beginning of year		229,445	182,788	412,233	985,641
Funds at 31st December 2009		<b>£537,216</b>	<b>£184,018</b>	<b>£721,234</b>	<b>£412,233</b>

There were no recognised gains or losses other than those shown in the above SOFA

The notes on pages 24 to 31 form part of the financial statements. \*Restricted funds totalling £180,000 have been re-classified and included in Donations and legacies which were previously included in Public Sector programmes.



## Balance sheet

As at 31<sup>st</sup> December 2009

	Notes	2009 £	2008 £
<b>FIXED ASSETS</b>			
<b>Tangible assets</b>	7	81,317	112,878
<b>INVESTMENTS</b>	8	2	2
<b>CURRENT ASSETS</b>			
<b>Debtors</b>	9	1,180,890	1,364,604
<b>Cash at bank and in hand</b>		255,071	25,262
		<u>1,435,961</u>	<u>1,389,866</u>
<b>CREDITORS: amounts falling due within one year</b>	10	<u>(796,046)</u>	<u>(1,090,513)</u>
<b>NET CURRENT ASSETS</b>		<u>639,915</u>	<u>299,353</u>
<b>NET ASSETS</b>	14	<u><u>£721,234</u></u>	<u><u>£412,233</u></u>
<b>FUNDS</b>			
<b>Unrestricted funds:</b>			
<b>General</b>		522,216	214,445
<b>Designated</b>	11	<u>15,000</u>	<u>15,000</u>
<b>Total Unrestricted Funds</b>		<u>537,216</u>	<u>229,445</u>
<b>Restricted funds</b>	12	<u>184,018</u>	<u>182,788</u>
		<u><u>£721,234</u></u>	<u><u>£412,233</u></u>

The financial statements were approved and authorised for issue by the Board on \_\_\_\_\_ and  
were signed below on its behalf by:

.....  
Sean Fox  
Honorary Treasurer

The notes on pages 24 to 31 form part of the financial statements.



## Cash flow statement

For the year ended 31<sup>st</sup> December 2009

<b>RECONCILIATION OF NET INCOMING/(OUTGOING) RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Net incoming/(outgoing) resources for the year	309,001	(216,048)
Depreciation charge	44,936	49,680
Interest receivable	(1,150)	(8,058)
Interest payable	1,150	1,821
Decrease in debtors	183,714	22,375
(Decrease)/increase in creditors	(294,467)	283,155
	<u>£243,184</u>	<u>£132,925</u>

<b>CASH FLOW STATEMENT</b>		
Net cash inflow from operating activities	243,184	132,925
Returns on investment and servicing of finance	-	6,237
Capital expenditure	(13,375)	(102,395)
Investments	-	(2)
Transfer to London Sustainability Exchange	-	(357,360)
	<u>£229,809</u>	<u>£(320,595)</u>

<b>ANALYSIS OF CHANGES IN CASH BALANCES</b>		
Increase/(decrease) in cash during the year	229,809	(320,595)
Cash balances at the beginning of the year	25,262	345,857
	<u>£255,071</u>	<u>£25,262</u>

<b>NOTES TO CASH FLOW STATEMENT</b>		
<b>Returns on investment and servicing of finance</b>		
Interest received	£1,150	£8,058
	<u>          </u>	<u>          </u>
<b>Capital expenditure</b>		
Payments to acquire tangible fixed assets	£13,375	£102,395
	<u>          </u>	<u>          </u>



## Notes to the financial statements

### 1. ACCOUNTING POLICIES

#### Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable Accounting Standards; the Statement of Recommended Practice on Accounting by Charities (SORP 2005) issued March 2005 and the Companies Act 2006.

#### Income

With the exception of voluntary income arising from voluntary donations and gifts, income is credited to the statement of financial activities on a receivable basis unless it is due under a contractual arrangement when it is recognised as incoming resources to the extent that the Forum has provided goods and/or services.

Voluntary donations and gifts are credited to the statement of financial activities in the year in which they are received. Gifts are included at retail cost or valued by the donors or the directors on the basis of their worth to the charity.

#### Expenditure

Direct charitable expenditure comprises direct expenses incurred on the defined charitable purposes of the charity and includes direct staff costs attributable to the activity and an allocation of the general management and overhead costs.

Overheads are apportioned across the Forum cost centres in line with the ratio of staff costs of the cost centre in question to total staff costs, excluding the staff costs of those support cost centres that are included in the allocation. The type of costs that are allocated in this way include all office costs (rent, rates, asset hire, utilities, stationery, telephone, insurance etc) and support cost centres (ie finance, IT, HR and office services).

Fundraising and development costs comprise expenditure incurred by the charity in inducing others to make contributions to it and in enhancing its public image and includes direct staff costs and an allocation of general management and overhead costs.

Governance costs include expenditure and the cost of compliance with constitutional and statutory requirements.

#### Tangible fixed assets

Tangible fixed assets are stated at cost.

Depreciation is provided using the straight-line method at the following annual rates in order to write off each asset over its estimated useful life:

- Improvements to leasehold property 20% on cost
- Furniture and fittings 20% on cost
- Computer and office equipment 20% to 33.33% on cost

#### Pensions

The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the SOFA in the periods to which they relate.



## Fund accounting

The unrestricted funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the directors.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

The designated funds are set-aside at the discretion of the trustees and relate to the Forum's policy on sustainability. The Sustainability Fund is to cover additional expenditure to avoid or off-set the negative environmental impact of the Forum's operations.

## Operating leases

Amounts payable under operating leases are charged to the SOFA in the period to which they relate.

2	INCOMING RESOURCES FROM CHARITABLE ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
	Central government	171,825	158,102	329,927	513,416
	Local and regional government	228,827	18,629	247,456	564,030
	Corporate	2,375,628	137,791	2,513,419	2,462,514
	Higher education	29,997	-	29,997	35,732
	Not-for-profit organisations	455,974	67,093	523,067	122,482
	Trusts and foundations	-	-	-	10,000
	Publishing	187,883	-	187,883	123,196
	Individuals	-	30,300	30,300	15,768
	European Union	-	-	-	31,678
	Other income	159,552	105,155	264,707	271,657
	Total income from charitable activities	<u>£3,609,686</u>	<u>£517,070</u>	<u>£4,126,756</u>	<u>£4,150,473</u>

3	NET MOVEMENT IN FUNDS FOR THE YEAR	2009 £	2008 £
	This is stated after charging:		
	Auditors' remuneration for audit	10,000	8,900
	- prior year under accrual	950	3,950
	Depreciation of fixed assets	44,936	49,680
		<u>          </u>	<u>          </u>



4	<b>RESOURCES EXPENDED</b>	<b>Staff costs</b> £	<b>Depreciation</b> £	<b>Other</b> £	<b>Total</b> <b>2009</b> £	<b>Total</b> <b>2008</b> £
(a)	<b>Analysis of total resources expended</b>					
	<b>Costs of generating funds</b>					
	Fundraising and development	53,022	693	72,509	126,224	98,881
	<b>Unrestricted funds</b>					
	<i>Charitable activities</i>					
	Business Programmes	1,435,938	24,270	599,174	2,059,382	1,972,796
	Public Sector Programmes	464,583	8,367	150,789	623,739	1,205,535
	Communications	382,356	6,241	234,662	623,259	732,831
	Governance Costs	-	-	12,010	12,010	14,867
	Unallocated Expenditure	-	-	-	-	(34,457)
	<b>Total unrestricted resources expended</b>	<b>£2,335,899</b>	<b>£39,571</b>	<b>£1,069,144</b>	<b>£3,444,614</b>	<b>£3,990,453</b>
	<b>Restricted funds</b>					
	<i>Charitable activities</i>					
	Business Programmes	66,128	860	11,437	78,425	82,975
	Public Sector Programmes	253,111	3,360	143,269	399,740	165,852
	Communications	85,071	1,145	60,692	146,908	184,838
	Charitable activities – discontinuing					
	London Sustainability Exchange	-	-	-	-	266,978
	<b>Total restricted resources expended</b>	<b>£404,310</b>	<b>£5,365</b>	<b>£215,398</b>	<b>£625,073</b>	<b>£700,643</b>
	<b>Total Expenditure</b>	<b>£2,740,209</b>	<b>£44,936</b>	<b>£1,284,542</b>	<b>£4,069,687</b>	<b>£4,691,096</b>



(b) Analysis of Direct and Allocated Support Costs	Direct Costs	Support Costs	Total Direct & Allocated 2009	Total Direct & Allocated 2008
	£	£	£	£
<b>Costs of generating funds</b>				
Fundraising and development	106,750	19,474	126,224	98,881
<i>Charitable activities</i>				
Business Programmes	1,582,629	555,178	2,137,807	2,055,771
Public Sector Programmes	755,043	268,436	1,023,479	1,371,387
Communications	596,346	173,821	770,167	917,669
Charitable activities – discontinuing				
London Sustainability Exchange	-	-	-	266,978
Governance Costs	-	12,010	12,010	14,867
Unallocated Expenditure	-	-	-	(34,457)
Total expenditure	<u>£3,040,768</u>	<u>£1,028,919</u>	<u>£4,069,687</u>	<u>£4,691,046</u>

Support costs comprise staff £569,419; premises £121,905; IT £59,431; depreciation £44,940; travel £33,706; publishing £19,467 and other £180,051.

5	STAFF COSTS AND DIRECTORS' REMUNERATION	2009	2008
		£	£
Staff costs during the year were as follows:			
	Wages and salaries	2,411,384	2,767,126
	Social Security costs	261,912	284,724
	Pensions	66,913	97,733
		<u>£2,740,209</u>	<u>£3,149,583</u>

The number of staff whose total emoluments fell into higher salary bands was:

	2009	2008
£60,000 and £70,000	-	1
£70,001 and £80,000	1	2
£80,001 and £90,000	2	1
	<b>2009</b>	<b>2008</b>
	<b>Number</b>	<b>Number</b>
The average number of employees, analysed by function was:		
Direct charitable purpose of the charity	60	73
Fundraising and development	1	1
	<u>61</u>	<u>74</u>



Directors' consultancy fees, salary and expenses incurred during the year were:

	Consultancy fees and salary		Expenses and travel costs	
	2009 £	2008 £	2009 £	2008 £
Jim Oatridge	-	-	338	683
Sara Parkin	25,000	25,000	592	1,053
Jonathon Porritt	84,845	84,000	1,040	2,008
Alison Ball	-	-	-	65
John Harman	-	-	284	249

## 6 TAXATION

Forum for the Future is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

7	TANGIBLE FIXED ASSETS	Improvements to Leasehold Property £	Furniture And Fittings £	Computer And Office Equipment £	Total £
	<b>COST</b>				
	At 1st January 2009	125,120	66,520	345,078	536,718
	Additions	-	-	13,375	13,375
	Disposals	-	-	-	-
	At 31st December 2009	125,120	66,520	358,453	550,093
	<b>DEPRECIATION</b>				
	At 1st January 2009	86,248	47,355	290,237	423,840
	Charge for year	12,458	6,914	25,564	44,936
	Charge on Disposals	-	-	-	-
	At 31st December 2009	98,706	54,269	315,801	468,776
	<b>NET BOOK VALUE</b>				
	At 31st December 2009	£26,414	£12,251	£42,652	£81,317
	At 31st December 2008	£38,872	£19,165	£54,841	£112,878

## 8 INVESTMENTS

Investments relate to two £1 shares in GF Limited set up as a trading company by the charity but which has never traded and remains dormant.



9	DEBTORS	2009 £	2008 £
	Programme income receivable	1,018,566	1,205,572
	Other debtors and prepayments	162,324	159,032
		<u>£1,180,890</u>	<u>£1,364,604</u>
10	CREDITORS: amounts falling due within one year	2009 £	2008 £
	Trade creditors	60,833	115,462
	Other creditors and accruals	202,602	250,841
	Deferred income	532,611	724,210
		<u>£796,046</u>	<u>£1,090,513</u>

### 11 DESIGNATED FUNDS

The unrestricted income funds of the charity include the following funds designated by the Trustees to cover future expenditure to be incurred in 2010:

Fund	At 1 January 2009 £	Incoming Resources £	Outgoing Resources £	Transfers in/(out) £	At 31 December 2009 £
<i>Sustainability Fund</i>	15,000	-	-	-	15,000
	<u>£15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>£15,000</u>



**12 RESTRICTED FUNDS**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trusts to be applied for specific purposes:

Fund	At 1 January 2009 £	Incoming Resources £	Outgoing Resources £	Transfers in/(out) £	At 31 December 2009 £
<b>Business Programmes:</b>					
DTI/ICI Project	95,739	67,249	(78,425)	(63,567)	20,996
<b>Public Sector Programme:</b>					
Bristol Project	62,412	253,629	(237,060)	(7,200)	71,781
Masters Programme	-	168,212	(162,680)	-	5,532
Sustainable Food Procurement	-	49,593	-	-	49,593
<b>Communications:</b>					
DEFRA - Farming Futures	24,637	158,387	(146,908)	-	36,116
Total	<u>£182,788</u>	<u>£697,070</u>	<u>£(625,073)</u>	<u>£(70,767)</u>	<u>£184,018</u>

**13 CONDUIT FUNDS**

Funds of €250,000 (£238,029) were received in 2008 and held on behalf of a partner for a specified third party in respect of a sustainability project. The funds were treated as conduit funds and were paid out during 2009.

**14. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

Fund balances at 31st December 2009 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2009 £
Tangible fixed assets	81,317	-	81,317
Net current assets	455,899	184,018	639,917
Net assets	<u>£537,216</u>	<u>£184,018</u>	<u>£721,234</u>

**15. LIABILITY OF MEMBERS**

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding £1 per member.



**16. OPERATING LEASE COMMITMENTS**

At the year end annual commitments under operating leases on office premises were as follows:

	2009 £	2008 £
Leases expiring within 1 year*	59,600	7,775
Leases expiring in 1-2 years	6,250	46,500
Leases expiring in 2-5 years	-	6,250
	<u>£65,850</u>	<u>£60,525</u>

\*Agreement has since been made to re-new one of these leases at a rent of £45,000 p.a. (previously £31,000 p.a.) for a period of 10 years with a break clause after 5 years.

**17. RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year.

**18. CAPITAL COMMITMENTS**

Capital commitments, authorised and committed, total £22,016 and relate to the balance outstanding in respect of new accounting software in the course of being installed.



# trustees, officers and advisors

## Directors

Alison Ball  
Jack Boyer  
Anna Ford (resigned 12 November 2009)  
Sean Fox  
Ram Gidoomal  
John Harman  
Janis Kong – Chair  
Jim Oatridge – Deputy Chair and Hon Treasurer (resigned 31 December 2009)  
Sara Parkin – Founder Director  
Jonathon Porritt – Founder Director  
Sarah Butler-Sloss

## Independent audit committee member

Sharon Martin

## Company secretary

Patti Whaley

## Senior Management Team

Peter Madden, Chief Executive  
Sally Uren, Deputy Chief Executive  
Stephanie Draper, Director, Change Strategies  
Ben Tuxworth, Director, Communications  
Patti Whaley, Director, Finance and Resources

## Registered Office

Overseas House  
19-23 Ironmonger Row  
London  
EC1V 3QN

**Company Registration Number:** 2959712 (England and Wales)

**Charity Registration Number:** 1040519

**Web address:** [www.forumforthefuture.org](http://www.forumforthefuture.org)



## Auditors

haysmacintyre  
Fairfax House  
15 Fulwood Place  
London WC1V 6AY

## Bankers

Co-operative Bank  
Business Admin Centre  
Olympic House  
6 Olympic Court  
Montford Street  
Salford M5 2QP

## Solicitors

Bates Wells and Braithwaite  
2-6 Cannon Street  
London EC4M 6YH

## Associates

Adrian Henriques  
Alan Knight  
Andrew Acland  
Charles Perry  
Charmaine Ferris  
Christine Dewey  
Chris Priest  
George Martin  
Gordon Hutchinson  
Huw Robson  
Imogen Martineau  
James Wilsdon  
Janet Barber  
John Grant  
Jon Bootland  
Louise Jamison  
Martin Cottingham  
Paul Ekins  
Paul Miller  
Penny Walker  
Peter Price-Thomas  
Philip Allies  
Rebecca Willis  
Richard Aylard  
Tim Sydenham

## Charitable trusts

The Ashden Trust  
The Esmee Fairbairn Foundation  
The Golden Bottle Trust  
The Tedworth Charitable Trust  
Tellus Mater Foundation  
The Waterloo Foundation



# partners

## Corporate members

AOL Time Warner  
Arup  
BCME  
Capgemini  
Cargill  
Duchy Originals  
Good Energy  
IGD  
JT Group  
SC Johnson  
Wessex Water

RSA  
Severn Trent  
Skanska  
Sony Ericsson  
Tata Beverages  
Tesco  
Tetra Pak  
Thames Water  
TJX Europe  
Warburtons  
Wilmott Dixon  
Wm Morrison

## Corporate partners

Alliance Boots  
Aviva Investors  
BAA  
Balfour Beatty  
Bank of America Merrill Lynch  
Bupa  
Cadbury  
CaféDirect  
Carillion  
Colors Fruit  
Co-operative Group  
Corus  
EDF Energy  
Eurostar  
Finlays  
FirstGroup  
Friends Provident  
GSH Group  
Guardian News & Media  
Heineken UK  
InterfaceFLOR  
John Lewis Partnership  
Johnson Matthey  
Kingfisher  
Kraft  
Land Rover Jaguar  
Marks & Spencer  
O2  
Panasonic  
PepsiCo UK  
Pret a Manger  
Prudential  
Rail Safety & Standards Board  
Royal Dutch Shell

## Foundation corporate partners

AkzoNobel N.V  
BP  
BT  
Firmenich  
Royal Mail  
RWE npower  
Sainsbury plc  
TUI Travel  
Unilever  
Vodafone Group

## Green Futures partners

Ashden Awards for Sustainable Energy  
Commission for Rural Communities  
Ecotricity  
Ecover Belgium NV  
Energy Saving Trust  
Entec UK Ltd  
Food and Drink Federation  
Groundwork  
Marine Stewardship Council  
Natural England  
Natural Step International  
Pureprint Group  
Skanska  
Triodos Bank  
WWF

## Public sector partners

Advantage West Midland  
Birmingham City Council  
Bristol PCT (NHS)  
Camarthenshire County Council  
City of London  
Cornwall County Council  
Fife County Council  
Leeds City Council  
London Borough of Croydon  
London Borough of Newham  
London Borough of Waltham Forest  
Middlesborough Council  
Powys County Council  
South West Tourism  
Transport for London  
Visit England  
Welsh Assembly Government

## Project partners

British Council  
ClimateWise  
Coca-Cola Enterprises Ltd  
Department for Environment, Food and Rural affairs (Defra)  
Department of Energy and Climate Change (DECC)  
Department for International Development (DFID)  
EMBARQ  
FIA Foundation  
The Leadership Trust  
Levi Strauss & Co  
Middlesex University  
National College  
National Farmers Union  
NHS Sustainable Development Unit  
South East of England Development Agency  
West Sussex County Council

## E21C partners

British Water Ways  
Environment Agency  
Halcrow  
Highways Agency  
Interserve



