

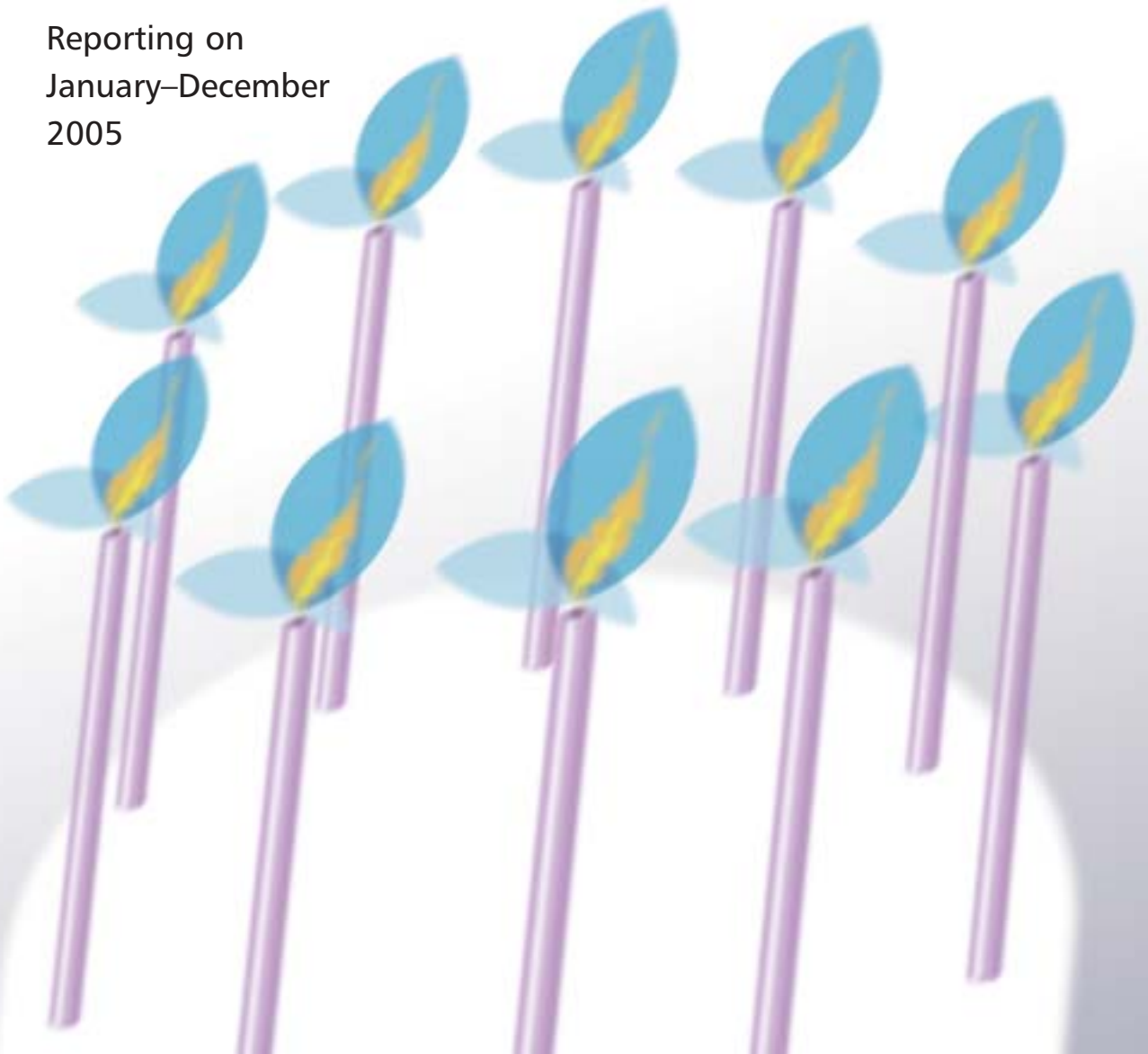


Forum for the Future

# Ten years of transformation

## Annual Report 2006

Reporting on  
January–December  
2005



### Who we are and what we do

We work with more than 150 partner organisations, in business and the public sector, to help find solutions to challenges such as climate change. We identify opportunities for business. We change the way public institutions deliver their services. We educate the leaders of the future. *Green Futures*, our magazine, is the leading source of positive news and debate on how society can make the shift towards sustainability.

### Forum for the Future Trustees

Richard Sandbrook, *Chair*  
(deceased 2005)

Jim Oatridge, *Acting Chair*,  
*Honorary Treasurer*.

Alison Ball, *(joined April 06)*,  
Janet Barber, Jack Boyer *(joined April 06)*,  
Sarah Butler-Sloss, Anna Ford *(joined*  
*May 06)*, Ram Gidoomal,  
Janis Kong *(joined April 06)*, Prue Leith,  
Sara Parkin, Jonathon Porritt,  
Christine Tacon *(resigned January 06)*.

[www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk)



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## Looking back, looking forward

It is a great time to be taking over as Chief Executive of Forum for the Future. Over the past year, it seems that our political leaders have suddenly woken up to what is going on, and that there is genuine competition on green issues at Westminster. The media is providing much better coverage of topics such as climate change, and public interest is clearly growing. Businesses both big and small are responding, too.

The opportunities are clearly there, and Forum for the Future is very well placed to make things happen.

When I applied to be Chief Executive last year, I was particularly attracted by Forum's focus on solutions. It has always been an organisation that works in a positive way to find answers. I also admired the way Forum works upstream, with decision-makers, to tackle problems and find answers at source. I found it refreshing, too, to join an organisation that realises there is life beyond Westminster and Whitehall; that power, influence and leadership are to be found in many other places. That is why we work in boardrooms, on campuses, and in town halls right across the country.

From its inception a decade ago, Forum for the Future has always tried to stay ahead of the curve. Many of those things which have made it special – and so effective – are now becoming mainstream.

We were early advocates of the need to harness the skills and energy of the private sector. We pioneered a model of partnership working. We focused on solutions and positive messages. And we constantly drummed home the need for a joined-up approach to sustainability.

It is certainly a tribute to the success of Forum for the Future that these approaches are now being followed by so many others.

So, what do we do next? Our overarching goal is to show that a sustainable future will not only work, but is the most desirable option. We intend to prove that sustainable development can make business more successful, the public sector more effective, and individual lives happier. We intend to demonstrate, in practical ways, how it can be brought about.

This will mean more work on 'futures' – examining what our world could be like. It will mean a greater emphasis on innovation – how to spot, support and scale-up the answers. And it will mean being a catalyst for some striking exemplars of sustainable living: things that people can touch, see and taste.

Forum for the Future has worked with a huge range of people over the last decade. We look forward to working with you as we continue not only to shape the debate on sustainable development – but to make it a reality, too.

**Peter Madden** *Chief Executive*



## The next ten years: making the case for a sustainable future

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We are taking the opportunity of our tenth birthday to think hard about what we want to achieve over the next decade.

Much of what we do will be familiar to those who've worked with us to date. We will go on providing a stimulating place for key players in the economy to work on sustainability solutions. We'll use our knowledge and experience to help them think creatively about the future, decide how they want to shape it, and then deliver the strategic and organisational change needed to make that happen. And we'll make sure those in 21st century leadership roles have the capacity to make sustainable development an enjoyable reality.

In short, we will still be a charity dedicated to "accelerating change to a sustainable way of life, working in partnerships to deliver solutions".

In some ways, however, we aspire to be significantly different. We will become a more genuine 'forum for the future' – convening people and organisations around common goals. We want to design, deliver and disseminate new practice: ways of working and living that will take us away from our current unsustainable path, and onto one that is not only practical – but desirable.



*"With so much news about climate change, rising oil prices and growing poverty it's easy to get depressed about the state of the world. But sustainable development offers positive solutions to many of these problems – solutions that will make our lives better and business more successful. We'll be reaching out to new audiences to communicate what a better future looks like and how we're going to get there."* Ben Tuxworth, Director of Communications

PHOTO: CHRISTOPHER CORNWELL

We know that threatening people with ecological doom and gloom only switches them off. So we will make our agenda more aspirational: we will show how living within environmental limits need not be about sacrifice and constraint. We will demonstrate how, far from being a brake on progress, sustainability can be synonymous with all the ingredients of a happy and successful life.

But we need more tangible outcomes and exemplars to bring that to life. So Forum for the Future will not only make the positive case for sustainable development but show, by demonstration, what that looks like. And we will be using our skills in futurology, innovation and communication to bring that to life.

We are already getting more serious about innovation. Our work on the sustainability implications of the digital economy and of nanotechnology has shown us the way. Now we

*"Ten years from now I think Forum for the Future will be part of an influential international network of sustainability charities. We'll be working together creatively to find practical solutions to some of the world's biggest problems."*

Patti Whaley, Director of Finance and Resources



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## 2006 - what's coming up

During the course of 2006, some of our major areas of work will include:

- **Futures** – we will pull together our work on backcasting, visioning and scenarios, and launch a major 'future leaders' survey in the autumn.
- **Making the business case** – reports on 'leader business' and competitiveness will stimulate the next stage of the debate on sustainable business.
- **Procuring a sustainable future** – we'll be working with key partners to ensure that the groundbreaking recommendations of the Sustainable Procurement Task Force actually happen.
- **Boosting local sustainability** – agreeing a 'Sustainability Standard' for local authorities to benchmark their performance and help lift it to new levels.

plan to do more. We will be working not only on new technologies, but also on the social innovations needed to embed good products and practice into everyday life. We will be working with the new breed of sustainability entrepreneurs, along with universities and leading companies, to design and take to scale new ideas, products and social enterprises.

Making sense of the future is at the heart of what we do: witness our name, and that of our magazine, *Green Futures*. Being able to think about what that future might look like is an essential part of making good decisions today. So we plan to make futurology a more central feature of the way we work with partners on change programmes. We already have a good track record in this area, but giving it stronger emphasis will keep us at the cutting edge: it will allow us to work with existing partners in new ways - and help us to reach new audiences, too.

*“Business is much more willing to think seriously about sustainable development. We have to continue to create the desire for change, harness this into practical solutions and support a new breed of business where shareholder value continues to grow, whilst innovative new products and services are offered, which provide answers to pressing environmental and social needs.”* Sally Uren, Director of Private Sector Programme PHOTO: HUGH NUTT



## Ten years of transformation

**Right from the start, Forum for the Future has broken new ground. Working closely with our partners, we have pioneered tools, processes and products that have demonstrably made change happen, not only in individual companies, universities or local authorities, but also in whole sectors and policy areas. Here are some of the highlights.**

### Making the business case

At our inception, we said: “The business community is potentially the most important constituency in the transition to sustainability, since it has so much to contribute in terms of resources, ideas, research and technological capacity.”

An enthusiasm for working closely with business wasn't exactly a fashionable position for an environmental organisation at the time, but it's proved itself highly effective.

We started off with a dozen Founding Corporate Partners. Many of these – such as BT, Unilever and Wessex Water – are still some of our strongest, most engaged partners today. Through these partnerships, we have achieved a number of powerful changes.

Our work with Carillion on the Great Western Hospital made it the first large PFI project in the UK to seriously integrate sustainability into its design, construction and operation. We achieved this using The Natural Step (TNS) framework – a rigorously science-based approach to achieving sustainability.

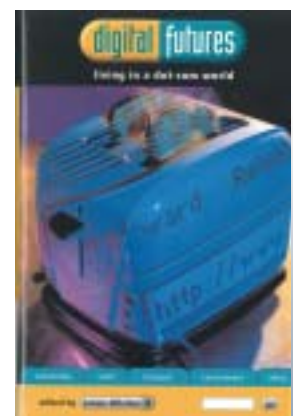


TNS was also key to our '2020 Visions' projects, which focused on lifecycle issues around the thorny subject of PVC, and helped to transform attitudes to sustainability in chemicals. By doing so, we helped find practical ways forward to make complex chemical products and services more sustainable.

Our 'Committee of Inquiry into a New Vision for Business' raised the bar on the quality of leadership expected from the corporate community. 'Just Values', a joint project with BT, examined the limits to the hard business case for sustainable development, and then went beyond them to make a compelling case for corporate values as a critical part of business leadership.

In 1999, in the heat of the dot com boom, we set up the Digital Futures project. This convened some of the UK's leading thinkers, charities and businesses to look beyond the media frenzy, and define ways in which the new digital economy could be an opportunity for social and environmental progress. The resulting review ranged across everything from ethical consumerism and social capital to transport and regional development. It set the agenda for research and policy on the new economy and was collected in a best-selling book, *Digital Futures*.

Soon afterwards, we established the Digital Europe project, the first pan-European research project to produce hard data on the impacts of the digital economy. Again, we brought together a consortium of companies at the cutting edge of e-commerce and ICT, along with leading European research institutes. We evaluated the resource impacts of everything from digital music to online banking and



argued for a new ethos of corporate innovation which would harness new technology for sustainable development.

We've kept up our interest and expertise in this vital area. Recent work has included: quantifying the potential impacts of ICT on the environment in 2020; engaging with emerging social entrepreneurs in the field; and assessing the sustainability impact and potential of the products and services of partners including BT, Vodafone and Sun Microsystems.

Over the decade as a whole, we have worked with some 100 business partners. We have helped to transform businesses such as Interface, First Choice, and BAA – and had an important impact on whole sectors including the cement industry and chemicals. We have also worked on innovative approaches to sustainable procurement, low-carbon strategies, ethical marketing and sustainability accounting.

### Educating tomorrow's leaders

Back in 1996, we launched our ground-breaking Masters in Leadership for Sustainable Development because we believed that not enough was being done to "prepare tomorrow's leaders to meet sustainability challenges." A cohort of 12 young people has been through this challenging programme every year since. In 2005, we celebrated the graduation of our 100th UK student, and many of our alumni are already making their mark in top-level jobs. Following a successful pilot with 12 international students who graduated in 2005, we're now exporting the model to other countries.



# e21c

Engineering is another neglected sector which has a critical role to play in delivering sustainability. Since 1999 we have run the Engineer of the 21st Century initiative, working in partnership with government, employers and the profession – notably young engineers themselves – to stimulate change. In particular, we've driven changes through the education, rules and work practices of the profession. Over 60 young engineers have been involved, and the undoubted highlight came in 2003, when sustainability competencies became a requirement for professional registration.

Working with our partners in higher education, we have identified ways to integrate sustainability into the nuts and bolts of university life. As well as tools to aid curriculum design, we've developed the concept of 'sustainability literacy'. It's now been included in the new UK government sustainability strategy, and we're helping our university and college partners to interpret it in practice.

### Governing for sustainability

Local and regional government is one of the most crucial testing grounds for sustainable development in practice, setting the framework for local innovation and development.

1998 saw the launch of our work with local government, and the beginning of a fruitful partnership that continues today. Then when the regional governance agenda came to prominence, with devolution for Scotland and Wales and the creation of the Regional Development Agencies, we began a new programme of partnerships, starting with the new Welsh Assembly Government and OneNortheast in 2000.

With around 40 partners in local and regional government, we have worked on high-level future-proofing strategies for policy and its implementation, brought together 'clusters' of local partners to address particular issues such as climate change and sustainable construction, along with more practical projects, including developing a vision and action plan for sustainable mobility in the West of England and our pioneering work with Middlesbrough Council to develop a hydrogen-based economy for the region.

Wales is one of the very few countries in the world to have a constitutional duty to promote sustainable development – which makes it particularly fertile territory for Forum. We helped the Welsh Assembly to develop an 'integration framework': a tool which enables them to assess the impact of a given new initiative on their overarching sustainable development objectives – and then to 'join up' policies accordingly. Ministers have now made use of this tool compulsory within the Assembly, so they can demonstrate how their high-level policies are contributing to their vision for a more sustainable Wales.

We've also worked on rural issues. The 'Forum Farm Network' looks at how good farming practice can be scaled up and replicated, while our South West Initiative tackles land use planning and resource management issues across the region.

### Getting the numbers right



When Paul Ekins set up the Sustainable Economy Unit as part of Forum for the Future back in 1996, he argued that "many of today's environmental problems are really economic problems in disguise, and getting the economics right lies at the heart of any solutions agenda." He aimed "to show that radical moves towards environmental sustainability are compatible with prosperity".

This remains a central part of Forum's mission.

A key element is to show how factoring in the true costs – social and environmental – of economic activity is both possible, and much less expensive than many feared. So we have developed expertise in sustainability accounting, and worked with several major corporations on defining their 'real bottom line'.

We've produced influential studies such as *Environmental Cost Accounting: an Introduction and Practical Guide*, and a joint publication with the Department of Trade and Industry (DTI), *Sustainability and Business Competitiveness*.

With some reason, many see the City as the last bastion of unsustainable economics. We undertook the first real examination of the role which the financial services sector could play in supporting sustainable development, culminating in the launch of the London Principles of Sustainable Finance. This became a major international project in its own right when it was launched by the Prime Minister at the World Summit on Sustainable Development in 2002. In the first year following publication, more than 10,000 people downloaded the Principles from our website, and they have been incorporated into a number of responsible investment guidelines.

We set out to rationalise the plethora of competing financial, social and eco-management systems, launching Project SIGMA – Sustainability-Integrated Guidelines for Management – in 1999, with the support of the DTI. It provides clear, practical advice to organisations to help them make a meaningful contribution to





## London: a sustainable world city

London is one of the great world cities. We want it to be the most sustainable world city, too. In a far-sighted move, the City (formerly Corporation) of London founded the **London Sustainability Exchange (LSx)** in 2001. Seeing the need to share learning and good practice across the city, it brought together a group of influential partners led by Forum for the Future to shape LSx's development.

LSx quickly gained a reputation for finding new ways to change behaviour. Pilot schemes of targeted approaches to the capital's diverse communities have reached over 40,000 citizens, with the lessons shared with hundreds of professionals across the city.

As well as changing behaviour, LSx's action research into environmental poverty challenged policy makers and equalities professionals to seriously tackle the issue in London for the first time. The Mayor of London's Equalities Unit took up the recommendations of the final report.

Samantha Heath was appointed as Director in September 2005. Building on solid foundations, she and the team are now working to green London's food and drink sector, and actively supporting the delivery of a sustainable legacy for the London 2012 Olympic Games.

sustainable development. This has now become the new BS Standard for Sustainability.

## Green Futures – positive news, inspirational debate

Most publications on environmental issues focus on crisis and disaster. When *Green Futures* was launched in 1996, it broke the mould by emphasising solutions. It showed that it was possible to write about sustainable development without being either depressing – or dull.

Ten years on, *Green Futures* stays true to its mission to lead the debate on environmental solutions and sustainable futures, and provide a lively snapshot of the latest news and opinion, along with cutting edge examples of good practice. *Green Futures* readers enjoy the magazine's engaging and entertaining style, in comparison to its rather preachy or specialist peers.

It's consistently been ahead of the curve, tackling emerging issues well before they've surfaced in the mainstream media. Features on the digital revolution (1998), security and sustainability (2001) and desire and wellbeing (2002) all anticipated wider debate on these crucial topics. High profile contributors have included everyone from Adair Turner and Bill Ford to Michael Palin and Tim Smit.

The magazine's 40,000-plus readership includes MPs, government ministers, business leaders, campaigners, journalists, academics, teachers, students and researchers, as well as people who have no professional involvement with the issues, but simply find the search

for a more sustainable way of life a fascinating subject.

The magazine's also developed a reputation for producing high-quality special supplements in partnership with companies, government departments and NGOs – providing in-depth surveys of sustainable opportunities in sectors as varied as microgeneration, chemicals, food, farming and housing.

Other Forum publishing successes include Jonathon Porritt's acclaimed book, *Capitalism as if the World Matters* – a characteristically robust and stimulating survey of what's required to bring about truly 'sustainable capitalism'.



## *“Restlessly energetic, infinitely generous...”*

**Forum for the Future owes a huge debt to the enthusiasm, skills and determination of Richard Sandbrook, Chair of Trustees until his death in 2005. Janet Barber, a friend for 25 years, offers a personal appreciation.**

I loved Richard for many reasons. He was charming, witty, perceptive, alarmingly acerbic, and as ready to be critical of things as I was. I liked the way he issued invitations, particularly after Forum for the Future Trustee meetings. We would go out into a windswept, dusty London street, and he would say out of the corner of his mouth, the other occupied by a hastily lit cigarette, “fancy a glass o' wine love?”. He had a complete and unshakeable integrity on which I, and many others, depended heavily. He was always ready to offer me advice at either a personal or professional level. We exchanged much private gossip and opinion, confident that these rather unpraiseworthy prejudices would amuse – and be tolerated by - the other. At the same time, these gossipy sessions often led to useful plans and swift action.

*“He had a complete and unshakeable integrity on which I, and many others, depended heavily.”*

Richard was very skilful at the international public policy level, where he had status, inside knowledge, contacts, and negotiating skill. He served as chairman of innumerable international seminars and meetings, and was quite undeterred by the challenges of managing these complex and very public occasions, characterised by a huge diversity of language, culture, opinion, and professional background. He was highly perceptive in identifying those in the audience too shy to speak, but with useful things to say, and encouraging them to take the microphone. And he did not hesitate to restrain those who asked for the floor too much: “No, not the guy in the black sweater – we’ve heard enough from you today”. In any situation, anyone who crossed the boundary of honesty or accuracy would be verbally pinioned back by Richard's cold glare.

He was particularly exercised by the unnecessary conflict, as he saw it, between business and NGOs. This was perhaps why he was first won over by Forum for the Future's agenda as it sought to create sustainability bridges between these groups. Before the birth of the Forum, having just agreed to be a Trustee, I received a telephone call from Richard. In between the sounds of inhaling, he said “Hi, it’s me...is that OK, then? Are you OK about being a Trustee? Just wanted to be sure. Ta ta then, love.”

**Jonathon Porritt adds:** *Richard was one of the world's leading environmentalists for more than a quarter of a century. He was one of the first to argue that those who set out to conserve the natural world without regard to those who depended so directly on it were either deluded or elitist. He forced environmentalists to think about social justice and equity, just as he forced poverty and development organisations to start treating the environment as more than the preserve of the Guardian-reading middle classes.*



Richard Sandbrook was a founder and then managing director of Friends of the Earth, and later executive director of the International Institute for Environment and Development. He played a key role in the drafting of *Our Common Future*, the report of the World Commission on Environment and Development. He was a founding trustee, later chair, of Forum for the Future, a non-executive director of the Eden Project and treasurer and vice-chairman of Plantlife. He married Mary Wray in 1970, and they have two sons.

**Sara Parkin adds:** *Richard was the best of men. Restlessly energetic, without ego and infinitely generous in his friendship and wise counsel to many people and organisations, he was an essential element in the growth of the UK and international environment movement from the 1970s onwards. He was there when Friends of the Earth UK was set up, he put the sustainable development into the Brundtland report, and helped make organisations like IIED, the Eden Project and Forum for the Future hugely influential. We are his legacy and the means by which his energy, vision and ambitions will be carried forward with love and gratitude.*

## Starting up Forum founders Jonathon Porritt and Sara Parkin recall its birth pangs and joys

Forum for the Future was born in the chaotic margins of the 1992 Earth Summit in Rio de Janeiro. For those lucky enough to be exempted from attendance at the government summit itself, the Global Forum for Non-Governmental Organisations provided a wondrous alternative. Representatives from what seemed like every country under the sun, and from every one of the sectors convened under Agenda 21, self-organised in a two-week 'Brownian motion' of unparalleled creativity and vigour. For 20 out of every 24 hours, the discussions went on and on, the learning just happened, the bonds were forged – and, for once, being seized by optimism didn't immediately leave one feeling like a gullible prat.

*“For once, being seized by optimism didn't leave one feeling like a gullible prat.”*

That's when the Forum began to form in my mind, almost alchemically, a gathering nugget of gold emerging out of the base metal of too many years spent campaigning negatively and aggressively against everything and everybody. I didn't appreciate it then, but I was just starved of the pulse of positive energy, and needed some way of expressing that through a more solutions-oriented approach, through doing things together with other people to achieve an even bigger effect.



It took four years to move from mad idea to only slightly less mad start-up – in 1996. It turned out to be one of those snowball jobs, accreting more gravitas and momentum as it rolled forward. Richard Sandbrook and Janet Barber (the two Founding Trustees of the Forum) kept us on course in those early days. Richard was just the most steadfast, the boldest, and most innovative of co-creators. He took enormous pride in the Forum's relative success, without laying claim to having had anything to do with that success himself.

Our critical mass was hugely enhanced by the addition of Paul Ekins – whose growing authority as one of this country's most eminent environmental economists allowed us to reach places we otherwise could never have otherwise – and by Sara Parkin. Sara instantly set about turning our concept of the Forum as 'a network of independent experts' into something a good deal more focused. When we launched in 1996, one of our first initiatives was Sara's brainchild of a Masters course for dedicated young people with an aspiration to become the sustainable development leaders of the next generation. Ten years on, this remains something of which we are all very proud.

Like all start-ups recollected in the relative security of a decade's survival, this will probably come across in a rather bland, even self-congratulatory sort of way. It shouldn't. It's often been very tough keeping things on track. We're still here, doing good things, but inevitably falling short of our start-up aspirations, and only too aware of the challenges ahead. And it's certainly been great fun along the way!

**Jonathon Porritt**  
*Founder Director*



Back in the early 90s, I was emerging from an exhilarating, but ultimately frustrating, decade in international green politics. The concept of sustainable development was taking root among governments and campaigners: the challenge now was how to deliver it. Forum for the Future seemed the natural next step.

The early days (often in Paul Ekins's kitchen) saw the stresses and hilarity of deciding names, logos, business plans, and recruiting supporters to get us off the ground. The obvious appetite for an organisation that took a positive approach to sustainability gave us wings, and by 2000 had certainly gazumped any idea we had of pegging staff numbers to 20 or so.

From a start-up with Paul, Jonathon and me, plus John Bishop in a basement in London and Anne Paintin in a small back-office in Cheltenham, we grew amazingly fast. Trustees like Richard, Janet Barber and David Puttnam propped us up through all the pain that goes with growing an organisation from scratch.

But, by golly, was it the right thing to do! By being ahead of the curve, we have been able to help shape today's approach to sustainable development. However hard it may be to pin down cause and effect, we know we have been part of helping government, business and education see change in a positive light. Just as a positive plan was designed after 1945 to cope with a shattered and divided Europe, so a new plan is coming forward for today's challenge. In a recent speech to the UN, Gordon Brown argued: "The new synthesis we need is that growth, social justice and environmental care advance best when they all advance together." I couldn't have said it better myself.



*"The obvious appetite for an organisation that took a positive approach to sustainability gave us wings"*

We owe an enormous debt to many people for the way the Forum has grown and expanded in influence over the past decade. We have been blessed with a series of excellent chairs in David Puttnam, Prue Leith and Richard Sandbrook. We owe thanks, too, to our many supporters and partners, and above all to the stimulation of our masters students and the wonderful people who have worked for us over the years. The learning and experience they have made possible is the firm ground from which we take off for the next, oh so important, decade.

By and large we know what needs to be done. The Forum's future is about helping people have the confidence to do it.

**Sara Parkin**  
*Founder Director*



## 2005 – The highlights

# 05 HIGH

2005 saw Forum for the Future driving sustainability forward in everything from housing development and engineering standards to fishing, farming, mobile phones – and the tourism policies of North Ossetia. Here are some of the highlights.

### Building for the future

Forum for the Future continued its strong emphasis on the construction sector in 2005. The current growth in demand for housing is good news for building companies. But questions are being raised about the manner in which these new homes and communities are to be delivered.

We teamed up with Morley Fund Management and Igloo Regeneration Partnership to examine the links between sustainable development and long-term financial performance within the residential property sector. The research found a strong correlation between the valuation of house builders and good sustainability performance. It showed that leadership on sustainable development was helping companies access new business opportunities, as well as recruiting and retaining the staff with the skills necessary to exploit these opportunities.

The final report, *Building for the Future*, adds to the business case for more sustainable construction and provides recommendations to investors and government.

Senior managers at Crest Nicholson, meanwhile, recognised the importance of procurement in achieving their vision for a sustainable housing development at Bristol Harbourside – an ambitious 16-acre mixed-use city centre project providing homes for 1,500 people. Using The Natural Step framework, we were able to help Crest develop a sustainability vision and action plan for the overall development.



### Educating the leaders of the next generation



Our Masters programme passed a major milestone in 2005 as we celebrated the graduation of our 100th student. Lord Browne, CEO of BP, spoke at the ceremony – appropriately enough, since BP employs some of our graduates, working in areas as diverse as emissions trading, renewable energy and health and safety. Elsewhere, others work in education, government and engineering: developing new curricula, advising ministers, and getting sustainability built into new housing developments. All keep in touch through an active alumni network.

The pilot international version of the Masters programme came to a close with a month-long study tour of the various global policy making mechanisms located in Geneva. The 12 students from around the world had spent a year studying and on work placements in government, business and civil society in the UK. Back in their home countries they completed more governmental and business placements and kept in touch via

# LIGHTS 2005 HIGH

online lectures and discussion groups. Now they're applying the unique mix of learning and experience gained from the course.

Russian graduate Alan Uadati is just one who's already putting it into practice at an impressively senior level. "There's a new government committee on sustainable tourism and recreation being established in North Ossetia", says Alan, "and – thanks to Forum and the masters programme – I'll be deputy chairman of it! The fact that I did the course was the main reason for my appointment."

## Engineering change

The Engineers of the 21st Century (E21C) initiative gathered pace with a group of young industry professionals from across the engineering spectrum tackling a series of 'change challenge' projects. The action research teams are currently developing sustainability shipping guidelines and looking at what real 'value engineering' would look like – with all sustainability costs taken into account.

For young engineers, E21C represents an unparalleled opportunity to learn from some of the experts in sustainable development. In March, E21C staged a workshop for them with world-renowned energy guru Amory Lovins, author of 'Natural Capitalism', on radical ways to improve energy efficiency. His tour de force covered everything from growing bananas, without a heating system, in his house 2,000m high in the Colorado mountains, to reducing energy input into industry-scale process plants by a factor of ten – all based on simple engineering principles.

One of the 'change challenges' identified by the young engineers was the degree of interconnection between the professions. Financial decisions affect engineers' material choices, and purchasers work within accountants' frameworks. In response, Forum is launching a new project bringing together a range of professions, from surveying to science, from design to accounting, to learn from each other how they can best respond to the sustainability challenge.

## Return to Vendor

Mobile phones are designed to have a lifetime of seven years, but on average we buy a new one every 18 months. The result? Up to 90 million phones sit unused and unloved in attics and cupboards across Britain.

This is a missed opportunity. Phones that are returned can be refurbished and exported to emerging economies for sale at affordable prices. This gives people on low incomes access to phone services and is an important part of development in remote communities.

During the course of 2005, Forum worked with Vodafone to make a stronger case for returning unwanted phones, so that they can either be disposed of responsibly or refurbished and exported. We conducted a survey of mobile phone users in eastern Europe, and found that around one third of phone buyers had bought a second hand phone – and that many of



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these had been imported from countries such as the UK. Our report, *Return to Vendor*, produced the first hard data to show that there is a social case for returning handsets, as well as an environmental one. As Vodafone's Ramon Arratia put it: "*Return to Vendor* was [what] we needed to start talking comfortably about the benefits of reused phones in developing countries."



PHOTO: UNILEVER CORPORATE MEDIA LIBRARY

## Fishing for Good

Transforming the way seafood is sourced and consumed is critical for marine sustainability, and requires an urgent response from many different actors.

In 2004, Unilever commissioned Forum for the Future to produce an independent review of the industry in general, and its Fish Sustainability Initiative in particular. Unilever is one of the world's biggest buyers of frozen fish and has been a powerful advocate of change in the sector, helping to set up the Marine Stewardship Council and, by 2005, sourcing 60 per cent of its European fish supplies from sustainable fisheries.

The resulting report, *Fishing for Good*, compiled by Jonathon Porritt and James Goodman, was published in July 2005. It identified consumer inertia as a significant barrier to more sustainable fisheries, came up with some specific recommendations to tackle it, and was widely distributed and well received.

Since then, Forum has continued to promote the sustainable seafood agenda. Together with Unilever, we organised a workshop for the Guild of Food Writers to build awareness of sustainable seafood, and to highlight the influence that food writers have over consumer attitudes to fish. In October, we joined with the National Consumer Council to convene a wide range of NGOs active in the sustainable seafood debate, to share views and strategies and to discuss ways of creating further change.



## Big savings at BT

How can you make sustainable business improvements and environmental savings if you don't know where you're starting? And without that baseline, how can you measure change in a way which demonstrates its value to your stakeholders?

This was the problem facing BT. It knew that substantial financial savings and productivity gains had been made through its sustainability programmes, but not what they were worth. Our challenge was to uncover this value. We also wanted to help BT find a reliable way to constantly track its performance over time.



# 005 HIGHLIGHTS

We talked to managers across the business and linked their data collection systems to establish the consistent facts. We also looked back through historical data records to build the bigger picture of change over the years.

The result was BEST – the Business Environmental Savings Tool. This can calculate the impacts of environmental strategies and prioritise sectors for action. It allowed BT to report that its cumulative savings and business benefits come to over £400 million in 2005, compared with a base level five years ago, with an associated saving of over 500,000 tonnes of CO<sub>2</sub>.

BT staff are proud of their part in this achievement and have been energised to look for ways to make further improvements. For the first time, they also have the evidence to prove the financial savings that go hand in hand with responsible business – and so build the business case for additional win-win initiatives.

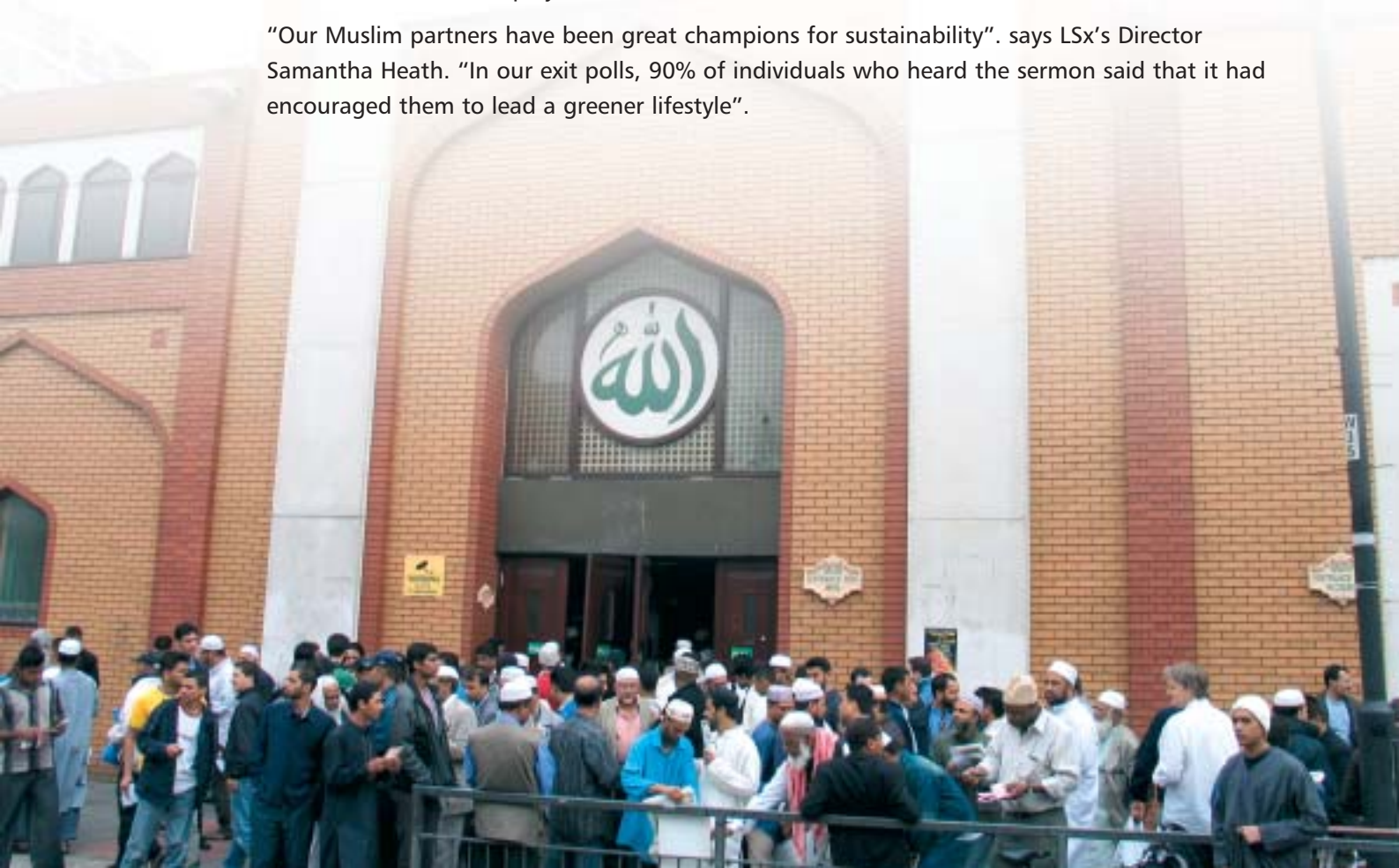
## A test of faith

Health, wealth, aspiration, culture, religion – how do you know which buttons to press to get people to take up environmentally sustainable lifestyles?

London Sustainability Exchange is testing new ways to persuade Londoners to take up sustainable lifestyles, and one of its ‘hooks’ is people’s faith.

As part of our Motivate London project, we forged a strong partnership with the London Muslim Centre and the Islamic Foundation for Ecology and the Environment. A series of *khutbahs* (sermons), preached to the 6,000-strong congregation of the East London Mosque, called on members to make changes to their lifestyles. It was a message dramatically reinforced during the holy month of Ramadan, when the London Muslim Centre broadcast a series of themed radio plays.

“Our Muslim partners have been great champions for sustainability”. says LSx’s Director Samantha Heath. “In our exit polls, 90% of individuals who heard the sermon said that it had encouraged them to lead a greener lifestyle”.



# 05 HIGHLIGHTS 2

## Spending sustainably

Sustainable procurement is fast becoming one of the latest buzz phrases. Simply put, it means making the most of the vast purchasing power of the public and private sector in order to support sustainable development. Enthusiasm for this agenda has been increasing over recent years, and is now coming to a head as the Government's Sustainable Procurement Task Force launches its action plan.

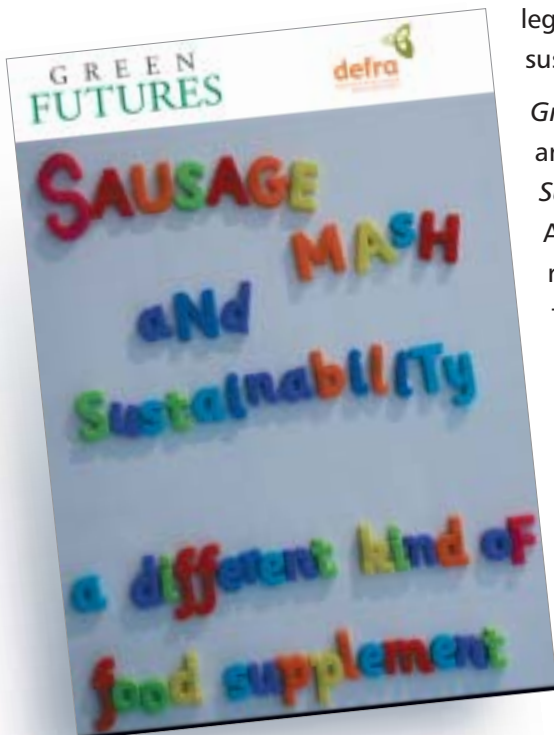
In December, Forum ran a lively conference in London which harnessed the thinking of both private and public sectors, generating evidence on current procurement practice as well as key messages for the Task Force. We gathered more evidence by conducting a survey of private and public sector organisations, complemented by in-depth interviews.

As a partner in the Social Enterprise East Midlands Project, 'BEST Procurement', Forum is working with the NHS and local governments to find a way to integrate sustainability into actual procurement processes. The challenge is to chart a clear way through the maze of

legislative requirements, guidance and tools, to ingrain sustainability into day-to-day procurement.

*Green Futures* magazine has contributed to raising awareness around this issue. Its special supplement, *Sausage, Mash and Sustainability*, written by award-winning *Observer* journalist Andrew Purvis, and produced in partnership with Defra and a range of food service companies, brought the whole subject to life for a wider audience, and was widely praised.

Closer to home, we have been walking the walk with our own procurement practices, and were named best performing SME in the Mayor of London's green purchasing awards.



## Wrexham makes it mainstream

How do you put sustainable development at the heart of local government? That was the question being asked by Wrexham County Borough Council when it approached Forum for help.

The task was to mainstream sustainability right across the organisation. Forum responded by developing a strategic framework, which has now been piloted across four of the council's services: Economic Development, Planning, Housing and the Environment. The aim is to make clear links in each case between service delivery and the Community Strategy, which aims to improve the "social, environmental and economic wellbeing of the whole community" – a pretty good working definition of sustainable development.

The first year of the partnership has provided practical support for each department in producing their 2006-7 Service Management Plans.

It's already having an influence on the proposed development of the Council's employment land at its Western Gateway site on the outskirts of Wrexham. Led by Economic Development,

# 005 HIGHLIGHTS

a multidisciplinary team has been set up to develop an exemplar site, which will expand the commercial base of the local economy. This will attract high growth sectors including leading edge medical companies, financial, office services and multi-media businesses, with sustainability kept at the core of all activities. The project will feature sustainable site design and innovative construction techniques that complement local biodiversity. It will also look at the potential for onsite microgeneration and better energy management.

Chief Economic Development Officer Steve Bayley declared: "Working with Forum for the Future has broadened our perspective and means that we are committed to placing sustainability at the heart of everything we do, and to ensure that future growth is high quality, meets our Community Strategy objectives and benefits the wider community."



## Shaping a sustainable south east

With its rapidly expanding population, dwindling water supplies and chronic shortage of affordable housing, the south east of England faces some major sustainability challenges. Forum has been working with the South East Regional Assembly since the start of 2004 to see how long-term thinking can be introduced into the South East Spatial Strategy. Back in 2005, John Pounder of the South East Assembly remarked: "We'll be able to judge the success of this project on whether it makes an identifiable difference to the South East Plan".

So did the partnership with Forum make a difference? In a word, yes. Here's how.

We helped develop a policy to address the housing, leisure, access and employment aspects of an ageing population. We also influenced the Assembly to widen its approach to the use of ICT – from purely an access issue to an economic development one. This prompted a call for changes in working practices to create opportunities for remote communities.

More importantly, our discussion about future drivers of change, such as climate change, helped the Assembly realise just how interconnected they all are – and hence why tying themselves into specific long-term rates and scales of development is not necessarily the most robust strategy. Instead, a more creative and flexible approach could reap rewards.

Equally significantly, the process highlighted areas where further research was needed, including the impact of outsourcing, the future use of existing housing stock, and how to integrate health into the Plan.

Finally, the dialogue made the planners realise that they were in the futures business. This had not been acknowledged or thought about in a structured way before. Whilst the planners did indeed research many of the key drivers, they didn't have the analytical frameworks offered by our 'futures' approach, which has now helped them to deal with these issues more robustly in the Plan.

# 005 HIGHLIGHTS

## Green Futures – reporting back from 2013...



*Green Futures* celebrated its 50th issue by – characteristically – looking ahead: we published a sneak preview of our 100th, to be published in July, 2013. Among other news, this reported the end of the congestion charge – made redundant by the arrival of the SatTRAK national road pricing programme; the opening of the first 100 megawatt wave farm (along with the government’s announcement of an end to the era of large-scale onshore wind farms); and King Charles’s decision to make Buckingham Palace run on all-renewable power. Our sneak preview also looked at how sustainability was progressing among faith communities, now that Islam was officially the UK’s largest – and how the Thames Gateway National Park was coming into being following the Olympics.

Back in the present, GF in 2005 covered everything from the latest sunrise technologies and energy breakthroughs, to new ways for the media to make sense of climate change, and planners to plan for it. We reported on how business start-ups were increasingly going the green route in pursuit of better profits, and how major companies were rethinking their energy and transport plans.

We anticipated the government’s looming love affair with nuclear with an incisive exploration of the case for and against, and set out a whole raft of ways in which to keep the lights on and the power flowing without it. We worked out just what was meant by ‘sustainable literacy’ – and provided the definitive answer to the nappy question (real or disposable).

We profiled eco-entrepreneurs from Rick Stein to Howies, and asked – and answered – the crucial questions of what stag and hen nights, cocktails, and Trinny and Susanna, respectively, could teach us about sustainability...

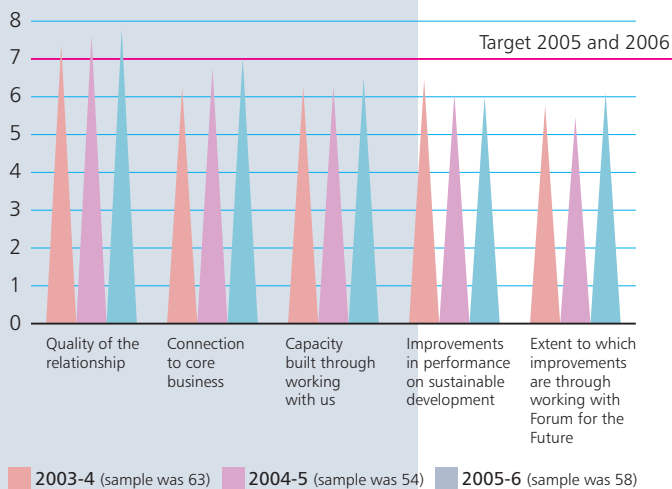
2005 also saw GF produce a series of in-depth special supplements on the government’s sustainability strategy, the rise of microgeneration, the role of entrepreneurs in tackling climate change and the future of chemicals. These were produced in partnership with Defra, the Ashden Awards for Sustainable Energy, Shell Springboard and (in the case of *Coming Clean*, the chemicals supplement) a specially-convened consortium of business and NGO partners.



## Our scorecard in 2005

Measuring the way we, and our partners, are changing, helps us keep on track with our mission. We want sustainable development to be at the heart of the thinking of decision-makers. To measure progress on the road towards that goal, we use what we call our 'transformation index'. We track how we are managing to limit our own impact on the environment, and how we are building our partners' capacity to act more sustainably.

### Influencing our partners



All our partners would admit that their activities are still some way from being sustainable. For a partnership to work we have to be sure that an organisation is willing and capable of change. So we have a clear set of rules for partners to work to, or 'engagement criteria', and we have a transformation review process to check that we are making progress with them.

Each year we ask our partners to rate their work with us against criteria ranging from the management of the partnership to improvements in their sustainability performance.

### Renewal of new partners

We think something's gone wrong if a partner fails to renew after only one year. All of the partners which joined us in 2004 renewed in 2005. And out of 83 partners up for renewal in 2005, 92 per cent renewed.

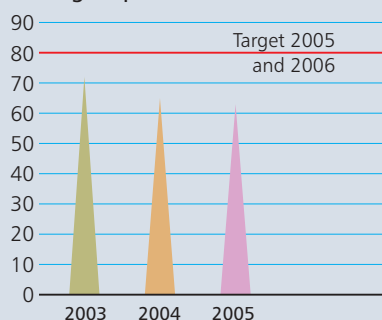
### Sessions with senior managers

Though it's not the only key to success, we believe a session with senior managers, board directors or politicians in our partner organisations has a very important part to play. Out of 97 partners, we had a session with 66 senior figures (67% percent). This is an increase of about 3 per cent on last year.

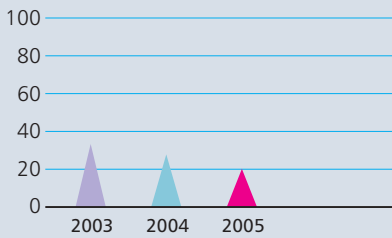
### Developing our people

Our staff of 70 work in offices in Cheltenham and London. During 2005, we focused on building a stronger learning culture within the Forum. We commissioned and delivered a series of training courses covering business development, project, time and line management, recruitment, appraisal, coaching, stakeholder dialogue and working with the media. 'Brown-bag lunches' became a regular vehicle for informal knowledge sharing, along with our existing four 'learning days' each year and our 'Little Grey Cells' evening events.

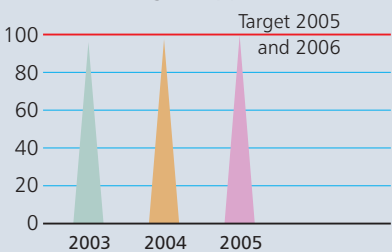
Sessions with senior managers/politicians %



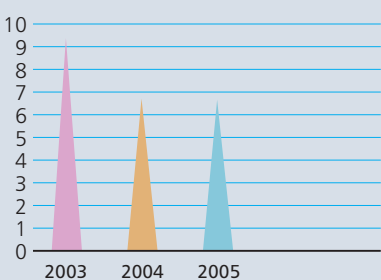
Staff completing a Forum challenge %



Staff receiving an appraisal %



Environmental sustainability cost £000s



We launched a new 'partner management toolkit' to share learning and resources more effectively.

### Forum Challenges completed

Thirteen of our staff took a Forum Challenge – a chance to develop themselves by taking some time out from their regular work in order to pursue sustainable development in another setting. Challenges ranged from training farmers in Rwanda, through charity trekking in Tibet to running 'adopt a street' in Bristol.



### Staff appraisals completed

We hit our 100% target for staff appraisals.

### Living our values

Forum for the Future is committed to being a values-led organisation. We promote understanding of our values among staff, integrate them into Forum policies and processes, and convene a Values Working Group to keep our focus on this key area. Staff satisfaction again improved over the previous year, with 88% of staff saying that they were "satisfied" or "very satisfied" working at the Forum. Strong improvements were registered in satisfaction with the reward package, induction procedures, line management and adherence to the Forum values.

### Our environmental impact

We calculate and provide for our environmental impacts, based on what it would cost to avoid the impacts in the first place or to restore the damage done – a methodology we use with a number of our partners. Our cost in 2005 was £6,700.

Each year we use part of the provision to offset all our CO<sub>2</sub> emissions, currently falling, through Climate Care. In 2005 we also used some of our provision to help further reduce our CO<sub>2</sub> emissions now and in the future by negotiating with our landlord for the replacement of the old inefficient boiler in our building and purchasing an "A rated" gas condensing model. We also introduced, with huge buy-in from staff,

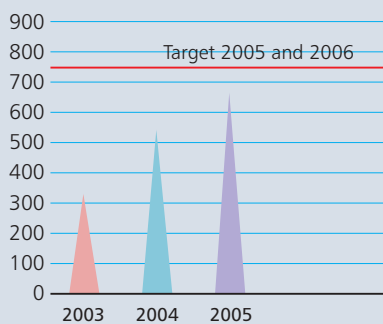
'Eyecatcher' video conferencing terminals, which as well as adding great value to our existing work, make a significant reduction in our need to travel.

Our total waste fell in 2005 by 24% compared to 2004, and we are now recycling 82% of all waste generated.

We were named best performing SME in the Mayor of London Green Purchasing Awards.



Unrestricted reserves £000s



## Our financial performance

Our total reserves decreased during 2005 from £1,155,548 to £1,084,651. This was primarily because of multiyear grant-funded projects coming to an end during the year. Unrestricted reserves, including designated funds, increased during 2005 from £544,039 to £667,122.

### Independent Auditors' Statement to the members of Forum for the Future

We have examined the summarised financial statements of Forum for the Future set out on pages 22 and 23.

#### Respective responsibilities of trustees and auditors

The trustees, who act as directors for the purposes of company law, are responsible for preparing the summarised financial statements in compliance with the relevant requirements of section 251 of the Companies Act 1985 and the regulations made thereunder, and in accordance with the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and Directors' Annual Report.

We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements

or material inconsistencies with the summarised financial statements.

#### Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 "The auditors' statement on the summary financial statement" issued by the Auditing Practices Board for use in the United Kingdom.

#### Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and the Directors' Annual Report Forum for the Future for the year ended 31 December 2005.

haysmacintyre  
Chartered Accountants  
Registered Auditors

28 April 2006

Fairfax House  
15 Fulwood Place  
London WC1V 6AY

## Our finances in 2005

### Statement of Financial Activities for the year ended 31 December 2005

	Unrestricted	Restricted	Total 2005	Total 2004
	£	£	£	£
<b>Total incoming resources</b>	2,660,285	909,668	3,569,953	3,834,368
<b>Resources expended</b>				
Costs of generating funds:				
Fundraising and development	58,878	-	58,878	44,270
Costs in furtherance of charity objectives:				
Grants payable	-	34,467	34,467	103,130
Operational programmes	2,350,819	1,091,015	3,441,834	3,320,231
Management and administration	70,540	35,131	105,671	99,838
<b>Total resources expended</b>	2,480,237	1,160,613	3,640,850	3,567,469
<b>Net (outgoing)/incoming</b>				
Resources before transfers	180,048	-250,945	-70,897	266,899
Transfer between funds	-56,965	56,965	0	0
<b>Net (outgoing)/incoming</b>				
Resources for the year	123,083	-193,980	-70,897	266,899
<b>Funds at beginning of year</b>	544,039	611,509	1,155,548	888,649
<b>Funds at 31st December 2005</b>	<b>£667,122</b>	<b>£417,529</b>	<b>£1,084,651</b>	<b>£1,155,548</b>

There were no recognised gains and losses other than those shown in the above statement.

### Balance Sheet at 31 December 2004

	2005	2004
	£	£
<b>Fixed Assets</b>		
Tangible assets	68,732	74,987
<b>Current Assets</b>		
Debtors	783,215	764,095
Cash at bank and in hand	686,051	690,676
	1,469,266	1,454,771
<b>Creditors:</b>		
amounts falling due within one year	-430,847	-374,210
<b>Net current assets</b>	1,038,419	1,080,561
<b>Net assets</b>	<b>£1,084,651</b>	<b>£1,155,548</b>
<b>Funds</b>		
Unrestricted funds:		
General	494,417	246,158
Designated	172,705	297,881
Total Unrestricted Funds	667,122	544,039
Restricted funds	417,529	611,509
<b>Total funds</b>	<b>£1,084,651</b>	<b>£1,155,548</b>

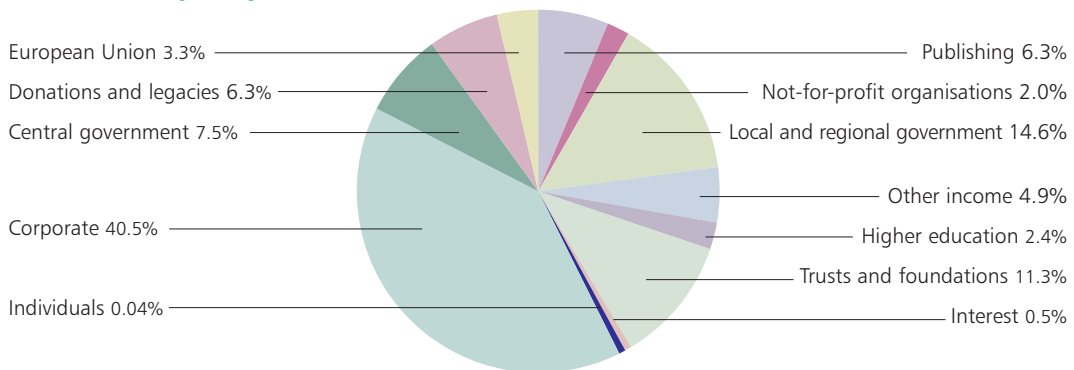


The above summarised accounts are a summary of information extracted from the annual accounts and contain information relating to both the Statement of Financial Activities and the Balance Sheet.

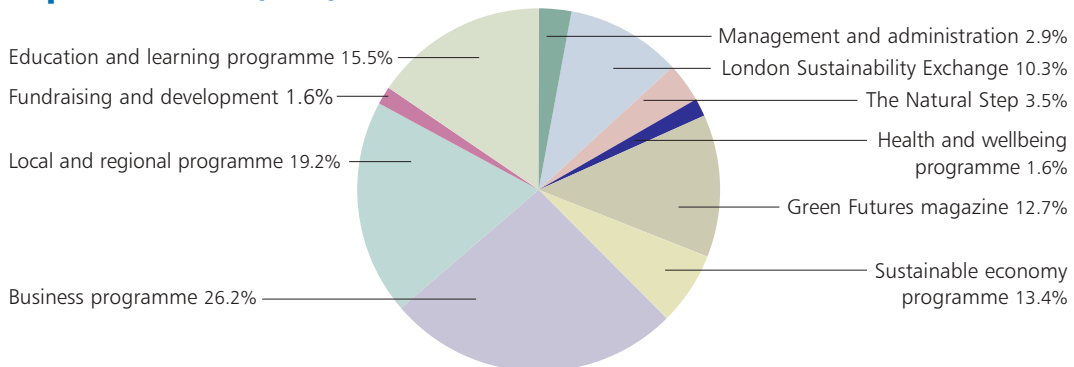
These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full accounts, which received an unqualified audit opinion, should be consulted. Copies of these can be obtained from 19-23 Ironmonger Row, London EC1V 3QN.

The annual accounts were approved by the Trustees on 26 April 2006 and have been submitted to the Charity Commission and Companies House.

### Income £3,569,953



### Expenditure £3,640,850



### Financial position and reserves

Our total reserves decreased during 2005 from £1,155,548 at the beginning of the year to £1,084,651 at the end. Of this year end total, £667,122 was unrestricted reserves an increase of 22.6% on the previous year.

The Trustees have designated £172,705 of unrestricted reserves to future activities. A further £65,682 represents unrestricted fixed assets. Year end unrestricted "free" reserves, therefore, amounted to £428,735.

### Environmental sustainability costs

We quantify the costs of avoiding or restoring the effects of the most significant environmental impacts of our activities during the year. Our sustainability cost in 2005 was £6,700 and a provision will be provided for in full in our future financial accounts.

## Forum for the Future partners

### Local authority partners

Our partners in local government are working to mainstream sustainable development in governance and service delivery.

Basingstoke and Deane Borough Council  
 Bolton Metropolitan Borough Council  
 Caerphilly County Borough Council  
 Carmarthenshire County Council  
 Cheltenham Borough Council  
 Cornwall County Council  
 Dacorum Borough Council  
 Devon County Council  
 Flintshire County Council  
 Gloucestershire County Council  
 Hampshire County Council  
 Herefordshire Council  
 Lancashire County Council  
 Leicester City Council  
 Leeds City Council  
 Middlesbrough Borough Council  
 Nottinghamshire County Council  
 Powys County Council  
 Redcar and Cleveland Borough Council  
 Sandwell Metropolitan Borough Council  
 Southampton City Council  
 Surrey County Council  
 Swansea City and County Council  
 Swindon Borough Council  
 Wakefield MBC  
 Warwickshire County Council  
 Welsh Local Government Association  
 West Sussex County Council  
 Worcestershire County Council  
 Wrexham County Borough Council

### Regional partners

Organisations working with us to ensure sustainability lies at the heart of strategy and delivery in the regions.

Advantage West Midlands  
 East Midlands Regional Assembly  
 North West Regional Assembly  
 One NorthEast  
 South East England Development Agency  
 South East England Regional Assembly  
 South West Tourism  
 Welsh Assembly Government  
 Yorkshire Forward

### Forum business partners

#### Foundation Corporate Partners

Companies which are, or are aspiring to be, leaders in sustainable development within their sector.

BT  
 BP  
 Calor Gas  
 First Choice  
 GSH Group  
 GSK  
 ICI plc  
 The Royal Bank of Scotland  
 Royal Mail Group  
 RWE npower  
 RWE Thames Water plc  
 Sainsbury's  
 Sun Microsystems  
 Unilever UK  
 UPM-Kymmene (UK) Ltd  
 Vodafone Group PLC  
 Wessex Water plc

#### Corporate Partners

We engage with companies committed to a more sustainable future from a wide range of sectors.

Arup  
 AWG  
 BAA plc  
 Barclays Bank plc  
 BASF  
 Boots Company plc

British Cement Association  
 Bulmers (part of Scottish & Newcastle plc)  
 Cadbury Schweppes  
 cafédirect  
 Centrica plc  
 Channel Four Television  
 Co-operative Financial Service  
 Crest Nicholson plc  
 Cushman & Wakefield  
 EDF Energy  
 E.ON UK  
 Friends Provident  
 HBOs plc  
 Interface Europe  
 John Lewis Partnership  
 Kingfisher  
 Landrover Jaguar Cars Ltd  
 Marks and Spencer  
 mhs home group  
 Morley Fund Management  
 Nationwide Building Society  
 Network Rail  
 Northumbrian Water Ltd  
 Philips Electronics  
 Pret A Manger  
 Prudential plc  
 Rail Safety and Standards Board  
 Rok Property Solutions plc  
 Royal & SunAlliance  
 S.C Johnson Limited  
 Scottish and Newcastle plc  
 Severn Trent plc  
 Skanska  
 Tesco  
 The Tetley Group  
 Tetra Pak  
 Wilmott Dixon

#### Corporate Members

Companies who are involved in our business network and support our work in a more 'hands off' manner.

BBC  
 EMI Group plc  
 Johnson Matthey  
 The JT Group

### Further and higher education partners

Organisations working in a partnership facilitated by us to integrate sustainability literacy.

Association of Colleges  
 Centre for Excellence in Leadership  
 Council of University Chairmen  
 Department for Education and Skills  
 Department for International Development  
 Department of Trade and Industry  
 Higher Education Academy  
 Higher Education Funding Council for England  
 Leadership Foundation for Higher Education  
 Learning and Skills Council  
 Quality Assurance Agency for Higher Education  
 Qualifications and Curriculum Authority  
 Standing Conference of Principals  
 Scottish Higher Education Funding Council  
 Sector Skills Development Agency  
 Trade Union Sustainable Development Advisory Committee  
 Universities UK

### Forum scholarships

Organisations supporting our Masters in Leadership for Sustainable Development.

BP  
 Forum Foundation Corporate Partners  
 Leadership Trust Foundation  
 Middlesex University  
 Vodafone Group Foundation

## The Engineer of the 21st Century Inquiry

The Royal Academy of Engineering  
The Gatsby Foundation  
Ove Arup Foundation  
Department of Trade and Industry  
Department for Environment, Food and Rural Affairs  
Royal Commission for the Exhibition of 1851  
EEF  
Engineering Council (UK)  
Engineering and Physical Sciences Research Council  
Environment Agency

## Health and wellbeing

Organisations working with us in partnership and supporting project work.

Nottingham Health Action Team  
Social Enterprise East Midlands  
Greater Nottingham Partnership  
East Midlands Procurement Hub  
Nottingham City PCT

## London Sustainability Exchange

Key bodies which support LSx in its work helping to make London the most sustainable world city.

Bridge House Trust  
Association of London Government  
Barhale plc  
Business in the Community  
CIRIA  
City Parochial Foundation  
City University  
Corporation of London  
Department for Environment, Food and Rural Affairs  
EDF Energy  
Environment Agency  
Government Office for London  
Greater London Authority  
Groundwork  
Hammerson Plc  
Learning and Skills Development Agency  
London Borough of Camden  
London Borough of Enfield

Londra Gazete  
London Development Agency  
London Environmental Coordinators Forum  
London First  
London South Bank University  
London Sustainable Development Commission  
London Voluntary Services Council  
London 21 Sustainability Network  
Shell UK  
Thames Water  
Worshipful Company of Carmen  
Worshipful Company of Management Consultants  
Yale University

## Green Futures partners

Organisations from across the sectors which support *Green Futures*.

Ashden Awards for Sustainable Energy  
Beacon Press  
British Marine Federation  
Carbon Trust  
Cemex  
Climate Care  
Co-operative Financial Services  
DHL Worldwide  
Ecotricity  
Ecover Belgium NV  
Energy Saving Trust  
English Heritage  
English Nature  
Entec UK Ltd  
Environment Agency  
Forum Foundation Corporate Partners  
Housing Corporation  
John Scott & Partners  
National Trust  
Norsk Hydro (UK) Ltd  
REPIC  
WWF UK  
Yorkshire Forward

## The following sponsored a *Green Futures* supplement in 2004

Ashden Awards for Sustainable Energy  
Chemistry Leadership Council  
Compass Group  
Defra  
Friends Provident  
Hydro Polymers  
ICI  
Johnson Matthey  
Kraft  
Marks and Spencer  
Meat and Livestock Commission  
S.C Johnson  
Shell Springboard  
WWF UK

## Supporters and donors

We are grateful to the organisations which, in addition to those already listed, supported our work in 2005 with their grants, donations, sponsorship, secondments and project funding, including the following:

ACCA  
Anglian Water  
Association of London Government  
Balfour Beatty  
Bridge House Estates Trust Fund  
British Council  
Calouste Gulbenkian Foundation  
Centre for Social & Environmental Accounting Research  
Chartered Institute of Public Finance & Accountancy  
Conoco Phillips (UK)  
Co-operative Insurance Society  
Countryside Agency  
DfES  
Defra  
DTI  
EEF

Environmental Action Fund  
Environmental Management Accounting Network  
Gatsby Charitable Foundation  
Global Reporting Initiative  
Higher Education Funding Council for Wales  
HRH The Prince of Wales' Office  
Institute of Chartered Accountants in England and Wales  
John Ellerman Foundation  
Judge Institute of Management Studies  
Lloyds Register Educational Foundation  
National Grid Transco  
Natural Environment Research Council  
Research Councils' Procurement Organisation  
Robert Gavron Charitable Trust  
Royal Commission for the Exhibition of 1851  
Royal Society of Wildlife Trusts  
Sheepdrove Trust  
Social Enterprise East Midlands  
South West of England Regional Development Agency  
Tubney Charitable Trust  
Water UK

For details of how you can support our work,  
please visit [www.forumforthefuture.org.uk/support](http://www.forumforthefuture.org.uk/support)



If you share our commitment to a sustainable future and want to get involved with the Forum, please contact us.

**In Cheltenham:**

9 Imperial Square, Cheltenham, Glos GL50 1QB

Public Sector Programme 01242 262400

Peter Madden's office 01242 266774

Jonathon Porritt's office 01242 262737

Green Futures (marketing and partnerships) 01242 262729

**In London:**

Overseas House, 19-23 Ironmonger Row, London EC1V 3QN

Private Sector programme 020 7324 3639

Green Futures (editorial) 020 7324 3660

London Sustainability Exchange 020 7324 3650

Public Sector programme 020 7324 3672

Sara Parkin's office 020 7324 3676

All other enquiries: tel: 020 7324 3630

**E: [info@forumforthefuture.org.uk](mailto:info@forumforthefuture.org.uk)**

If you wish to email members of staff direct to find out more about work referred to in this report, our email protocol is:

**[initial.surname@forumforthefuture.org.uk](mailto:initial.surname@forumforthefuture.org.uk)**

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

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Designed by John & Alex Bury

Printed on Revive silk, comprising  
75% post consumer waste and 25% mill broke

Printed by the Beacon Press using their Pureprint  
environmental print technology