FORUM FOR THE FUTURE

England & Wales · Charity number 1040519

Details

Other names	THE FORUM FOR THE FUTURE
Status	Registered
Legal form	Charitable company
Company number	02959712
Registered	1994-08-31
Register	View on the Charity Commission register

Contact

Address	Studio 4 The Trampery 239 Old Street London EC1V 9EY
Phone	+44 20 3744 8650
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Website	www.forumforthefuture.org

Activities

Objects: 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 PSYCHOLOGYTO PROMOTE SUSTAINABLE DEVELOPMENT FOR THE BENEFIT OF THE PUBLIC BY:-1) THE PRESERVATION CONVERSATION AND PROTECTION OF THE ENVIRONMENT AND THE PRUDENT USE OF NATURAL RESOURCES;2) THE RELIEF OF POVERTY AND THE IMPROVEMENT OF THE CONDITIONS OF LIFE IN SOCIALLY AND ECONOMICALLY DISADVANTAGED COMMUNITIES; AND3) THE PROMOTION OF SUSTAINABLE MEANS OF ACHIEVING ECONOMIC GROWTH AND REGENERATION.

Activities: Forum for the Future works in partnership with leading organisations in business and the public sector. Our vision is of business and communities thriving in a future that is environmentally sustainable and socially just. We inspire and challenge organisations with positive visions of a sustainable future; deliver practical ways to realise those visions; and train leaders to bring about change.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** The General Public/mankind

Geography

- India
- Singapore
- United States
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£6,561,000	£6,601,000	£2,291,000	79
2023-12-31	£6,855,000	£6,443,000	£2,329,000	77
2022-12-31	£6,375,000	£6,418,000	£1,954,000	73
2021-12-31	£5,127,000	£5,385,000	£1,991,000	76
2020-12-31	£5,809,000	£5,390,000	£2,264,000	79

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Trustees

Name	Role	Appointed
Rita Clifton CBE	Chair	2020-12-01
Bruce McCombie		2025-06-26
Charlotte Ersboll Christofersen		2019-06-24
Deepa Iyer		2023-06-20
Deepak Subramanian		2023-06-20
Emily Jane Bushby		2022-10-04
Emily Kathryn Gibson		2025-06-26
Jonathan Giles Macartney Wates		2019-06-24
Komala Ramachandra		2023-06-20
Laura McGonigal		2019-06-24

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FORUM FOR THE FUTURE

England & Wales - Charity number 1040519

Accounts



ANNUAL REPORT

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

FORUM FOR THE FUTURE







Forum for the Future is an international organisation with a purpose to accelerate the transformation toward a more just and regenerative future. We operate in four offices located in the UK, US, Southeast Asia and India. This Annual Report gives an overview of our ongoing work with business, government and wider civil society, to influence deep and urgent transitions in how the world thinks about, produces, consumes and values both food and energy, and in the purpose of business in society and our economy.

Find out more about our work at forumforthefuture.org, or via LinkedIn, Instagram, Facebook, X, YouTube. Sign up for our newsletter.

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MESSAGE FROM THE CHAIR

LEADERSHIP AND COLLABORATION: ESSENTIALS OF NAVIGATING UNCERTAINTY

Even as we write this report, geopolitical turbulence, economic volatility and changing compliance requirements are radically reshaping both appetite for and approaches to sustainability. The uncertainty can feel daunting and for some, even dangerous. We've never seen such a potentially rapid erosion of the sustainability movement's hard-fought progress. However, against a backdrop of policy rollbacks, aid and budget cuts, the climate science and inequality indicators remain the same. The job to be done — one of creating a prosperous, fair and thriving future — has not changed.

We know that navigating this turbulence necessitates clear vision and prioritisation, and I believe Forum for the Future is well placed to deliver on its ambitions despite these difficult times. A great part of this will be down to skilled and determined leadership and I was delighted that we were able to promote Forum's previous International Managing Director, Hannah Pathak, to become our new Chief Executive Officer in January 2025. I was also delighted that our long-standing previous CEO, Dr Sally Uren, has taken on a new role as Executive Director and Chief Acceleration Officer.

This evolved leadership reflects Forum's ambition to maximise our impact with individuals and organisations to accelerate the shift to a more just and regenerative world. Both Hannah and Sally are bringing unique strengths to their roles, helping to lay strong foundations for Forum as we navigate short, medium and long-term challenges.

Among those challenges is the need to manage progress and risk while building financial resilience. We will continue to advocate for deep-rooted, systemic solutions to systemic challenges — especially in a world leaning towards shallow 'quick wins' and protecting vested interests. We will also continue to navigate economic and geopolitical volatility and help others to do the same.

I am inspired by the continued dedication of the Forum team as it works to shape change-making collaborations with partners across Southeast Asia, the US, UK and India. Collaboration is the essence of Forum; bringing people together to take different approaches to tackling shared challenges is why the organisation was created in 1996.

So, as we approach our 30th anniversary, celebrating and retaining the invaluable collaborations we already have, while also creating new ones, is a key priority. Together, and using Forum's unique credentials, we will double down on transforming the purpose of business in our society and economy, as well as how the world produces and consumes both food and energy.

This leads me to say a huge thank you to Forum's friends, partners and stakeholders, including our committed and expert Trustees from around the world. Without your support, our work would not be possible, and we look forward to continuing to collaborate — whether in one-to-one partnership or multi-sector, multi-stakeholder coalitions — towards what's urgently needed: a more just and regenerative world.



Rita Clifton CBE
Chair, Forum for the Future
June, 2025

MESSAGE FROM THE CHIEF EXECUTIVE

A TIME FOR GRITTY OPTIMISM CHAMPIONED BY FORUMS OF AMBITIOUS CHANGEMAKERS

Forum for the Future emerged almost three decades ago with a clear aim: to build a forum of ambitious changemakers equipped with the mindset and skills to catalyse change for a more just and regenerative world.

The external landscape has changed dramatically since 1996: the Sustainable Development Goals (SDGs) are well-established; the Intergovernmental Panel on Climate Change (IPCC) has produced six Assessment Reports, each presaging more severe climate threats, and urging more rapid action; terms such as DEI (Diversity, Equity and Inclusion) and ESG (Environmental, Social, Governance) have simultaneously become commonplace and politicised. 'Sustainability' — once a fringe field that Forum and its network aimed to mainstream — is understood by individuals and organisations across all sectors as an essential goal.

We now stand at the mid-point of the UN-coined 'decade of action' and find ourselves in a polycrisis. Action on climate change, biodiversity loss and pollution is being undermined by geopolitical turmoil and major conflicts. Advances in social justice and equity — once seen by many as critical to responding to global challenges — are now fiercely contested.

Against this backdrop, building and enabling that forum of ambitious changemakers has never been so essential. We need to meet escalating challenges with 'gritty optimism' - demonstrating dogged determination and commitment to just and regenerative change that, depending on context, works both quietly behind the scenes and loudly centre stage, but in all cases, *keeps going*.

Increasingly, that need is being met. What I see across the many organisations Forum works with, from multinational companies to civil society groups, is an established and growing movement of people around the world who are already convinced of the need to shift our global systems to just and regenerative outcomes, and who are taking actions in their spheres of control and influence to protect and accelerate these shifts.

Transitions in food, energy and the purpose of business — Forum's three strategic focus areas — are well underway. We see this in the *Responsible Energy Initiative*, a multi-year, multi-country endeavour which aims to facilitate renewable energy transitions that are socially just and ecologically safe. Through *Growing Our Future* — a set of collaborative programmes in the US, UK and India — we are working across food and agricultural systems, and alongside farmers, retailers and others, to support soil health, biodiversity, livelihoods and nutrition. Businesses are also stepping up to collaborate on shared challenges and influence the wider legal and financial systems they are part of. We see this clearly in the ground-breaking *Climate and Health Coalition* where people are openly sharing practices on how to integrate efforts across their operations, products, services, and value chains to deliver co-benefits for both people and planet.

Alongside taking direct action, we need to inspire others through changemaker stories affirming that positive change is not only possible but in need of duplication and scaling. That's why Forum's *Reflections on Impact* report centres learnings from across Forum's network, while our latest *Future of Sustainability* campaign highlights 'Bright Spots' — ideas and initiatives demonstrating transformational change in action and exploring what it all means for creating a better future.

As important to what Forum does is *how* we work — integrating justice and equity into transformational change is key, and 2024 saw us continue to invest in our five practice areas: systemic diagnosis, applied futures, collaboration, innovation and storytelling. Combined in unique ways, these practices are fundamental to Forum's impact.

Elsewhere, last year saw a downturn in transformational strategy work with businesses, as multinationals grappled with ever-more complex regulatory and disclosure requirements. All sectors, across many countries, are now trying to keep up with geopolitical volatility and this will continue to pose challenges that I believe Forum is well-placed to navigate.

As the anthropologist Margaret Mead said: "*Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.*" In spite of the polycrisis, or perhaps because of it, I feel galvanised that this 'small group' — this network of changemakers envisaged by Forum's founders — is focused on just and regenerative outcomes. The movement we are part of has grown substantially over three decades such that now is the time for these 'thoughtful, committed citizens' to act, together. Our strong network of close funders and partners knows the importance of taking systemic approaches and I am incredibly grateful to them for their continued support, without which our work would not be possible.

As Forum's new CEO, I am exceptionally proud of the role that everyone in the Forum team continues to play in harnessing the power of collaboration, in equipping people with the mindsets and skills for taking action, and in co-creating positive visions of hope.



Hannah Pathak
Chief Executive, Forum for the Future
June, 2025



TRUSTEES' REPORT

INTRODUCTION

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2024, which have been prepared in accordance with the requirements of a directors' report, as required under company law, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities, the SORP applicable to charities preparing their accounts in accordance with FRS 102. This report incorporates the Companies Act 2006 strategic report requirements.

FORUM FOR THE FUTURE: AT A GLANCE

Our mission: founded in **1996**, Forum for the Future is focused on accelerating the shift towards a just and regenerative future in which both people and planet thrive.

Our goal
Bringing more than **30** years of experience, we focus on **three** potentially game-changing areas - energy, food and the purpose of business — so that by **2030** we have contributed to deep and urgent transitions:

1. Of our **food system** to enable equitable access to nutrition for all whilst securing sustainable livelihoods for producers and restoring nature.
2. To renewable **energy** that is ecologically safe, socially just and resets the goals of the energy production system.
3. In the role of **business** to drive a just and regenerative economy.



HOW WE WORK

We do this by bringing — and enabling others to adopt — a 'just and regenerative' approach, with **five principles** underpinning our work: **appreciating and focusing on the whole** rather than a narrow set of outcomes; **uncovering potential**; **valuing context**, or, the conditions, history and lived experiences that have shaped today's challenges; **seeing value in difference**, or, valuing the wisdom that comes from a diversity of perspectives; and **adapting as we go**.

We focus this approach on nine specific **'activation areas'** (or **'leverage points'**) where we believe our skills, expertise and experience can have the greatest impact (image 1). These leverage points are also where we believe a **critical mass of influential changemakers** taking transformative action could prove decisive in creating a just and regenerative future:

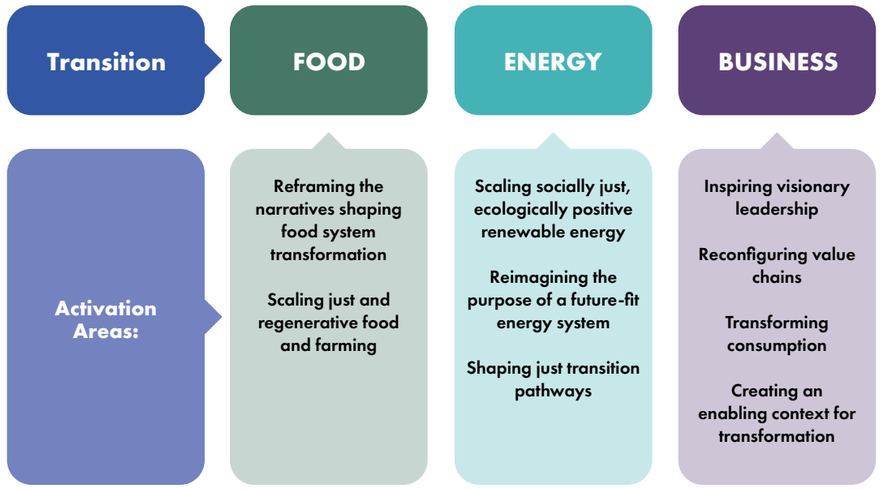


***Image 1**: Forum for the Future aims to influence deep and urgent transitions in how the world produces and consumes food and energy, and in the purpose of business in society and the economy. We focus our efforts on specific 'activation areas' (or 'leverage points') where we believe our skills and experience can add real and unique value in pursuit of a just and regenerative future.*

GAUGING IMPACT: THREE OUTCOMES

We gauge our impact based on demonstrating progress against three outcomes. These are what we feel we specifically influence and contribute to:

- **Changing hearts and minds**. Everything we do enables people to think, feel and act differently and in line with just and regenerative approaches.
- **Unlocking organisational action**. It is here we enable changemakers to go on to influence their organisation's purpose or strategic focus areas, and to shift their ways of working.
- **Supporting wider change**. By building communities capable of taking — and advocating for — just and regenerative approaches, and by enabling these communities to work together, we believe we can create a tipping point for transformation. One at which a new normal emerges and the goals of our energy, food and market systems have shifted to put people and planet first.

Working out of India, Southeast Asia, the UK and US, we use a mix of five 'practices' (collaboration, applied futures, systemic diagnosis, storytelling and innovation) and live by our values — being courageous, adaptive, empathetic, inquisitive, playful and respectful in all that we do.

OBJECTIVES AND ACTIVITIES

SUMMARY OF MEMORANDUM AND ARTICLES OF ASSOCIATION

As a charity, Forum for the Future is required to operate in line with its memorandum and articles of association and to demonstrate public benefit from its activities. This section sets out how it fulfils that duty.

PUBLIC BENEFIT

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of Forum and planning its future activities. The Trustees confirm that they have complied with the duty in section four of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining how planned activities will contribute to the aims and objectives that have been set.

Forum for the Future in the UK is a registered educational and sustainable development charity, and a company limited by guarantee and not having share capital. Its governing documents are the Memorandum and Articles of Association. Its 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 interrelationship 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;
  - Relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
  - Promotion of sustainable means of achieving economic growth and regeneration.

Forum's work provides direct public benefit by catalysing solutions to complex global challenges. This happens through our collaborative projects which bring together stakeholders from different sectors to discuss strategic responses to challenges, as well as to develop common methodologies and approaches.

We also work with organisations in the private and public sectors to help them provide public benefit, by putting sustainability at the heart of their strategies and developing products and services that are environmentally sound, economically viable and socially just. And we educate people to make those changes, improving capacity for the organisations they deal with to provide public benefit.

Forum also aims to benefit the public by providing information about the path to a sustainable future. We communicate widely about our work through free events, free publications, our website, our annual Future of *Sustainability* campaign, and our digital platforms. It's here we share 'sensemaking' analysis and thought leadership based on project learnings. We amplify resources that we recommend. We also strive for coverage of our projects in media across the globe as another way of sharing our work and influencing the sustainability narrative.

Forum has continued to deliver against these charitable objects in 2024.



SUMMARY OF ACTIVITIES AND ACHIEVEMENTS IN 2024

Forum is working with its partners and funders to influence three potentially game-changing transitions: how we think about, produce, consume and value both **food** and **energy**, and how we transform the **purpose of business** in society and our economy. As part of this, we are helping to **reimagine the future** while also building the capacity for **systems change** for sustainability through the School of System Change. Here, we summarise a few of our key activities and achievements in 2024 for these five areas.



1. SHAPING THE PURPOSE OF BUSINESS IN SOCIETY AND THE ECONOMY

Business leadership and innovation has become critical in determining whether we will be successful in creating a just and regenerative future — yet demonstrating that leadership has never been harder.

Amid escalating geopolitical tensions, volatile economies, compliance rollbacks, and changing societal expectations, many business leaders are wondering where to focus. But with challenge comes opportunity and despite (even because of) what is now a deeply challenging operating context, some trailblazing businesses are stepping up to shift why and how they operate.

THE OPPORTUNITY: A BUSINESS RESET

Forum was founded in 1996 on the belief that businesses can be a force for good. Today, we're doubling down on that belief.

Progress has been promising, but it's not yet adding up. A narrow focus on short-term profit maximisation is putting the longer-term viability and prosperity of our planet, our society and so businesses themselves at risk. There are countless examples of sustainability 'solutions' — from slightly more sustainable products and sustainable innovations to ESG ratings — but most fail to tackle the root causes of the issues they aim to resolve, while reinforcing the status quo and legitimising inaction which keeps us on route to climate catastrophe.

It's time for businesses to reset. 'Doing less harm' or even being slightly 'net positive' will no longer be enough. What's needed is a wholescale transformation. And that starts with asking a very fundamental question: what is the purpose of business in our society and economy?

OUR VISION: JUST AND REGENERATIVE BUSINESS ADVOCATING FOR PEOPLE AND PLANET

At Forum, we're challenging norms. We believe mainstream expectations about the purpose of business in society and the economy must fundamentally change. Profiting from the exploitation of our planet and its people must become unacceptable, while caring for the long-term health of the people and places that a company impacts, must become the expected norm. We call this a just and regenerative mindset and believe it should be at the heart of running any business (see image 2).

This means a business first transforming its own direct operations — spanning both 'softer' elements such as leadership, culture and communication and 'harder' aspects such as structure, strategy and the policies used to guide decision-making and budgeting.

It's then about indirect impacts and sphere of control. Businesses should look across entire value chains for opportunities to innovate — from procurement policies and supporting supplier resilience, to finding new ways of enabling customers to enjoy healthier, happier and more sustainable lifestyles.

Lastly, it's about sphere of influence; a business looking beyond its value chain to the wider operating context. How can business transparency and accountability mechanisms be designed to create transformational rather than incremental change? How can business influence our international financial architecture to evolve so that our economy promotes, not hinders, just and regenerative efforts? What are the key advocacy asks businesses should be making of policymakers to enable a level playing field of strong and fair regulation that supports just and regenerative outcomes?



***Image 2**: A business looking to adopt a just and regenerative mindset will consider not only factors within its immediate sphere of control but those within its broader spheres of interest and influence.*

A VISION FOR THE FUTURE

Underpinning all of this is the need to reimagine how the economy works. Businesses themselves will be the decisive factors in accelerating a shift from an economic system built on extraction, exploitation and short-termism to one that prioritises the health and wellbeing of everyone and the planet we depend upon.

SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have contributed towards a shift away from short-term profit maximisation, toward business as a driver of long-term prosperity and wellbeing for people and planet. To do this, we are focused on four areas where we believe our skills, expertise and experience can make a real difference:

1. **Inspiring visionary leadership**. This involves supporting ambitious businesses to adopt a just and regenerative mindset, define their changemaking purpose and understand what's needed to truly embed, live and deliver purpose-led change.
2. **Reconfiguring value chains**. The 2020s are calling for a shift from just focusing on cost and efficiency to creating and distributing value more equitably, within planetary boundaries and in ways that restore ecosystem health. So, what could fit-for-the-future value chain models look like?
3. **Creating a 'catalytic context'**. How can both business and non-business actors use their influence to shape the broader enabling context in which they operate? Collectively, how can we create a context that *supports* business transformation, rather than locking in the status quo?
4. **Transforming consumption**. There's an urgent need to reimagine how and why we consume goods and services. How can we all enjoy a good life that meets our needs and ensures our wellbeing within planetary boundaries?

PROGRAMME HIGHLIGHTS

INSPIRING VISIONARY LEADERSHIP

A new iteration of the *Business Transformation Compass* to inspire and educate changemakers

Today's business environment is one of constant disruption. Yet with uncertainty comes the opportunity to lead and that starts with understanding *how*.

In partnership with **Bentley Environmental Foundation**, Forum has built on the foundations of 2021's ground-breaking *'Business Transformation Compass' (BTC)* to develop an even more practical guide to help businesses navigate complexity and take meaningful action toward a prosperous, fairer, thriving future.

The *'BTC 2.0'* offers an alternative to traditional ESG approaches that too often focus on single issues, leading to fragmented strategies that struggle to deliver lasting change and lasting business value. Based on new desktop research and wide-ranging stakeholder interviews carried out through 2024, the *BTC 2.0* showcases what 'just and regenerative' approaches actually look like and grounds these insights in clear guidance on how to embed them into functions from procurement and marketing to HR, corporate affairs and finance.

The *BTC 2.0* also focuses on how just and regenerative approaches can be used to tackle eight key issues: climate change, nature and biodiversity, natural resource and land management, providing decent work, governance, human rights and health. Crucially, the resource is set to fill a gap in the market for practical tools that inspire and educate businesses on how to translate leadership potential into action.

"Bentley has been providing extraordinary luxury experiences for our customers since 1919, and like many other global businesses we still have much to learn about how we can contribute to a more sustainable future. This is why we are incredibly proud of our partnership with Forum for the Future where we hope the BTC 2.0 will inspire and educate organisations across the world on ways to adopt a just and regenerative mindset."

Wayne Bruce, Chief Communications and D&I Officer, Bentley Motors

Working with Wates Group to shape its 2035 strategy

The built environment sector has struggled to keep up with the pace of change around sustainability, leaving it ill-suited for modern times and vulnerable to existential threats such as the evolving regulatory and political landscape, escalating climate and nature crises, rising inequality, and a lack of diversity.

Against this backdrop and following the launch of its new Purpose and completion of an ambitious 10-year corporate strategy, **Wates Group** collaborated with Forum through 2024 to develop a clear and stretching corporate sustainability strategy to be implemented through 2035. The new Wates' strategy needed to respond to shifting stakeholder expectations, external pressures and internal needs. It also needed to help enable Wates Group to stand out by demonstrating a visionary and credible leadership position that can drive lasting, systemic change within the sector.

Bringing a unique blend of three of our five practices — futures; collaboration; systemic diagnosis and strategy — Forum designed a highly consultative strategy development process. This explored wide-ranging trends and insights and their potential implications on Wates' operational context. Through research and engagement, we collectively agreed on those of most relevance and how Wates' strategy can best respond.

"It's very easy for us to get really siloed. However, you [Forum] are experts, and you have a systems perspective, to which you kept bringing us back, and which was invaluable in the process. I don't believe that we would have achieved the same result if we had gone with an alternative organisation."

Cressida Curtis, Group Sustainability Director, Wates Group



RECONFIGURING VALUE CHAINS

Enabling Systemic Circularity in Fashion

Under pressure to tackle its ecological and social footprint, the fashion industry is introducing various circular innovations to reduce resources, waste and overall impact on the environment. While significant resources are being spent on researching and implementing technological solutions, far less is invested in understanding the conditions that either enable or prevent innovations to scale and achieve their full potential.

Enabling Systemic Circularity in Fashion (ESCF) is a pre-competitive initiative led by Forum to convene leading brands, retailers, suppliers and manufacturers to support the reconfiguring of textile and fashion value chains away from the current linear, extractive model to one that is fair, responsible and regenerative. Its first phase, which ran from July 2023 – December 2024, aimed to:

1. **Identify and deepen understanding** of the systemic factors that either support circular innovations or hinder them from scaling;
2. **Conceptualise three non-technical innovations** with the potential to unlock systemic barriers within the value chain; and
3. **Model new ways of collaboration** within value chain partners that enable complex and sensitive issues to be heard in an open, inclusive manner.

Insights from *ESCF's* first phase are captured in its final report, with work building on Forum's earlier textile and fashion programmes: *Circular Leap Asia*, *Cotton 2040* and *Tackling Microfibres at Source*.

"The industry is in need of visioning to collaborate for collective action. Value chain actors share similar goals but face systemic issues and hurdles. There is a need for more industry alignment over shared challenges and building a roadmap to overcome them. Forum for the Future has the ability to convene partners for collaboration and provide the tools that enable this."

Carrie Freiman, Senior Director of Sustainability, Reformation

CREATING A 'CATALYTIC CONTEXT'

Businesses influencing the bigger picture for climate and health

In 2021, Forum and leading healthcare businesses, **Bayer**, **Bristol Myers Squibb**, **Bupa**, **Haleon**, **Reckitt** and **Walgreens Boots Alliance** created the groundbreaking ***Climate & Health Coalition*** to mobilise and equip the private sector to shift business practices towards positive climate and health impacts. Since 2021, the Coalition has grown to include **13** corporate partners and **17** non-profit associate partners from a range of sectors and regions.

2024 saw the expansion of the Coalition beyond healthcare to engage food, drink and agriculture industries. **Carlsberg Britvic**, **SIG** and **Waitrose** joined a new Food Cluster and together we launched a dedicated toolkit for food retailers, producers, manufacturers, agricultural businesses and food packaging and logistics companies to take organisational action on the climate and health crisis. Freely available to download, the toolkit is intended for decision-makers. It helps leaders understand their organisation's 'sustainability start point' and business case for action, while also providing practical guidance tailored to different stages — from those only just starting out on climate and health to those deeply accelerating their impact.

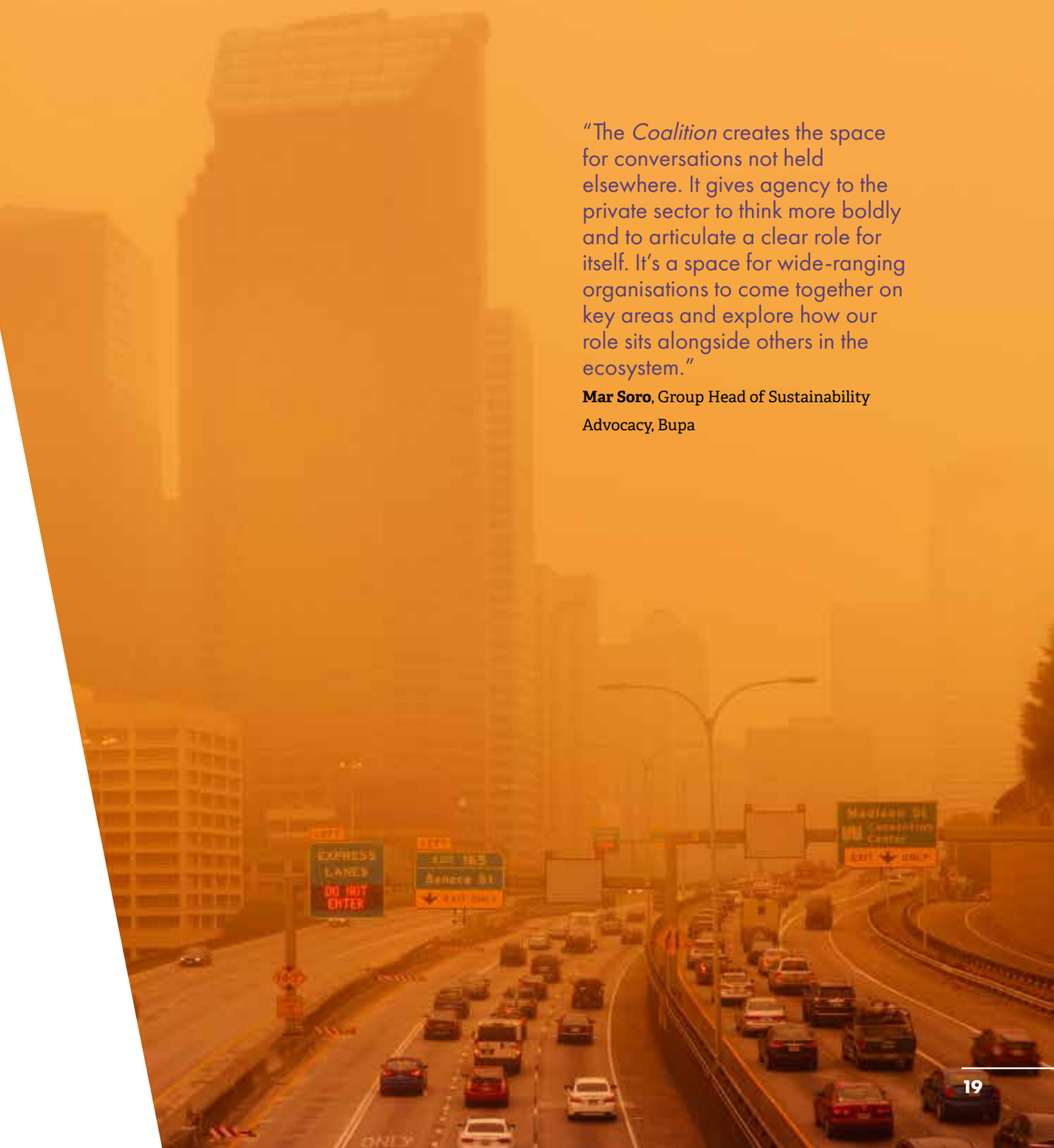
In addition, the Coalition continued to publish thought-leading resources while participating in cross-sector collaborations and global events. Highlights included collaborating with the **Clean Air Fund** and **iovoli Pharmaceutical Consulting** on the *Policy as a Route to Cleaner Air* report; joining the **World Health Organization's** *Alliance for Transformative Action on Climate and Health*; and participating in global events at Climate Week NYC and COP29.

"At Waitrose, we recognise the deep connection between how we produce food, the health of our planet, and the wellbeing of our customers. We are delighted to announce that we are joining the *Climate & Health* Food Cluster as we are a supermarket passionate about sharing our learnings in driving healthier, more sustainable diets and affecting meaningful change."

Marija Rompani, Director of Ethics & Sustainability, John Lewis Partnership

"The *Coalition* creates the space for conversations not held elsewhere. It gives agency to the private sector to think more boldly and to articulate a clear role for itself. It's a space for wide-ranging organisations to come together on key areas and explore how our role sits alongside others in the ecosystem."

Mar Soro, Group Head of Sustainability Advocacy, Bupa





2. SHAPING THE ENERGY TRANSITION

It is impossible to imagine sustaining how we live and work without energy.

But right now, our energy system continues to rely on the burning of fossil fuels, emitting huge amounts of greenhouse gases that are radically warming and destabilising our climate. We're seeing more extreme weather events, rain patterns are changing, and sea levels are rising as a result.

Beyond climate impacts, millions of people around the world are denied affordable access to sufficient and sustainable energy. The global energy market is increasingly reeling from shocks, with huge societal and economic consequences. And as old sectors make way for new — not least the shift from coal, oil and gas to renewables — we run the risk of millions being left behind.

That means we need to rapidly transition from an energy system that has for too long prioritised centralised, mass access to primarily fossil fuel-based energy to one that is fit-for-purpose in the 21st century and beyond.

Promisingly, the world is responding, but are the changes we're seeing enough?

The energy transition will either be deep, deliberate and urgent, tackling the root causes of the challenges we face, including the inequity and extractive nature of the system. Or it will fall short, with 'solutions' addressing specific problems in isolation, going neither far enough nor fast enough, while simultaneously risking unintended consequences.

A VISION FOR THE FUTURE OF ENERGY

Forum's vision is an energy system that: is radically decarbonised and resilient in a rapidly changing world; depends wholly on renewables and/or other carbon-neutral sources; actively engages those who produce, trade and consume energy in the sector's development; prioritises universal energy access by providing affordable, reliable, ecologically safe and human-rights respecting energy.

SO WHERE IS FORUM FOCUSING?

By 2030, we want to have enabled a socially just and ecologically safe transition to a renewable energy system that works for people and the planet. That means focusing on three areas where we believe our skills, expertise and experience can make a real difference:

1. Working with people across a spectrum of markets and sectors to enable the **scaling of socially just, ecologically positive renewable energy**.
2. **Reimagining the purpose** of a future-fit energy system. If the energy industry is to *genuinely* reflect and serve the needs and expectations of communities, what needs to change?
3. Working with energy actors to **shape just transition pathways**, including consideration of whether and how to develop transition fuels and solutions as part of long-term decarbonisation, and how to exit in ways that serve long-term just and regenerative goals.

PROGRAMME HIGHLIGHTS

SCALING OF SAFE AND JUST RENEWABLES

The *Responsible Energy Initiative* launches in the Philippines

The *Responsible Energy Initiative Philippines (REI Philippines)* officially launched in January 2024, the inaugural International Day of Clean Energy. In its industry-wide case for action report, *REI Philippines* called for stronger collaboration across the renewable energy sector to integrate policies, practices, norms and behaviours that will allow the sector to anticipate and respond to its ecological and social impacts. Its launch event brought together close to 100 representatives from industry, finance, civil society and policymakers.

REI Philippines is led by a steering committee that includes the **Business & Human Rights Resource Centre**, the **Center for Empowerment, Innovation and Training on Renewable Energy (CentRE)**, **Friedrich-Ebert-Stiftung Philippines**, **Forum for the Future**, the **Institute for Climate and Sustainable Cities** and **Oxfam Pilipinas**. It is the second inquiry of the *Responsible Energy Initiative*, with the first running in India.

Since its official launch, *REI Philippines* has gone on to convene stakeholders across the renewable energy sector in the Philippines — a cohort that includes renewable energy developers, manufacturers, financiers, procurers, policymakers, CSOs and philanthropies — to co-develop an industry-wide shared vision, and to identify the actions needed to get there.

"On this International Day of Clean Energy, let's highlight the need to find solutions and set forth an equitable energy agenda that will benefit our future generations. Let's transition not only to renewable energy but also to responsible energy."

Hon. Senator Risa Hontiveros, who delivered the keynote address at the launch of *REI Philippines*



Meanwhile, the *Responsible Energy Initiative* in India looks to scale

In 2024, *REI India* focused on scaling impact through a newly-developed 2024 – 26 strategy, which was finalised with input from all consortium partners (**Forum for the Future; World Resources Institute India; The Energy and Resources Institute; Council on Energy, Environment and Water; Climate Group; Consensus Building Institute; Landesa; Business & Human Rights Resource Centre**). The scale-up strategy looks to mainstream responsible renewable energy (RE) practices, norms, and policies in India, and is built on three strategic pillars:

1. **Define, adopt and demonstrate**, which looks to ensure a clear, systemic and detailed definition of responsible RE, providing a common framework for the sector.
2. **People-centric business models**, which focuses on designing business models that place people — including local communities, workers and stakeholders — at the centre of RE development.
3. **Circular value chains**, which focuses on embedding circularity at a relatively early stage to encourage sustainable resource use and waste reduction as the sector expands.

The strength of *REI India* lies in its strong relationships with industry organisations, supported by deep expertise and systemic thinking across areas such as land, policy, regulations, markets, innovations, investment, and finance. This strength is reflected in the ongoing set of catalytic projects that are driving momentum and informing the sector on key challenges and opportunities.

Led by Forum for the Future and in partnership with **Dalberg**, the ***Investor Playbook*** guides investors and banks in enabling responsible finance for the renewable energy sector. Developed with inputs from financial and energy stakeholders, the first phase of the project highlighted how most financiers still view RE as inherently sustainable. It found promising signs of rising awareness of the importance of ESG within investing, yet a gap in knowledge and incentives to go beyond considering the basics of social and environmental risk in all but a few pioneers. Phase 2 of playbook development seeks to respond to these gaps to enable investors to drive responsible RE practices.

"Together with the Forum of the Future, we co-developed the foundational phase of a practical and impact-driven playbook to guide responsible investment in renewable energy in India. Given the massive, expected expansion of renewable energy in India, this is super important to ensure that the investments made deliver on renewable energy charting the most sustainable path. Grounded in investor-led and shared insights, we established a clear definition of what responsible investment entails and mapped the diverse positions investors can occupy along this journey to help them envision where they are and where they can get to. It sets the stage for the next phase, which will focus on translating these principles into actionable strategies, case studies, and implementation tools."

Vismit Bansal, Associate Partner, Dalberg

Other catalytic efforts by *REI* partners include a guidebook for developers to track and minimise social risks, a framework for procurers to align sourcing with social and ecological principles, research on agrivoltaics (Agri-PV) for multiple land use, and a circularity innovation challenge.

REI India helps strengthen the narrative for responsible RE

Responsible RE is gaining traction among stakeholders who recognise the need for a just and regenerative energy transition. However, without clear communication of responsible RE's ambition, it risks being confused with the prevailing mindset of developing RE 'fast' and 'at all costs.' To address this and strengthen the narrative for responsible RE, the *REI India* initiative:

- Built a robust communication strategy to ensure we articulate the programme's ambition to key stakeholders and the broader public.
- Collaborated with key media title *India Development Review* (IDR) on a special series to expand the field of knowledge on responsible RE.
- Organised the Responsible Renewable Energy Summit 2024, in partnership with the **National Solar Energy Federation of India**. In its second edition, the Summit brought together renewable energy experts, sector leaders, policymakers, innovators and civil society representatives to discuss practical solutions for scaling responsible RE practices. Discussions explored critical challenges, such as responsible sourcing of materials, maximising environmental benefits, enhancing supply chain transparency, integrating responsible practices across project lifecycles, and ensuring equitable socioeconomic benefits from India's renewable energy transition.
- Has profiled key energy changemakers through its YouTube interview series, *Responsible Energy Voices*. The series features in-depth conversations with industry leaders, policymakers, innovators, and civil society representatives and offers valuable insights into the expertise, experiences, and visions shaping the future of responsible RE in India.

"Traditionally, responsible investing and commercial investing have been viewed as mutually exclusive. However, growing evidence suggests that responsible practices can enhance financial returns in the long run."

Harsh Singhal, Partner at ProserETE, speaking at the Responsible Renewable Energy Summit 2024





3. SHAPING THE FOOD TRANSITION

Food is at the heart of many of the world's environmental, social and economic challenges. The issues — from soil health to public health and how to sustain a growing global population on finite resources — are complex and cannot be solved in isolation. As it stands, the way we produce, consume and value food is pushing the planet and its systems beyond their limits.

So how do we ensure we produce enough safe, nutritious and affordable food for everyone in sustainable ways? And are promising developments — from more plant-based eating to reimagined value chains — going far enough, fast enough?

A VISION FOR THE FUTURE OF FOOD

The food system is at a crossroads. Its transition will either be deep and urgent — tackling the root causes of human malnutrition and environmental and social degradation — or it will fall short, with short-term solutions that address specific problems in isolation.

At Forum, we believe we need a socially just and ecologically safe shift to a food system fit for a radically different future. A food system that optimises for people and the planet, balancing health and nutritional outcomes with restoration of the ecosystems and farming livelihoods on which we all depend.

This must be underpinned by both climate mitigation and adaptation practices, with a focus on mainstreaming regenerative agriculture, enhancing resilience and transforming supply chains.

SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have enabled a systemic, urgent transition in our food system to fulfil the needs of diets, livelihoods and land.

To do this, we are focused on two areas where we believe our skills, expertise and experience can make the greatest difference:

1. **Scaling just and regenerative food supply**. By forming new collaborations and building shared visions throughout the value chain we can unblock barriers and enable the scaling of regenerative agriculture.
2. **Reframing food narratives**. The way we think and therefore act in our food system must explicitly centre people at both an individual and whole population level.

PROGRAMME HIGHLIGHTS

SCALING JUST AND REGENERATIVE FOOD SUPPLY

Growing our Future US: innovative pilots, thought leadership and influencing policy

Agriculture accounts for 11.2% of greenhouse gas emissions annually in the US, while contributing to soil erosion and water contamination. Meanwhile, farmers struggle to survive the pressures of inflation and increasing challenges arising from erratic weather patterns. Through *Growing our Future US*, Forum aims to deepen and accelerate a just transition to regenerative agriculture that recognises that ecological and socioeconomic outcomes are interrelated and enables farming communities to thrive.

Highlights of *Growing our Future US* in 2024 included:

1. Publishing an insights report on phase one of Forum's innovative regenerative cotton pilot. Delivered in partnership with the **Ecosystem Services Market Consortium (ESMC)**, this initiative represents the first-of-its-kind application of a regenerative protocol to US cotton. It will continue in phase two, timed to coincide with the 2026/2027 growing season.
2. Contributing thought leadership, such as this op-ed published in Ambrook Research, to influence a nation-wide discussion on defining "regenerative" amid state-level initiatives to codify it. Forum's contributions advocate a holistic approach to the regenerative transition which accounts for impacts on farmers, ranchers, and farmworkers as well as nature.
3. Influencing policy to incentivise regenerative sourcing among food and beverage companies in the state of Colorado – one of the first such initiatives in the nation. Alongside our partners, Forum worked with state Senators to inform a bill to be introduced in the 2026 legislative session.
4. Maintaining a thriving collaborative platform – the hub of *Growing our Future US* – alongside an expert Advisory Council, which comprises leading practitioners and thinkers from across food and agriculture.

"Across India, the UK, and the US, GoF is influencing mainstream organisations. We see this in new and more diverse partnerships, stronger internal strategies and public messaging in support of just and regenerative outcomes, and deeper investment in producers and communities."

LaKisha Odom, Ph.D. Scientific Program Director, Foundation for Food & Agriculture Research





Growing our Future UK: exploring routes to market, middle actors, and the futures of UK orchards and dairy

Agriculture in the UK faces multiple challenges including new weather patterns and declining biodiversity, new post-Brexit support structures, turbulent markets, changing public attitudes, and increased supply-chain scrutiny. Forum's UK food team is delivering a suite of programmes that seek to address the systemic causes of these issues and build a more thriving and resilient UK food sector.

In 2024, Forum focused on four workstreams within its innovative *Growing Our Future UK* programme:

1. '*Routes to Market*' convened industry stakeholders at a series of futures workshops to understand what is needed for regeneratively grown produce to be sold in the UK at scale. The sessions led to action plans for individual organisations to support this shift and begin building the collaborations needed to make it happen.
2. Our '*Middle Actors*' work aims to engage processors within the UK fruit and vegetable industry and in 2024 brought together wide-ranging businesses to co-create a vision for a regenerative future.
3. '*Future of Orchard Fruit*' launched, engaging conventional, heritage and community orchard stakeholders in a diagnosis of the UK top fruit sector. This innovative programme is set to continue in 2025 with the creation and dissemination of recommendations and stories from the sector, for the sector.
4. The '*Future of UK Dairy*' also kicked off with a diagnosis of the challenges and opportunities emerging through a place-based approach taken in Devon, England. Uniquely bringing together local stakeholders, we've created a shared diagnosis of the challenges facing the UK dairy industry and have planned three areas of work to develop in 2025.

"*Growing our Future* does a great job fostering relationships across an industry, which sows the seeds for support networks and collaboration to drive the change we need to see. For me, the programme not only takes people out of their "day jobs" to inspire them to imagine a regenerative, thriving world, but importantly connects them with peers to help make it happen."

Peter Wortsman, Partner at European Food and Farming Partnerships (EFFP)

"The *Growing our Future* workstream on 'Routes to Market' has provided a clear and coherent framing of the challenges and opportunities to get regeneratively grown produce to market at scale. It has been valuable being part of a process of exploration that has been facilitated in such an articulate way, providing food for thought, both capturing discussion and moving it forward between sessions."

Jenny Rouquette, Partnership Lead, Shropshire Good Food Partnership



Growing our Future India: shaping a resilient, inclusive and sustainable agricultural future in Madhya Pradesh

India faces complex challenges, from feeding a growing population to tackling malnutrition. With agriculture providing livelihoods to 42.3% of the population, transitioning to sustainable farming practices that are resource-efficient, regenerative and equitable is essential to decoupling economic growth from environmental degradation.

As a leading agricultural state, Madhya Pradesh (MP) plays a pivotal role and is the focus of Forum's *Growing our Future* programme in India. In 2023, the first phase of *Growing Our Future MP* identified six critical barriers to progress — these include underdeveloped infrastructure, the absence of explicit considerations for fairness, justice and equity, and the lack of long-term investment to support long-term transformation.

Building on these insights, the programme's second phase involves working closely with key stakeholders to identify the enabling conditions necessary for farmers to transition to agroecology. Doing this helps us develop context-specific pathways that will accelerate the transformation to a more resilient, inclusive and sustainable agricultural future. 2024 saw us:

1. Carry out a review of existing policies, practices, and systemic challenges in Madhya Pradesh to map the current enabling conditions and gaps in agricultural transition.
2. Host virtual discussions with key stakeholders to refine project objectives and explore enabling conditions in three critical areas: bio-inputs, markets, and data.
3. Conduct interviews with Farmer Producer Organisations, Women Self-Help Groups and NGO partners in Chhindwara, Harda, Pandhurna, and Sehore districts — providing valuable insights.

REFRAMING FOOD NARRATIVES

Agroecology, Southeast Asia's protein transition, and the role of finance

Southeast Asia is one of the world's most vulnerable regions when it comes to the impacts of climate change and natural disasters. That's why applying agroecological approaches to its food transition could make a significant difference to its 100million smallholder farmers while delivering co-benefits to people and environment.

2024 saw Forum's *Protein Challenge Southeast Asia* programme collaborate with **GROW Accelerator** to publish a whitepaper titled "*What role can financial actors play in embedding agroecological principles into the protein transition in Southeast Asia?*". The February launch event brought together more than 40 changemakers working at the nexus of food transitions and finance to discuss insights from the report, with a focus on the role of agroecology in Southeast Asia's protein transition, barriers that prevent it from taking root, and how the financial sector can catalyse action.

Protein Challenge Southeast Asia ran from 2021 – 2024. The programme worked with stakeholders across the food system in Southeast Asia, particularly 'Protein Visionaries' — those who look beyond challenges of food security, environmental degradation and GHG emissions in our food system — to set a more ambitious approach towards sustainable protein in the region.

"Forum's *Protein Challenge* Southeast Asia initiative equips innovators to embed systems change approaches into their activities so they support a deep transition towards a resilient, regenerative and socially just food system. This holistic approach helps create the systematic change required to achieve affordable, nutritious, sustainable protein for all."

Food Planet Prize



4. REIMAGINING THE FUTURE

There is no data about the future. But we can shape the future — and that starts with imagining the future we want to see.

Those leading change need to better understand not only *how* to deliver just and regenerative outcomes, but to do so in the face of growing uncertainty and disruption.

To that end, Forum's 'applied futures' work provides provocative and creative thought leadership alongside open-sourced futures materials. We enable changemakers — from aspiring futurists to business practitioners — to explore and grapple with what might be coming; identify risks and opportunities; develop powerful innovations; and ultimately discover where to act for short, medium and long-term success.

PROGRAMME HIGHLIGHTS

The *Future of Sustainability* puts transformational change centre stage

October 2024 saw Forum launch its latest *Future of Sustainability* campaign, which will, over 12 months in the run up to COP30 (November 2025), showcase 30 examples of individuals and / or organisations that are fundamentally reimagining how we live and work.

At a time when environmental progress faces huge challenges and pushbacks, these examples, or 'Bright Spots', bring a much-needed focus on solutions and lessons learned. Each demonstrates one or more of **six characteristics** consistent with transformational change: shifting the goals of our social and economic systems; tackling the root cause(s) of challenges and the past imbalances that created them; cultivating new ways of collaborating; repatterning power dynamics; showing potential to make a difference at scale and in other geographies within five to 10 years; and, lastly, enabling people to develop the skills, expertise and agency to transform how things are currently done.

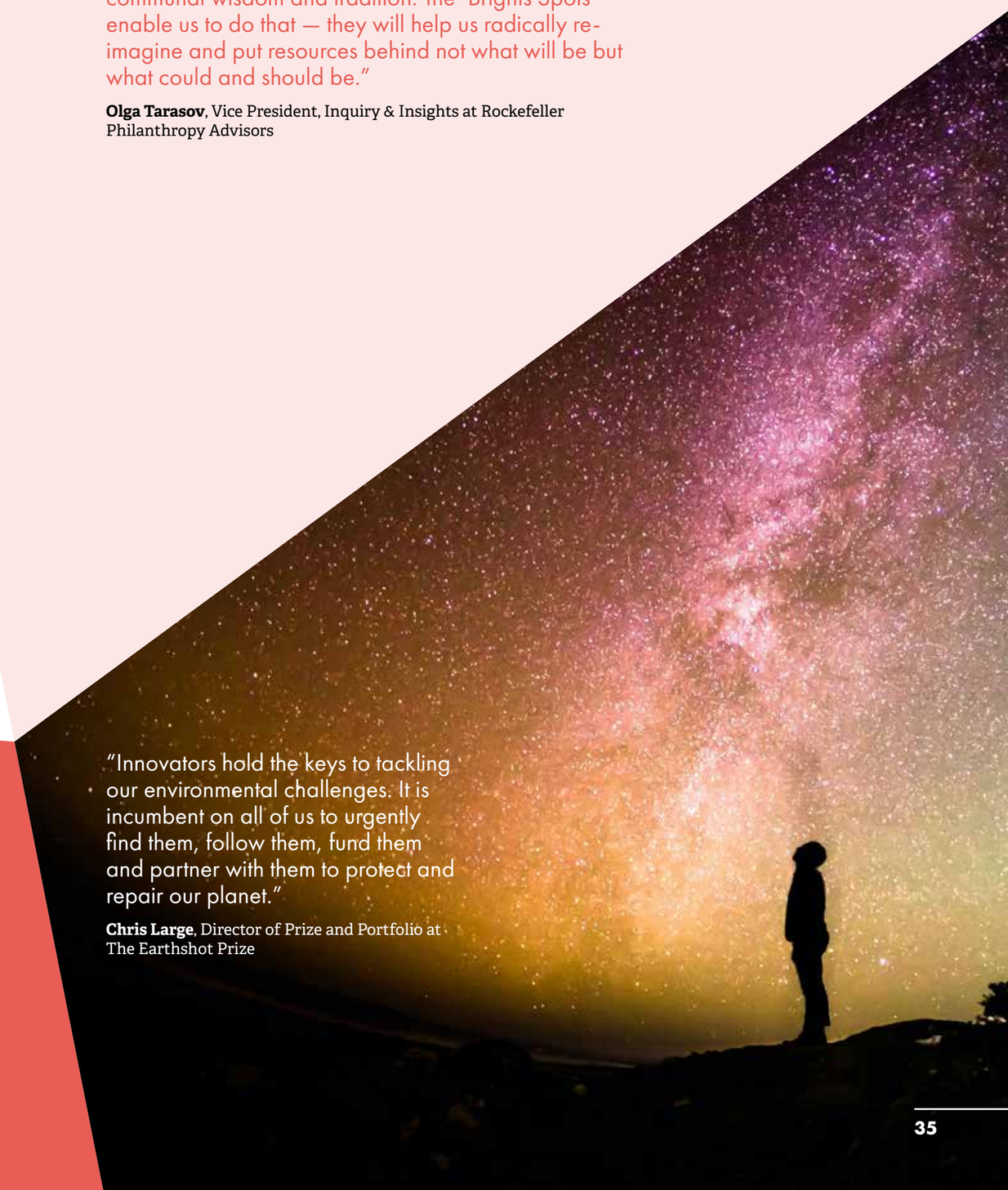
Launched in partnership with **The Earthshot Prize** and **Rockefeller Philanthropy Advisors** and with support from **Trane Technologies**, the campaign is revealing 'Bright Spots' on an ongoing basis, with new insights on their implications for the food, energy and business transitions set for Spring and Autumn 2025.

"The *Future of Sustainability* is showcasing the success stories from which we can learn how transformational change is really created. At Forum, we believe creating a better future starts with believing it can be done — that's why we're putting reimagination centre stage. These 'Bright Spots' are giving us a glimpse of alternative futures and showing us that transformational change is not only possible, but already here."

Dr Sally Uren, Executive Director & Chief Acceleration Officer, Forum for the Future

"The time has come for all of us to act faster, bigger, better, bolder. To do so, we must leverage the collective power of insights and ideas to become not just forward looking but futures focused. We need to envision transformative paths that center perspectives of the Global Majority; perspectives rooted in centuries of communal wisdom and tradition. The 'Brights Spots' enable us to do that — they will help us radically re-imagine and put resources behind not what will be but what could and should be."

Olga Tarasov, Vice President, Inquiry & Insights at Rockefeller Philanthropy Advisors



"Innovators hold the keys to tackling our environmental challenges. It is incumbent on all of us to urgently find them, follow them, fund them and partner with them to protect and repair our planet."

Chris Large, Director of Prize and Portfolio at The Earthshot Prize



SCANNING HORIZONS WITH CLIMATEWORKS

As the 'decade of disruption' gathers pace, many global systems are increasingly vulnerable. So how can businesses, organisations and communities better equip themselves to understand and act in the face of a rapidly changing external landscape? In 2024, Forum extended its partnership with **ClimateWorks Foundation** to co-develop a scanning and sensemaking programme with a focus on critical minerals in the energy transition, global food prices, and the trade issues likely to cause large-scale impact.

This aimed to build internal capacity within ClimateWorks to track 'signals of change' and develop strategic responses. Using signal scanning, an online foresight platform, sensemaking, and interviews with experts in the military, foreign policy and technology, we set out to enable funders to better recognise the emerging signals of change and global trends influencing climate action across Africa, China, India, Latin America, and Southeast Asia. The analysis, set for publication in 2025, provides much-needed insights into the risk landscape for funders looking to develop proactive and flexible strategies in an interdisciplinary and holistic way.

AN INNOVATIVE GAME HELPS WITH COMPLEX DECISION-MAKING

2024 saw Forum work with **Rockefeller Philanthropy Advisors** (RPA) to create an interactive game to help the philanthropic community experience decision-making in complex, uncertain and risky times, as well as practice thinking imaginatively about long-term futures.

This involved gathering insights through a dedicated signal scanning session at RPA's *Futures and Foresight Community of Practice Beehive*, where together we identified current barriers to more futures-oriented strategies and explored the larger macro context of the gaming world. We also surfaced critical issues and uncertainties that formed the content of the game. Following prototyping, the game went into playtesting at forums such as Climate Week NYC and the Dubai Future Forum.

The result is set to be a unique and collaborative piece that challenges players to balance short-term resource allocation with building long-term resilience to unexpected events. The game will catalyse learning among peers and the broader ecosystem and will be made freely available to the public in Summer 2025.



5. THE SCHOOL OF SYSTEM CHANGE

In a world changing faster than we can sometimes keep up with, we need broad and deep systems change. The School of System Change exists to nurture the work of leaders and changemakers who are embracing complexity and learning to navigate change. It collaborates with people to support their learning needs in a variety of ways, whether they are seeking to develop systems change strategies and capacity with their organisation, or want to drive change across an entire system.

Since the beginning of 2023, the School has been operating strategically independently to Forum, while being hosted by Forum through its governance and financial structures and collaborating on shared programmes. 2024 saw the School focus on broadening its reach, publishing compelling resources, creating collaborative and bespoke learning spaces, and leading the way in an ever-changing field.





PROGRAMME HIGHLIGHTS

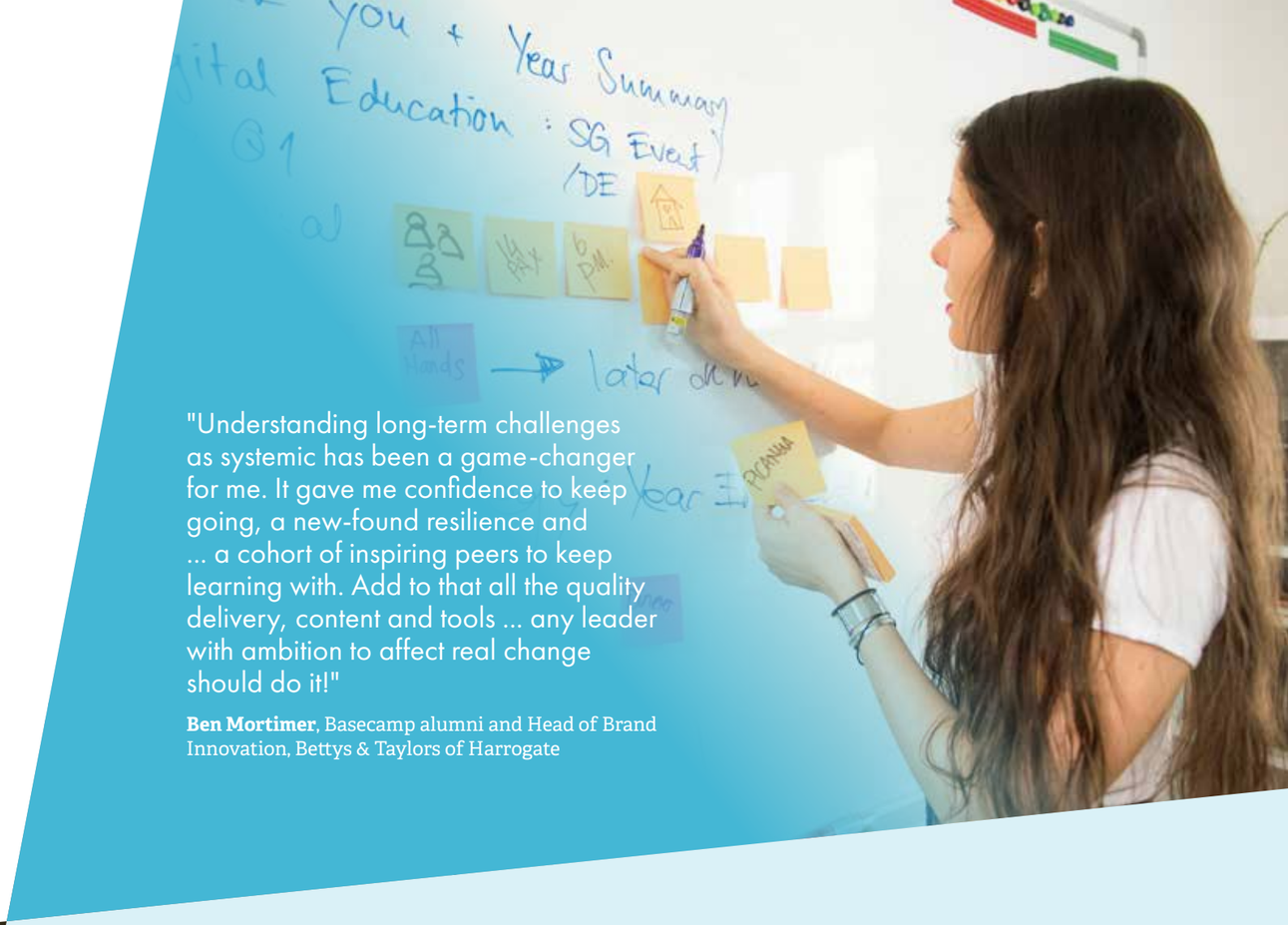
BROADENING REACH

In 2024 the School delivered courses and sessions to more than **680** changemakers from the non-profit, social enterprise, government, business, philanthropy and consultancy worlds — and across multiple sectors including health, climate and finance. This was possible thanks to the School's long-standing open course offerings (such as the five-week *Delta: introduction to systems change* and the seven-month foundational *Basecamp* courses) as well as by diversifying its offers to reach specific audiences and on different areas of practice — such as monitoring, evaluation and learning for systems change. Bespoke learning and practice programmes for partner organisations and networks in different sectors were also created.

TENDING TO THE SOIL: HANDBOOKS AND LEARNING COMMONS

With the support of **Cisco Foundation**, the School published its **systems change learning handbook**, capturing the bedrock of its approach. The handbook comprehensively documents how the School designs and delivers systems change learning and shares its 'multi-method' approach. The handbook also encompasses learning and facilitation packs bringing together framings, methods, resources and assets to support facilitators to adapt the design in their own unique contexts.

The work formed part of the School's 'learning commons', a collection of learning spaces and resources within the School's ecosystem that supports systems change practice and learning. 2024 saw the contributor network grow to **86** with broader engagement across disciplines, geographies and experiences.



"Understanding long-term challenges as systemic has been a game-changer for me. It gave me confidence to keep going, a new-found resilience and ... a cohort of inspiring peers to keep learning with. Add to that all the quality delivery, content and tools ... any leader with ambition to affect real change should do it!"

Ben Mortimer, Basecamp alumni and Head of Brand Innovation, Bettys & Taylors of Harrogate



LEADING THE WAY

The School continued to lead in the field of systems change with cutting edge offerings such as the *Learning and Practice Series in Monitoring, Evaluation and Learning*. This explored how changemakers can better understand their contribution to systems change. Elsewhere, the School's *Seedling Series* of mini-courses are helping address cutting edge issues and practices needed for change, such as storytelling, deep democracy and polarisation, futures thinking and inner work.

"I'm leaving [the School's courses] with concrete tools and plans, rich insights about myself and my role, deeper relationships, and appreciation for so many people who are doing such diverse and meaningful work."

Debra Erenberg, Basecamp alumni and Strategic Director, Cancer Free Economy Network

PLANS FOR THE FUTURE

In 2025 we intend to focus on maximising and better communicating our impact while expanding our work in energy, food, and the purpose of business. This will be enabled by three priorities:

1. Building **financial resilience to enable us to invest** by growing free reserves and building a strong income pipeline.
2. Focusing on our **alternative futures** work as a way of understanding and navigating current geopolitical and economic turbulence, and the implications of growing volatility for Forum and our partners.
3. Continuing to test and **validate that our approach is working**. This will include further refinement of our theory of change (see image 3), making use of an Impact Framework, and building on 2025's publication of Forum's inaugural Impact Report. Quantitative and qualitative insights will help inform strategic decisions, especially as Forum's 30th anniversary approaches — a natural inflection point to assess our contribution.



Sphere of interest:
What we are concerned about but can't directly affect

Vision	**A just and regenerative future** in which every living being can thrive
Goal	By 2030, **deep and urgent transitions** are underway with game-changing potential to transform how and why businesses operate, and how we produce and consume food and energy

Sphere of influence:
What we can affect but not directly control

Outcomes	**Support wider change** - The potential of a growing, connected network of changemakers is unlocked - bringing deep and urgent approaches to change and creating a tipping point that shifts the trajectory of each transition

Acting at key leverage points (or 'Activation Areas') to...

	Change individual hearts and minds Changemakers buy into and take just and regenerative approaches
	Unlock organisational action Changemakers begin rewiring their organisation toward just and regenerative outcomes

Sphere of control:
What we can directly control

Outputs	Long-term **one-to-one partnerships** and **multi-sector, multi-stakeholder collaborations**
Our activities	A unique blend of **five practices** (systemic diagnosis and strategy; futures; design and innovation; collaboration; storytelling) create the space for different perspectives to get heard
Our approach	A **just and regenerative** approach

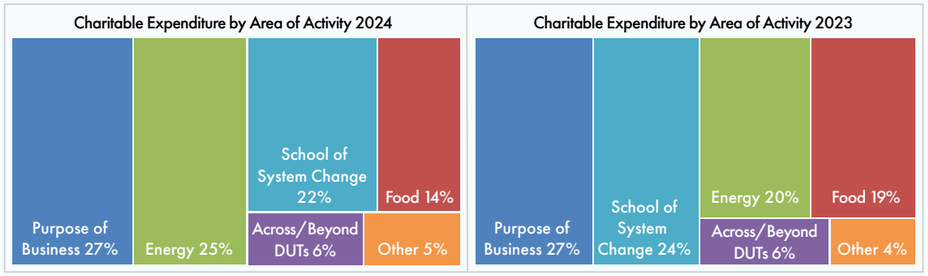
***Image 3: Forum's theory of change**, reflecting how our just and regenerative approach ladders up to influencing what changemakers think, feel and do when it comes to creating a just and regenerative future in which we have transformed how and why businesses operate, and how we produce and consume food and energy.*

FINANCIAL REVIEW

In 2024, Forum's headline income decreased to £6.6m (2023: £6.9m).

Forum's income includes substantial grant funding, which, in line with SORP accounting requirements, is often recognised in advance of expenditure and carried forward as a restricted fund. The timing of these grants is a significant cause of variance in year-to year income. If we were to remove this early recognition of grant funding in 2024 and 2023, the underlying performance for Forum shows income growing 1% from the prior year (2023: 0%). This second year of broadly flat underlying income reflects the challenging funding environment for corporate income, in part due to the continued shift towards corporates focusing on near-term sustainability reporting requirements rather than longer-term strategy.

Expenditure was broadly in-line with the prior year at £6.6m (2023: £6.4m), reflecting the flat underlying income. The following charts show our charitable expenditure split across our areas of focus.



The unrestricted surplus/(deficit) is the key bottom line, and in 2024 Forum's deficit was £281,000 (2023: £290,000 deficit). This reflects underlying income not growing in-line with our expectations.

The restricted surplus of £243,000 (2023: £665,000 surplus) reflects the timing of recognition of grant income, whilst also reflecting some success in building our philanthropic funding. The combined unrestricted and restricted surplus meant that net assets decreased by £38,000 to £2,291,000. The reserves position is noted below in the reserves policy section.

Cash continues to remain at a reasonable level at £1.3m at year end (2023: £1.2m). This is much higher than free reserves due to much of the philanthropic funding from foundations being paid in advance at the start of projects.

RESERVES POLICY

The trustee board reviews our reserves policy each year and considers the appropriate level of reserves for the organisation to hold. Trustees consider our current risk profile, balancing the need to reflect that risk whilst making sure we are not holding funds unnecessarily at the expense of committing funds to meet our charitable objectives. They consider the need to cover working capital requirements, the potential for short term reductions in income, and unexpected expenditure.

The policy sets a minimum target for free reserves -unrestricted funds reduced for tangible fixed assets excluding capitalised leases with corresponding credit -of 18% (or 2.2 months) of overall expenditure excluding direct project costs. This reflects a consideration of the various risks that Forum faces and the potential financial impacts of those risks.

At 31 December 2024, this minimum target was £994,000 (2023: £1,012,000). At the end of 2024, our free reserves were significantly below target at £308,000 (2023: £579,000). Trustees note that Forum has therefore been able to continue to operate below this minimum target level (in part because a significant proportion of funding is paid as cash in advance) and have impact. However, the minimum target has not been reduced even though it has not been met because the Trustees believe that a higher level of reserves would provide a greater level of comfort over the risks faced and allow Forum to take more positive decisions around risk and investment which would mean Forum can further increase its impact. Trustees have agreed a plan with management to grow the reserves over the next three years to ensure that free reserves move above the minimum target.

GOING CONCERN

Trustees have reviewed the latest versions of the planning scenarios and cash-flows, paying particular attention to the risks to income, reserves, and liquidity levels. They have concluded that there are sufficient reserves and future funding pipeline to create a reasonable expectation that Forum for the Future has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

FUNDRAISING

Philanthropic funding and fee for service income are both critical to Forum's ability to seed and scale impactful programmes and partnerships in support of our mission and to build financial resilience on both an annual and long-term basis. Our fundraising efforts focus on building deep, strategic partnerships with companies, trusts and foundations, statutory funders and individual philanthropists who share Forum's vision for a future where people and planet can thrive.

We do not make direct marketing appeals, carry out mass participation fundraising events, street or door-to-door fundraising, or fundraise from vulnerable adults. For this reason, we are not registered with the Fundraising Regulator in the UK or equivalent regulators elsewhere. However, we ensure the fundraising activities we do carry out comply with the legal and regulatory frameworks in each of the four countries in which we operate (the UK, India, Singapore, and the US) as they apply to charities and fundraising.

All fundraising is carried out by Forum employees in line with the following Forum policies: fundraising, gift acceptance, anti-fraud & bribery, safeguarding, and whistleblowing. In 2024, we carried out a detailed review of our due diligence framework (applicable to all types of funders) rolling out new materials and staff training to better support robust and transparent decision making around who we work with.

Fundraising activities include community and cultivation events focusing on sustainability topics, strategic meetings with current and prospective funders and thought leadership publications and communications campaigns.

MANAGING OUR ENVIRONMENTAL IMPACT

At Forum we work to accelerate a future in which people and planet can thrive and also recognise the need to manage impacts that might arise from our own operations. Our sustainability policy is supported with a programme that monitors our key impacts, aiming to minimise them wherever feasible.

MEASURING OUR ENVIRONMENTAL IMPACT

We measure the carbon emissions from business travel we take by air, train or taxi, collecting most of this data from our expenses system and the remainder from our nominated travel agent. We do not have direct access to energy use data in any of our offices but our landlords in our London and Singapore shared workspaces have provided building energy use information (from meter readings) from which we have estimated our own use based on the amount of space we occupy. We were not able to source energy use data for our India or US office for 2024 though our employees in these two locations are now spread more widely geographically and so use of these offices was more limited than in previous years. At the end of 2024 we opted to no longer have a physical office in the US due to the broad geographic distribution of our team there.

Forum for the Future – carbon emissions – (metric tonnes CO2e)[1]

		2017	2018	2019	2020	2021	2022	2023	2024
Scope 2	London office[2]	14	6	10	8	1.97	3.03	3.12	2.91
Office energy use	Singapore office[3]	-	-	-	-	-	0.54	2.08	1.66
	Flights	185	193	280	35	20	163	156	153
Scope 3	Train journeys	-	-	-	-	0.12	0.96[4]	1.2	1.58
Business travel	Taxi journeys	-	-	-	-	0.16	1.12	1.64	2.19
	Total metric tonnes CO2e	**199**	**199**	**290**	**43**	**22**	**188**	**164**	**161**

Where no emissions figure is noted, appropriate data was not available.

[1] Defra conversion factors for 2024 have been used in all calculations apart from energy use for Singapore office (see note 3)
[2] We include emissions due to transmission of electricity used in the London office (officially scope 3 but included in this line for simplicity)
[3] Conversion factors sourced from Singapore Emissions Registry
[4] For comparative purposes, one tonne of CO_2 is approximately equivalent to the emissions from one person flying from Chicago to London (source, *Myclimate Foundation*)

MANAGING OUR IMPACTS

The largest component of Forum's carbon footprint results from the air travel that staff take which is mainly to deliver work with partners and participate in events at various locations around the globe. This is an impact we try to minimise through a travel policy that encourages staff to use the most sustainable transport option, to always consider whether a trip is really necessary (or fewer staff could attend) and maximise the positive impact of each trip by incorporating other in-person meetings with colleagues, partners or funders.

Most of Forum's meetings are now held online but having returned to some in-person meeting over the past few years, we have also noted just how beneficial working face to face with our partners can be — fast-tracking contextual understanding and relationship building, working side-by-side through challenging discussions and ultimately, building trusted long-term relationships. A shift to less centralised offices in the US and India due to the broad geographic distribution of the teams in these two countries means that staff can be more local to deliver some work but also means some travel is needed for meeting up with colleagues, every now and again.

Staff only fly economy class apart from a small proportion of flights where a wellbeing need has been identified and agreed funding is available to support any extra costs. For shorter journeys, our employees are asked to take public transport wherever feasible and to share taxis if possible. To better enable cycling options for staff, all of our offices have secure bike parking and our London office also has access to showers.

Whilst the overall CO_2 emissions from flights in 2024 decreased slightly compared to the previous year, emissions from taxi journeys have increased. It is likely that this is partly due to an increase in team size and activity in India, where taxi travel is sometimes necessary due to the lack of practical alternatives in some cases due to weather conditions, safety, or a lack of last mile options from public transport connections. We plan to investigate this trend and possible reasons for it going forward.

Whilst sustainability is a core tenet of our travel policy, we also recognise that the variety of options for safe, comfortable travel are not the same in all locations or at all times of the day/night. Our travel and expenses policies both offer clear guidance for employees to consider safety and wellbeing when travelling for work.

We are aware that our use of IT is a source of carbon emissions and though we have taken steps to try and measure this impact, we are not yet able to do so in a meaningful way. This has not however, stopped us from taking action to lessen emissions where we can. As part of a project to migrate Forum's data to a new electronic storage platform in 2024, we achieved a modest reduction in data storage by 'clearing out' our storage files ahead of the move (ensuring we remained in line with governance and compliance requirements). The reduction in storage needs will lessen related emissions, albeit modestly.

Despite the fact that our overall Scope 1, 2 and 3 carbon footprints are relatively low, we plan to develop Net Zero carbon targets for the organisation to work towards. Some of this work will take place in 2025 when we will focus on gathering the necessary information with which to develop a scope and timeline in order to set a net zero target in 2026.

OFFSETTING OUR EMISSIONS

We view offsetting as the very last step in managing (and importantly, mitigating) our carbon emissions. For this last resort option of balancing out emissions that we have not been able to avoid we choose to invest in schemes we can trust, such as those accredited by the 'Gold Standard' scheme. In 2024 we offset our GHG emissions for the previous year (164 tonnes) by investing in the Bondhu Chula Stoves project, which works with micro-entrepreneurs in Bangladesh to provide fuel-efficient, healthier cooking stoves to rural communities – improving livelihoods by reducing fuel costs, improving health and providing local jobs.

OUR PEOPLE

EQUITY, DIVERSITY AND INCLUSION

ED&I continues to be the foundation that underpins our just and regenerative mission for all that we do at Forum. Key areas of progress in 2024 included:

- Our ED&I policy was updated (with staff and trustee input) and sets out our aims and targets for the next 5 years. These aims are: i) to embed ED&I at Forum as a key enabler of our Just and Regenerative principles, ii) establish a more diverse leadership cohort that reflects the geographies we work in, iii) to support equitable career development across our geographies.
- An updated set of Just and Regenerative (J&R) principles were socialised and active learning began, to incorporate them into our work internally and externally.
- Forum's ED&I spotlight group formalised its way of working with the Senior Leadership Team improving transparency around decision making and SLT championing of ED&I.
- 11 staff policies were reviewed in 2024 with ED&I principles at the forefront of consideration.
- Forum gained Living Wage Employer status highlighting our commitment to fair pay.

We continue to use the *Be Applied* recruitment platform which is designed to reduce recruitment bias through applicant anonymisation and built-in advice for those involved on how to run the process fairly. Recruitment processes that complement Be Applied are designed to be equitable and transparent to encourage fair selection. New routes for advertising roles are routinely tested to reach a wider pool of applicants.

We have seen some changes in representation among staff. The proportion of employees who identified as Indian continued to grow, increasing to 25% of all staff in 2024 (4% growth from 2023). The proportion of male employees, however, has decreased to 24% of all staff (a 4% decrease from the previous year).

PEOPLE PLAN

Our aims for 2024 included the following: improved staff retention, increased learning opportunities, improved wellbeing, streamlining internal processes, and an organisational design that enables the best impact.

In 2024 our staff turnover rate reduced slightly to 22.4% (a 0.7% decrease from 2023). The length of staff tenure also increased to 4.5 years (3.4 years in 2023). Strategic workforce planning has continued to pave the way for recruitment planning and forecasting.

People initiatives carried out in 2024 included:

1. The *Cross Forum Fridays* programme (shared Fridays off as additional, collective annual leave, within certain months) was piloted with the aim of improving work-life balance for all staff and offered some increased organisation-wide time off for all. Due to its success, the pilot has been rolled out as a programme in 2025.
2. Learning sessions were run for all staff, offering guidance on goal setting and seasonal reviews with the aim of making our performance review process more accessible for all.
3. To help improve some internal processes, a project was started in the latter part of 2024 to select and implement a more user-friendly project management platform. A new, more affordable system offering better functionality was run through a testing phase in late 2024 and launched at the start of 2025.

STAFF ENGAGEMENT

Two engagement surveys were carried out during 2024 giving staff an opportunity to feedback on a range of issues. The final survey of 2024 had an excellent participation rate (97%), and positive engagement (on several key issues) scored at 60% — an increase of 2% from the previous year. Staff continue to be motivated by Forum's mission, leadership and actions to support a work-life blend.

The survey also flagged some areas for improvement such as employee sentiment around learning and development opportunities, ease of internal processes and the Senior Leadership Team's communication of vision, for motivation. The survey results were discussed at team level to develop context specific plans, and the results have informed 2025 People strategy aims and activities.

ORGANISATIONAL STRUCTURE

2024 saw several organisational structure changes. Team changes included the international team refocused within our geographies and after 11 years as our CEO, Sally Uren, transitioned into a position as Executive Director and Chief Acceleration Officer — a new role in which she can fully leverage her extensive experience in networking, generating income and positioning Forum to the wider world. This change paved the way for an internal promotion with Hannah Pathak being appointed as our new CEO. A three-month period where both Sally and Hannah acted as joint-CEOs supported a smooth transition both internally and externally.

Following this role change, the Executive Leadership Team (of which Sally, Hannah and our COO were members) was disbanded to reflect the changes in roles and just one Senior Leadership Team now works alongside the CEO and trustees to lead the organisation.

PRINCIPAL RISKS AND UNCERTAINTIES

The risk register remains our primary tool to give the Trustees assurance that key risks are adequately managed. The policy requires that key risks are identified and ranked each year and that each identified risk is assigned to a named risk owner who constructs a risk mitigation strategy and monitors the progress of that strategy.

The Senior Leadership Team (SLT) reviews the overall register regularly to determine the ongoing risk profile and agree on mitigation strategies (with further oversight from the Executive Leadership team). The Audit and Assurance Committee (AAC) then reviews the risk register twice yearly to ensure all risks are captured, monitored and are being adequately mitigated and undertake deep dives into specific topic areas as deemed useful. The full board reviews the risk register at least annually.

The following table sets out the major risks we faced during 2024 into 2025 together with key mitigating actions.

Risk	Mitigating actions
Funding model does not generate sufficient resource to sufficiently fund our work.	In recent years we have diversified our income, increasing the proportion of our funding that comes from foundations. We continue to seek more core funding.. We have clear milestones for income generation, to give an early warning where income may be insufficient, and savings may need to be delivered. This is supported by detailed financial reforecasting during the year.
Global economic and geopolitical instability has negative financial impact.	Regular forward-looking financial review to recognise risks and take mitigating actions.
Staff turnover at a high level would impact Forum's ability to have impact.	Keeping a focus on Forum's values, aiming to be a brilliant place to work, including substantive efforts on staff development and feedback.
Cyber security incident results in data loss causing business interruption and/ or reputational damage.	Cyber essentials accreditation reflects various controls around key data (e.g. multi-factor authentication), development of a cyber incident response plan, support from third party expertise, and a chief information security officer role in place.

STRUCTURE, GOVERNANCE AND MANAGEMENT

STRUCTURE

Forum for the Future is a UK company limited by guarantee and a registered charity.

Forum for the Future India Private Limited is a company limited by shares. Our Southeast Asia office in Singapore is operated out of Forum for the Future Asia Pacific Limited, a company limited by guarantee registered as a company and a charity in Singapore. Forum for the Future US is an independent 501(c)(3) organisation.

Consolidated group accounts have been prepared for 2024 along with UK company accounts.

GOVERNANCE

The governing body of Forum is the Board of Trustees, which meets at least four times a year. The Trustees are responsible for ensuring that Forum abides by its charitable aims, works within the law and delivers its mission effectively. They oversee the policies and objectives of Forum and ensure that the work of the organisation is properly monitored and evaluated.

Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity by the Trustees are set out in note six to the accounts.

The Chair of Trustees, Rita Clifton, CBE leads the Board, which meets at least four times a year and has a number of sub-committees.

- The Audit and Assurance Committee (AAC) meets at least four times a year to ensure the adequacy of Forum's internal controls, risk and financial management, and considers and evaluates the work of the external auditors.
- The Remuneration Committee is responsible for assessing the pay and performance of the Chief Executive. This Committee is also responsible, along with the Chief Executive, for assessing the performance of the Senior Leadership Team and reviewing the overall pay policy of Forum.
- The Governance and Nominations Committee has responsibility for reviewing the Board's performance against best practice, overseeing the composition of the Board and committees, and supporting the appointment of the Chair, Trustees & Chief Executive.

New Trustees are appointed by the Board following open advertisement. 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 receive a comprehensive induction, which introduces Forum and a review of the duties of Trustees as defined by the Charity Commission.

DECISION MAKING

The Board of Trustees is the ultimate decision-making body of Forum. The Board is responsible for ensuring that Forum is solvent, well-run, and delivering the charitable outcomes for which it has been established.

The Board acts in the best interests of Forum; takes decisions about the strategic direction and future of the charity; ensures the organisation remains financially and strategically sustainable and is prepared to face future challenges. They ensure that Forum is working within the law, and exercise sufficient oversight to ensure it is meeting its objectives. They support the Chief Executive and ensure that the organisation as a whole, is working effectively and efficiently.

Although final authority rests with the Trustees, they have delegated certain responsibilities and decision-making powers to the Chief Executive which are documented within governing documents and committee terms of reference. The Chief Executive in turn, further delegates responsibilities to suitably qualified members of staff using a mandate and advice model reflecting the matrix structure of the organisation.

The remuneration of key management personnel is overseen by the Remuneration Committee (RemCo), a sub-committee of the Board of Trustees. RemCo meets at least annually to review and approve pay arrangements. Remuneration is set using a combination of external benchmarking data from comparable organisations in the charity and not-for-profit sector; internal pay bands aligned with the charity's job evaluation framework; consideration of affordability, performance, and market conditions. Forum for the Future does not use volunteers.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Trustees (who are also directors of Forum for the Future for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of it winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Approved by the Board of Trustees on 13th October 2025 and signed on their behalf by:

Emily Bushby

Emily Bushby, (Director, Trustee and Honorary Treasurer).

REFERENCE AND ADMINISTRATIVE DETAILS

Forum for the Future is a charitable company limited by guarantee and is incorporated in England & Wales (company number 2959712, charity number 1040519). The registered office address is: 3rd floor, 22-26 Paul Street, London, EC2A 4QE, United Kingdom. www.forumforthefuture.org

Trustees and directors
The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2024, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities and the Companies Act 2006.

Trustees who served throughout 2024 and up to the date of this report were as follows:

Rita Clifton, CBE (Chair)
Emily Bushby (Honorary Treasurer)
Charlotte Ersbøll
Noa Gafni (*retired 29 April 2024*)
Heather Grady (*retired 26 June 2025*)
Deepa Iyer
Laura McGonigal
Komala Ramachandra
Deepak Subramanian
Jonathan Wates
Andrew Winston (*retired 26 June 2025*)
Emily Kathryn Gibson *(from 26 June 2025)*
Bruce McCombie *(from 26 June 2025)*

Board sub-committees

Audit and Assurance Committee (AAC)
Emily Bushby (Chair)
Charlotte Ersbøll
Deepa Iyer
Laura McGonigal
Jonathan Wates
Mandhese Samra (Independent Member)

Remuneration committee
Noa Gafni (Chair) (*retired 29 April 2024*)
Jonathan Wates (Interim Chair) appointed 10 Oct 2024)
Heather Grady (*retired 26 June 2025*)
Deepak Subramanian

Governance & Nominations Committee
Jonathan Wates (Chair)
Heather Grady (*retired 26 June 2025*)
Komala Ramachandra

Company Secretary
Chris Baker (*until 12 June 2025*)
Josh Weinberg *(from 12 June 2025)*

Senior and Executive Leadership Teams (SLT)
Dr Sally Uren OBE, Chief Executive (*until 31 Dec 2024*), Executive Director & Chief Acceleration Officer (*from 1 Jan 2025*)

Hannah Pathak, International Managing Director (*until 31 Dec 2024*), Chief Executive (*from 1 Jan 2025*)

Chris Baker, Chief Operating Officer (*until 12 Jun 2025*)

Anna Birney, School of System Change CEO

Anna Biswas, Managing Director India

Sumi Dhanarajan, Managing Director, Southeast Asia

Matt Foster, Director of Development & Communications (*until Apr 2025*)

Zoe Le Grand, Director UK/Europe

Martin Koehring, Global Director of Impact (*until Mar 2024*)

Ariel Muller, Director of Futures & Strategic Initiatives (*until Dec 2024*)

Samantha Veide, Managing Director US

BANKERS AND AUDITORS

Bankers
HSBC Commercial Banking, City of London Commercial Centre, 60 Queen Victoria Street, London, EC4N 4TR.

Triodos Bank, Deanery Road, Bristol, BS1 5AS.

The Co-operative Bank, PO Box 48, 1 Balloon Street, Manchester, M60 1GP.

Auditor
Crowe U.K. LLP, 4th Floor, St James House, St James Square, Cheltenham, GL50 3PR, UK.

OUR PARTNERS AND FUNDERS

We would like to thank the following organisations, who have offered generous support to a range of projects and programmes:

3M
Alhold Delhaize
AIA Group
Aldi Süd
Alfred P. Sloan Foundation
Bayer Consumer Health
Belron International
Benefact Group
Betty Lawes Foundation, the grant making charity associated with Volac International
BMW Foundation Herbert Quandt
Bord Bia
Bristol Myers Squibb
BSR
Bupa
Cambridge University Press & Assessment
Capgemini
Carlsberg Britvic
Clean Air Fund
Coca-Cola Europacific Partners
The Co-operative Group
The Crown Estate
Dairy Grazing Alliance
Dell Technologies
Dole
Drosos Foundation
EcoVadis
Eicher Motors, including Royal Enfield and Eicher Group Foundation
Glanbia
Google
Griffith Foods Worldwide
Haleon
Henkel
IDH
INSPIRE – Initiative for Social Performance in Renewable Energy
Johnson & Johnson
Kenvue
Kimberly-Clark Foundation
Kingfisher
LocalMotion
M&S
Missouri Foundation for Health
National Association of Conservation Districts (NACD)
National Democratic Institute (NDI)
Nestlé
The Water Services Regulation Authority (Ofwat)
Omidyar Network
Ramatex
Reckitt
Royal Norwegian Embassy in Manila
Royal Society of Chemistry
Sainsbury's
SIG
Singapore Economic Development Board
The Sunrise Project International
Thames Estuary Partnership
Trane Technologies
Travalyst
The PRI
Up for Yorkshire
Waitrose & Partners
Walgreens Boots Alliance
The Waterloo Foundation
Wates Family Enterprise Trust

We especially want to acknowledge and thank our leading partners and funders whose significant contributions in 2024 supported Forum's ambitious strategy for a socially just and regenerative future.

Aviva Group including Aviva Investors
Bentley Motors
Charities Aid Foundation
ClimateWorks Foundation
Danone
The Flotilla Foundation
General Mills Foundation
J&J Foundation
MacArthur Foundation
MAS Holdings
The Nashville Food Project
Oceans 5
People's Postcode Group
Rockefeller Philanthropy Advisors
Tara Climate Foundation
Target
Innovate UK
The VF Foundation
Walmart Foundation
Wates Group
World Resources Institute

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FORUM FOR THE FUTURE

OPINION

We have audited the financial statements of Forum for the Future for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102).

We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the Companies Act 2006.

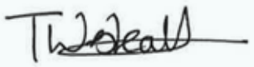
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management, the recognition of grant and contract income and going concern. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Assurance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing procedures around grant and contracts income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 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.



Tara Westcott
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP

Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 17th October 2025

FINANCIAL STATEMENTS

Consolidated statement of financial activities for the year ended 31 December 2024

(Incorporating the income and expenditure account)

	Notes	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
INCOME FROM							
Donations	2	25	-	**25**	10	-	**10**
Charitable activities	3	3,487	3,033	**6,520**	3,603	3,242	**6,845**
Investment income		16	-	**16**	-	-	**-**
Total income		3,528	3,033	**6,561**	3,613	3,242	**6,855**
EXPENDITURE ON							
Raising funds		(102)	-	**(102)**	(183)	-	**(183)**
Charitable activities		(3,709)	(2,790)	**(6,499)**	(3,683)	(2,577)	**(6,260)**
Total expenditure	4-7	(3,883)	(2,790)	**(6,601)**	(3,866)	(2,577)	**(6,443)**
Net income/ (expenditure) for the year	8	(283)	315	**(40)**	(253)	665	**412**
Foreign exchange gains/(losses)		2	-	**2**	(37)	-	**(37)**
NET MOVEMENT IN FUNDS		(281)	243	**(38)**	(290)	665	**375**
FUNDS BROUGHT FORWARD		613	1,716	**2,329**	903	1,051	**1,954**
FUNDS CARRIED FORWARD		332	1,959	**2,291**	613	1,716	**2,329**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20 to the financial statements.

Balances sheets as at 31 December 2024

	Notes	The group 2024 £'000	The group 2023 £'000	The charity 2024 £'000	The charity 2023 £'000
FIXED ASSETS					
Tangible fixed assets	11	**43**	**34**	**12**	**24**
Investments	12	**-**	**-**	**1**	**1**
		43	**34**	**13**	**25**
CURRENT ASSETS					
Debtors	15	**2,088**	**2,256**	**1,394**	**1,691**
Short term deposits and cash in hand		**1,333**	**1,246**	**934**	**788**
		3,421	**3,502**	**2,328**	**2,479**
LIABILITIES					
Creditors - due within one year	16-17	**(1,160)**	**(1,207)**	**(755)**	**(995)**
NET CURRENT ASSETS		**2,261**	**2,295**	**1,573**	**1,484**
Creditors - due within one year	18	**(13)**	**-**	**-**	**-**
NET ASSETS	19	**2,291**	**2,329**	**1,586**	**1,509**
FUNDS					
General funds		**332**	**613**	**559**	**870**
Restricted funds	20	**1,959**	**1,716**	**1,027**	**639**
TOTAL FUNDS		**2,291**	**2,329**	**1,586**	**1,509**

The result of the parent charity was a net increase in funds of £77k (2023: net increase in funds of £73k).

Approved by the directors on 13th October 2025 and signed on their behalf by

Emily Bushby

Emily Bushby
Honorary Treasurer

Forum for the Future
Company number: 2959712

Consolidated statement of cash flows for the year ended 31 December 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities	A		
Net cash provided by/(used in) operating activities		**141**	**(1,031)**
Cash flows from investing activities			
Investment income		**16**	**-**
Lease capitalisation		**(57)**	**-**
Purchase of equipment		**(13)**	**(15)**
Net cash provided by/(used in) investing activities		**(54)**	**(15)**
Change in cash and cash equivalents in the year		**87**	**(1,046)**
Cash and cash equivalents at 1 January		**1,246**	**2,292**
Cash and cash equivalents at 31 December		**1,333**	**1,246**

A. Reconciliation of net income to net cash flow from operating activities

	2024 £'000	2023 £'000
Net income/(expenditure) for the period	(38)	375
Adjusted for:		
Depreciation charges	61	23
Investment income	(16)	-
Decrease/(increase) in debtors	168	(1,325)
(Decrease) in creditors	(34)	(104)
Net cash (used in)/provided by operating activities	**141**	**(1,031)**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. ACCOUNTING POLICIES

Statutory information
Forum for the Future is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is 3rd Floor, 22-26 Paul Street, London EC2A 4QE.

Basis of accounting
The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Basis of consolidation
These financial statements consolidate the results of the charitable company and its wholly owned or controlled subsidiaries Forum for the Future Asia Pacific Limited, Forum for the Future India Private Limited and Forum for the Future US Inc. on a line-by-line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. The amounts due to/from Forum for the Future and its subsidiaries are disclosed in aggregate in notes 15 and 16. Separate statements of financial activities, on income and expenditure accounts, for the subsidiaries are not presented because they have taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Public benefit entity
The charitable company meets the definition of a public benefit entity under FRS 102.

Accounting estimates and assumptions
The Trustees do not consider that there are any estimates and assumptions at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Going concern
The financial statements have been prepared on the going concern basis. An organisation is considered a going concern if it is expected to continue its operations for the next twelve months. The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern.
In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider Forum to be a going concern for the foreseeable future.

Income
Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred. Income that is not yet received but meets the recognition criteria is accrued.

When there are any performance conditions attached to the grant agreements, the grant income is recognised when there is sufficient evidence that these conditions have been met.

Donated gifts and services are measured at their monetary value to the organisation and included under donations. An equal amount is included under the relevant expenditure category so the net income is nil.

Expenditure
Expenditure is accounted for on an accrual basis when there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds relate to the costs incurred by the charitable company in generating voluntary income and any other costs related to the fundraising activities.

Expenditure on charitable activities includes the costs of delivering programmes and educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as incurred and included in the support costs except for those which are grant funded where VAT is charged directly to the projects.

Staff untaken holiday and untaken paid sabbaticals were calculated at staff actual salary rates as at the end of December 2024 and provided for in the statement of financial activities.

Grants given
Forum can only make grants to other organisations where these are in support of our charitable activities. At present these grants are limited to circumstances where we act as lead partner in relation to a particular programme of work and this has been agreed with the funder. The expenditure is recognised when the criteria for a constructive obligation has been met, payment is probable, it can be measured reliably and there are no conditions attached which limit its recognition.

Allocation of support costs
Support costs are apportioned to Forum's programmes in line with the direct spend on each programme. The type of costs that are allocated in this way include all office and technology costs, finance and people related costs.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting
Restricted funds represent income received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the restricted fund.

Unrestricted funds represent the income received to pursue the general charitable objectives of the charity.

Foreign exchange
Expenditure in foreign currency is accounted for at the xe.com rates which are updated each month. The same treatment is applied to the income received. The balance sheet is revalued quarterly including at 31 December.

Operating leases
Rental charges are charged on a straight-line basis over the term of the lease. Alternative treatment has been applied to Forum for the Future Asia Pacific only, where local regulatory guidance (FRS 116) requires a lessee to recognise a right of use asset and a lease liability.

Tangible fixed assets
Tangible fixed assets are stated at cost.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Fixed assets over the value of £500 are capitalised and the depreciation is charged on a straight-line basis over the asset's estimated useful life:

Improvements to leasehold properties	5 years
Furniture and fittings	5 years
Software development	5 years
Computers and office equipment	3 years

All fixed assets more than six years old are treated as having been disposed of in the financial statements.

Investments in subsidiaries
Investments in subsidiaries are recorded at cost.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments, which are payments received in advance, are valued at the net amount prepaid.

Cash at bank and in hand
Cash at bank and cash in hand consists of cash only.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions
The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the statement of financial activities in the periods to which they relate. The charity has no liability under the scheme other than for the payment of those contributions.

2. DONATIONS

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Donations	25	-	**25**	10	-	**10**
	25	**-**	**25**	**10**	**-**	**10**

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £'000	Restricted £'000	2024 Total £'000	Unrestricted £'000	Restricted £'000	2023 Total £'000
Programme grants	-	3,033	3,033	-	3,242	3,242
Programme service contracts	3,409	-	3,409	3,526	-	3,526
Basecamp / Spark participant fees	77	-	77	72	-	72
Other income	1	-	1	5	-	5
	3,487	**3,033**	**6,520**	**3,603**	**3,242**	**6,845**

Income from charitable activities by programme and geography:

2024	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2024 Total £'000
Purpose of Business	1,097	415	69	513	2,094
Food	375	38	-	768	1,181
Energy	982	609	1	(8)	1,584
Across / Beyond DUTs	371	-	29	109	509
School of System Change	606	-	-	25	632
Other	462	-	1	58	521
	3,893	**1,062**	**100**	**1,465**	**6,520**

DUTs are "deep and urgent transition areas" of Forum's strategy – these are the Purpose of Business, Food, and Energy.

2023	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2023 Total £'000
Purpose of Business	1,229	266	43	762	2,300
Food	349	116	-	438	903
Energy	495	256	(17)	952	1,686
Across / Beyond DUTs	328	70	31	89	518
School of System Change	809	-	-	318	1,127
Other	257	6	-	48	311
	3,467	**714**	**57**	**2,607**	**6,845**

4. TOTAL EXPENDITURE

	Charitable activities						
	Programmes	Communications	Total	Raising funds	Support costs	2024 Total	2023 Total
	£'000	£'000	**£'000**	£'000	£'000	**£'000**	**£'000**
Staff costs	3,350	448	**3,797**	78	689	**4,564**	4,517
Project costs	1,086	125	**1,211**	-	-	**1,211**	1,049
People	-	-	**-**	-	2	**2**	54
Office & technology	-	-	**-**	-	548	**548**	620
Finance	-	-	**-**	-	193	**193**	128
Governance	-	-	**-**	-	83	**83**	75
Total	**4,436**	**572**	**5,008**	**78**	**1,515**	**6,601**	**6,443**
Support costs apportioned:	1,318	173	**1,491**	24	(1,515)	**-**	-
Total expenditure	**5,754**	**745**	**6,499**	**102**	**-**	**6,601**	**6,443**

The support costs are apportioned to programmes on the basis of the total direct costs for each area of work.

	Charitable activities					
2023	**Programmes**	**Communications**	**Total**	**Raising funds**	**Support costs**	**2023 Total**
	£'000	£'000	**£'000**	£'000	£'000	**£'000**
Staff costs	3,224	469	**3,693**	119	705	**4,517**
Project costs	957	73	**1,030**	19	-	**1,049**
People	-	-	**-**	-	54	**54**
Office & technology	-	-	**-**	-	620	**620**
Finance	-	-	**-**	-	128	**128**
Governance	-	-	**-**	-	75	**75**
Total	4,181	542	**4,723**	138	1,582	**6,443**
Support Costs	1,360	177	**1,537**	45	(1,582)	**-**
Total expenditure	5,541	719	**6,260**	183	-	**6,443**

Governance costs are further analysed below:

	2024	2023
	£'000	£'000
Trustee meetings and expenses	**-**	-
Audit fees	**57**	48
Indemnity insurance	**26**	27
	83	75

5. CHARITABLE EXPENDITURE BY PROGRAMME

	Programme costs	Grants given	Support costs	2024 Total	Programme costs	Support costs	2023 Total
	£'000	£'000	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Purpose of Business	1,585	6	174	**1,765**	1,497	184	**1,681**
Food	796	-	124	**920**	905	310	**1,215**
Energy	844	284	576	**1,704**	874	394	**1,268**
Across / Beyond DUTs	301	-	66	**367**	302	78	**380**
School of System Change	1,058	-	377	**1,436**	1,051	429	**1,480**
Other	134	-	174	**308**	94	142	**236**
	4,718	**290**	**1,491**	**6,499**	**4,723**	**1,537**	**6,260**

6. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

	2024	**2023**
	£'000	**£'000**
Salaries and wages	3,901	3,853
Social security costs	340	354
Employer's contribution to pension schemes	325	310
	4,566	**4,517**

Staff based outside of the UK have salaries denominated in their local currency.

The following number of employees received total employee benefits (excluding employer pension costs) within each of the following bands:

	2024	**2023**
	£'000	**£'000**
£60,000 - £69,999	6	8
£70,000 - £79,999	3	2
£80,000 - £89,999	2	1
£90,000 - £99,999	4	4
£100,000 - £109,999	1	1
£110,000 - £119,999	1	1
£120,000 - £129,999	1	1

The key management personnel of Forum are the members of the Senior Leadership Team and Executive Leadership Team, consisting of the Chief Executive Officer, International Managing Director, Chief Operating Officer, Director of Development and Communications, Director of Impact, Director of Futures and Strategic Initiatives, Director of School of System Change, Directors of UK and Europe, Director of South East Asia, Director of US and Director of India. The total pay including employer's pension contributions to the senior management team in the year was £1,202,670 (2023: £1,243,780).

Total travel and subsistence expenses claimed by the trustees in 2024 were £nil (2023: £238)

Pension scheme:
Forum for the Future UK operates a contract based, individual money purchase arrangement with Aviva. As at 31 December 2024 there was one month payment owed to Aviva for the total of £19,618 (2023: £20,936) which was paid on 2 January 2025. There were 42 (2023:46) staff enrolled on the pension scheme at the end of December 2024. Pension arrangements in APAC for Singaporeans are obligatory statutory payments to the Central Provident Fund. In the US the pension is arranged with TransAmerica and is a defined contribution scheme. There is no statutory obligation in India to provide a pension scheme for an organisation with under 20 staff.

7. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was 79 (2023: 77). The average full-time equivalent analysed by function was as follows:

	2024 No.	2023 No.
Raising funds	1.3	1.6
Programmes	51.8	51.6
Communications	7.5	6.3
Support	12.5	12.6
Governance	0.5	0.5
	73.6	**72.6**

8. NET EXPENDITURE FOR THE YEAR

	2024 £'000	2023 £'000
This is stated after charging:		
Depreciation	**61**	**23**
Operating lease rentals:		
- property	**105**	**180**
Forum for the Future Group auditors' remuneration (excluding VAT):		
- audit fee	**29**	**21**
Forum for the Future Asia Pacific Limited auditors' remuneration:		
- audit	**14**	**10**
Forum for the Future India Private Limited auditors' remuneration:		
- audit	**2**	**2**
Forum for the Future US Inc. auditors' remuneration:		
- audit	**13**	**15**
Foreign exchange (gains)/losses	**(2)**	**37**

9. RELATED PARTY TRANSACTIONS

Jonathan Wates is a trustee of Forum for the Future and a Board member of Wates Group Services Limited, from which Forum for the Future in the UK recognised £183,617 (2023: £nil) for income provided for services in 2024. Jonathan Wates is also a board member of Wates Family Enterprise Trust, which gave a £10,000 (2023: £10,000) unrestricted donation to Forum for the Future in the UK in 2024.

Rita Clifton is chair of Forum for the Future and deputy chair of the John Lewis Partnership. Forum for the Future recognised income of £19,700 (2023: £nil) for services provided to John Lewis PLC in 2024.

Heather Grady is a trustee of Forum for the Future and is employed by Rockefeller Philanthropy Advisors. Forum for the Future recognised income of £89,522 (2023: £185) for services provided for Rockefeller Philanthropy Advisors.

Payments were made to Noa Gafni (a trustee at the time) for services in 2024 of £7,855 ($10,000) (2023: £nil).

No trustee received any remuneration in the year.

10. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. Forum for the Future India Private Limited, which is registered in India, is liable for the income tax on profits. The provision for 2024 is £5,000 (2023: £31,000).

11. TANGIBLE FIXED ASSETS

The group:	Leasehold asset £'000	Furniture and fittings £'000	Computer, office equipment & software £'000	Total £'000
Cost				
At the start of the year	-	3	320	**323**
Additions in year	57	-	13	**70**
Disposals in year	-	-	-	**-**
At the end of the year	57	3	333	**393**
Depreciation				
At the start of the year	-	2	287	**289**
Charge for the year	38	-	23	**61**
Disposals in year	-	-	-	**-**
At the end of the year	38	2	310	**350**
Net book value				
At the end of the year	**19**	**1**	**23**	**43**
At the start of the year	-	1	33	**34**

The net carrying amount of the right-of-use asset over the office building in Singapore included in leasehold asset is £19,404 (2023: £nil).

All of the assets are used for charitable purposes.

The charity:	Leasehold asset	Furniture and fittings £'000	Computer, office equipment & software £'000	Total £'000
Cost				
At the start of the year	-	3	275	**278**
Additions in year	-	-	5	**5**
Disposals in year	-	-	-	-
At the end of the year	-	3	280	**283**
Depreciation				
At the start of the year	-	2	253	**255**
Charge for the year	-	-	16	**17**
Disposals in year	-	-	-	**-**
At the end of the year	-	2	269	**271**
Net book value				
At the end of the year	**-**	**1**	**11**	**12**
At the start of the year	-	1	23	24

12. INVESTMENTS

The charity investments consist of the following entities:

Entity	Type	No of shares/ cost
Forum for the Future Asia Pacific Limited	subsidiary charitable company	-
Forum for the Future India Private Limited	subsidiary limited company	9,999 shares at £0.1 (INR 10) Dilutive earning per share £0.1084

13. OTHER GROUP COMPANIES

Forum for the Future Asia Pacific Limited

The charitable company is the sole member of Forum for the Future Asia Pacific Limited, a company limited by guarantee, registered as a company and a charity in Singapore (Company Registration No.: 201331258E); registered address: 8 Cross Street #21-05 Manulife Tower Singapore (048424). All activities have been consolidated on a line-by-line basis in the statement of financial activities. The company accounts for Forum for the Future Asia Pacific Limited are audited separately by Moore Stephens LLP. The figures are then consolidated into the group accounts.

	2024 £'000	2023 £'000
Income	1,299	1,286
Direct costs	(916)	(1,004)
Net income	**383**	**282**
Administrative expenses	(96)	(111)
Surplus for the year	**287**	**171**
Foreign exchange gains	**10**	**5**
Surplus for the year	**297**	**176**

The aggregate of the assets, liabilities and funds was:

Assets	569	275
Liabilities	(283)	(286)
Funds	**286**	**(11)**

Forum for the Future India Private Limited

The charitable company owns 99.99% of the issued ordinary share capital of Forum for the Future India Private Limited, a company limited by shares and registered in India (registration number: 254981; registered address: 23 L, Floor 10, Building no. 3, Navjeevan Commercial Co-op Society, Dr. Dadasaheb Bhadkamkar Marg, Mumbai, Maharashtra, 400 008, India). The company accounts for the period from 1 April 2023 to 31 March 2024 were audited by Kumar Gandhi and Associates. Interim unaudited accounts for the period 1 April 2024 – 31 December 2024 were prepared and results consolidated into the group accounts.

	2024 £'000	2023 £'000
Income	561	495
Direct costs	(434)	(400)
Net income	**127**	**95**
Administrative expenses	(162)	(200)
Provision for taxes	(5)	(31)
(Loss) for the year	**(39)**	**(137)**
Foreign exchange gains	**33**	**(7)**
(Loss) for the year	**(6)**	**(144)**

The aggregate of the assets, liabilities and funds was:

Assets	186	234
Liabilities	(114)	(156)
Share capital	(1)	(1)
Funds	**71**	**77**

Forum for the Future US Inc

The US operation is an independent not-for-profit under Section 501(c)(3) of the Internal Revenue Code. Company registration number is 474667055; registered address is 540 President Street, Suite 1D, Brooklyn NY 11215, USA. The accounts are separately audited by Skody Scot & Company. Due to close operational ties, the entity is consolidated in the Group accounts.

	2024 £'000	2023 £'000
Income	1,840	3,008
Direct costs	(2,033)	(2,214)
Net (expenditure)	**(193)**	**794**
Administrative expenses	(207)	(324)
(Deficit) / surplus for the year	**(400)**	**470**
Foreign exchange losses	**(7)**	**(28)**
(Deficit) / surplus for the year	**(407)**	**442**

The aggregate of the assets, liabilities and funds was:

Assets	2,235	1,189
Liabilities	(1,890)	(437)
Funds	345	752

14. PARENT CHARITY

The parent charity's gross income and the results for the year are disclosed as follows:

	2024 £'000	2023 £'000
Gross income	5,320	5,042
Surplus for the year	77	73

15. DEBTORS

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade debtors	596	711	453	430
Other debtors and prepayments	270	278	94	119
Amounts due from subsidiaries	-	-	57	412
Accrued income	1,222	1,267	790	730
	2,088	**2,256**	**1,394**	**1,691**

16. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Trade creditors	68	55	40	25
Other creditors	294	181	109	128
Amounts due to subsidiaries	-	-	213	168
Accruals	255	183	114	133
Deferred income	543	788	279	541
	1,160	**1,207**	**755**	**995**

17. DEFERRED INCOME

Movements on deferred income were as follows:

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Deferred income brought forward	788	874	541	491
Amount released to income in the year	(788)	(874)	(541)	(491)
Amount deferred in the year	543	788	279	541
Balance at the end of the year	**543**	**788**	**279**	**541**

Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received, and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred.

18. CREDITORS DUE AFTER ONE YEAR

Movements on deferred income were as follows:

	The group		The charity	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Provision for retirement benefit in India	13	-	-	-
	13	**-**	**-**	**-**

19. CURRENT YEAR ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £'000	Restricted £'000	Total funds £'000
Tangible fixed assets	43	-	**43**
Net current assets	289	1,959	**2,248**
Net assets at the end of the year	**332**	**1,959**	**2,291**

Prior year analysis of group net assets between funds

	Unrestricted £'000	Restricted £'000	Total funds £'000
Tangible fixed assets	34	-	**34**
Net current assets	579	1,716	**2,295**
Net assets at the end of the year	**613**	**1,716**	**2,329**

20. MOVEMENT IN FUNDS

	At the start of 2024 £'000	Income £'000	Expenditure £'000	At the end of 2024 £'000
Restricted Funds				
Funding by programme				
Purpose of Business	38	634	(599)	**73**
Food	251	884	(683)	**452**
Energy	1,051	1,340	(1,123)	**1,268**
School of System Change	376	175	(385)	**166**
	1,716	**3,033**	**(2,790)**	**1,959**

These funds represent that funding received with specific restrictions as to what it is spent on. The funds carried forward represent that restricted funding where income has been recognised but where the funds have not yet been spent.

Purpose of business funds support Forum's work inspiring visionary leadership, reconfiguring value chains, transforming consumption and creating an enabling context for transformation. Restricted funds held in **Food** support Forum's work reframing the narratives shaping food system transformation, and scaling just and generative food and farming. Forum's **Energy** programme scales socially just, ecologically positive renewable energy and reimagines the purpose of a future-fit energy system. Funds held for the **School of System change** enable individuals, networks and organisations to create change in the world with a multi-method approach to systems change learning.

Restricted income includes the following programme grants: £740k Hewlett Foundation (Energy), £391k General Mills Foundation (Food), £214k Walmart (Purpose of Business), £200k Charities Aid Foundation (Food), £188k Oceans 5 (Energy), £175k Johnson & Johnson Foundation (School of System Change).

	At the start of 2024 £'000	Income £'000	Expenditure £'000	At the end of 2024 £'000
Unrestricted Funds				
General Funds	613	3,528	(3,809)	332
	613	**3,528**	**(3,809)**	**332**

Movement in restricted funds 2023:

	At the start of 2023 £'000	Income £'000	Expenditure £'000	At the end of 2023 £'000
Restricted Funds				
Funding by programme				
Purpose of Business	64	440	(466)	**38**
Food	752	419	(920)	**251**
Energy	146	1,578	(673)	**1,051**
Across/Beyond DUTs	58	43	(101)	**-**
School of System Change	31	757	(412)	**376**
Other	-	5	(5)	**-**
	1,051	**3,242**	**(2,577)**	**1,716**

	At the start of 2023 £'000	Income £'000	Expenditure £'000	At the end of 2023 £'000
Unrestricted Funds				
General Funds	903	3,613	(3,903)	613
	903	**3,613**	**(3,903)**	**613**

21. OPERATING LEASE COMMITMENTS

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

	Property	
	2024 £'000	2023 £'000
Payments due:		
Within one year	105	145
Within two to five years	30	132
	135	**277**

22. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

FORUM FOR THE FUTURE

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn and Twitter and Facebook. Sign up for our newsletter.

Company number: 2959712
Charity Number: 1040519

FORUM FOR THE FUTURE

England & Wales - Charity number 1040519

Accounts

FORUM FOR THE FUTURE

ANNUAL REPORT

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



Forum for the Future is an international organisation with a purpose to accelerate the transformation toward a more just and regenerative future. We operate in four offices located in the UK, US, Singapore and India. This Annual Report gives an overview of our ongoing work with business, government and wider civil society, to influence deep and urgent transitions in how the world thinks about, produces, consumes and values both food and energy, and in the purpose of business in society and our economy.

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn and Twitter.
Sign up for our newsletter.

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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE

2023: A NEW STRATEGIC DIRECTION

2023 was the year 'polycrisis' entered the mainstream having been popularised by the academic Adam Tooze. Originally coined in the 1970s and referring to a state where multiple crises intertwine, their causes and processes inextricably bound together to create compounded effects, polycrisis was used as we entered 2023 as the headline in the Financial Times and the warning issued by the World Economic Forum that 'the world is on the brink of polycrisis'. Unfortunately, a year of conflict and climate catastrophes means that they were probably right.

Whilst the war in Ukraine entered its second year, the world looked on with horror at the unfolding tragedy in the Middle East. Our hearts are with the innocent victims caught up in this truly awful humanitarian crisis, as well as with the thousands of other innocent people caught up in the other on-going and lesser reported conflicts currently raging around the world.

Meanwhile, the immediate impacts of what can feel like slower-moving catastrophes of climate change, growing inequalities, and loss of biodiversity, on people's lives, have become only too clear. 2023 was notable as the hottest year on record, with the pathway to averting the worst effects of climate change narrowing.

It is against this backdrop that Forum embarked on delivering the first year of our new strategy focused on accelerating progress underway in three key transitions with game-changing potential to change our world. We believe that too many existing actions are 'fixes that fail'—neither going far enough nor fast enough. As an organisation with deep expertise in helping people understand how to contribute to systemic change and to imagine ways forward in the face of great uncertainty, we chose to deepen our focus on energy, food, and the purpose of business; to supercharge our futures work to illuminate positive visions and ways to build resilience and prepare for change; and to maximise our convening power to bring diverse actors together and co-create pathways to get us there quicker.

Our 2023 annual report highlights the progress that we have made. This includes the expansion of our Responsible Energy Initiative (REI) in India and now to the Philippines, the growth of our work to scale regenerative agriculture throughout our geographies, and our continued work with trailblazing businesses to reinvent the purpose of business in society. We are truly proud of all of our work and the people we have partnered and collaborated with. The Futures Centre also delivered one of our most successful Future of Sustainability reports to date providing practical insights and guidance co-created with change-makers from across all sectors to navigate the current headwinds that the world is facing.

This annual report also acknowledges the challenges we have faced as a Forum team. In 2023 it proved challenging to meet the goal of growing the impact and scale of our work in line with our ambitions, as we faced into financial pressures and were required to make use of our reserves. We are determined in 2024 to act with even greater urgency and ambition both through building financial resilience and maximising our impact as an organisation.

None of the achievements highlighted in this report in 2023 would be possible without the invaluable support from our trusted partners and supporters across business, government and civil society, as well as our dedicated Board of Trustees who give generously of their time. As always, a heartfelt thank you from all at Forum.
And of course, we cannot finish a review of 2023 without recognising the work of one of our Founders, Jonathon Porritt, who left Forum in the spring of 2023 after making an incredible and unique contribution to the work of our organisation.

We firmly believe our new strategy is increasingly providing us with the focus that we need through what will remain turbulent times. We have no doubt that Forum's unique blend of applied futures and systems-wide thinking — focused specifically on the transitions in food, energy and the purpose of business — is even more relevant and needed than ever.



Rita Clifton CBE
Chair, Forum for the Future
June, 2024



Dr Sally Uren OBE
Chief Executive, Forum for the Future
June, 2024

TRUSTEES' REPORT

INTRODUCTION

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2023, which have been prepared in accordance with the requirements of a directors' report, as required under company law, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities, the SORP applicable to charities preparing their accounts in accordance with FRS 102. This report incorporates the Companies Act 2006 strategic report requirements.

FORUM FOR THE FUTURE: AT A GLANCE

Our mission: founded in **1996**, Forum for the Future is focused on accelerating the shift towards a just and regenerative future in which both people and planet thrive

Our impact
Bringing more than **27** years of experience, we focus on **3** potentially game-changing transitions - energy, food and the purpose of business, so that by 2030 we have contributed to deep and urgent transformations:

1. of our **food system** to enable equitable access to nutrition for all whilst securing sustainable livelihoods for producers and restoring nature.

2. to renewable **energy** that is ecologically safe, socially just and resets the goals of the energy production system.

3. in the role of **business** to drive a just and regenerative economy.



HOW WE WORK

We do this by unlocking the potential of ambitious change actors to bring a deep and urgent approach to change, and in-turn, make behavioural shifts that begin to rewire the system into a new, just and regenerative norm. This requires behavioural shifts that change the purpose of the system to enable people and planet to thrive; build capacity and agency for change; address root causes, while healing past imbalances; shift mindsets around the interconnections between people, planet and nature; repattern power dynamics; and happen at the pace required.

We gauge our success based on demonstrating progress against 5 outcomes – with change actors:

- **Deeply recognising** their interconnectedness and interdependencies with wider society and nature
- **Feeling the need** for change that is truly deep and urgent
- **Feeling inspired** by possible, just and regenerative futures
- **Feeling they can make a difference** through tangible pathways that unleash deep and urgent transitions
- **Feeling supported as part of a collective movement.**

Since our creation in 1996, we have built a strong reputation as a trusted and independent convenor creating spaces for understanding challenges in a different way – enabling all perspectives to be heard, from powerful mainstream voices to the lesser heard, often marginalised, ones through a unique blend of **5** 'practice' areas:

- collaboration
- 'futures' thinking
- innovation and design
- storytelling and narratives
- systemic process and strategy.

We do this as a team of 78 employees, strategically supported by a team of 11 Trustees, and live by 6 values in our work – this means being courageous, adaptive, empathetic, inquisitive, playful and respectful in all that we do. We work out of 4 offices (Mumbai, Singapore, London and New York) delivering work in multiple countries across Europe and Southeast Asia as well as in numerous states across India and the US. In 2023 we had a total income of £6,855,000.





OBJECTIVES AND ACTIVITIES

As a charity, Forum for the Future is required to operate in line with its memorandum and articles of association and to demonstrate public benefit from its activities. This section sets out how it fulfils that duty.

PUBLIC BENEFIT

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of Forum and planning its future activities. The Trustees confirm that they have complied with the duty in section four of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining how planned activities will contribute to the aims and objectives that have been set.

Forum for the Future in the UK is a registered educational and sustainable development charity, and a company limited by guarantee and not having share capital. Its governing documents are the Memorandum and Articles of Association. Its 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 interrelationship 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;
- Relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
- Promotion of sustainable means of achieving economic growth and regeneration.

Forum's work provides direct public benefit by catalysing solutions to complex global challenges. This happens through our collaborative projects which bring together stakeholders from different sectors to discuss strategic responses to challenges, as well as to develop common methodologies and approaches.

We also work with organisations in the private and public sectors to help them provide public benefit, by putting sustainability at the heart of their strategies and developing products and services that are environmentally sound, economically viable and socially just. And we educate people to make those changes, improving capacity for the organisations they deal with to provide public benefit.

Forum also aims to benefit the public by providing information about the path to a sustainable future. We communicate widely about our work through free events, free publications, our website, our annual *Future of Sustainability* report, and our digital Futures Centre platform, where we build communities and discussions to accelerate change. Here, we share 'sensemaking' analysis and signals of change sourced through our projects, resources that we recommend, and thoroughly researched and referenced futures trends. We also strive for coverage of our projects in media across the globe as another way of sharing our work and influencing the sustainability narrative.

Forum has continued to deliver against these charitable objects in 2023.

SUMMARY OF ACTIVITIES AND ACHIEVEMENTS IN 2023

Forum is working with its partners, funders and collaborators to influence three potentially game-changing transitions: how we think about, produce, consume and value both **food** and **energy**, and how we transform the **purpose of business** in society and our economy. As part of this, we are helping to **reimagine the future** while also building the capacity for **system change** for sustainability. Here, we summarise 2023 activities for these five key areas.



1. SHAPING THE FOOD TRANSITION

Food is at the heart of many of the world's environmental, social and economic challenges. The issues — from soil health to public health and how to sustain a growing global population on finite resources — are complex and cannot be solved in isolation. As it stands, the way we produce, consume, and value food is pushing the planet and its systems, on which we rely, beyond it's limits.

So how do we ensure we produce enough safe, nutritious and affordable food for everyone in sustainable ways? We're seeing new products on our shelves and the explosion of plant-based eating, with value chains being reimagined with equity and fair trade at their heart. We're seeing new investments and innovation, every day. Regenerative agriculture is entering the mainstream. This all makes for a promising transition, but is the transition of the food system going fast and far enough?

A VISION FOR THE FUTURE OF FOOD

The food system is at a pivotal crossroads. Its transition will either be deep, deliberate, and urgent — tackling the root causes of human malnutrition and environmental and social degradation — or it will fall short, with short-term solutions that address specific problems in isolation.

At Forum, we believe we need a socially just and ecologically safe shift to a food system fit for a radically different future. A food system that optimises for people and the planet, balancing health and nutritional outcomes with restoration of the ecosystems and farming livelihoods on which we all depend.

This must be underpinned by both climate mitigation and adaptation practices, with a focus on mainstreaming regenerative agriculture, enhancing resilience and transforming the supply chains that deliver key commodities from plant to plate, crop to cup, farm to fork.

SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have enabled a systemic, urgent transition in our food system to fulfil the needs of diets, livelihoods and land.

To do this, we are focused on three areas (or 'leverage points') where we believe our skills, expertise and experience can make the greatest difference:

1. **Scaling just and regenerative food supply**. By forming new collaborations and building shared visions throughout the value chain we can unblock barriers and enable the scaling of regenerative agriculture that works for both people and planet.
2. **Reframing food narratives**. The way we think and therefore act in our food system must explicitly centre people — from an individual level, such as one farmer's right to a livelihood resilient to climate change, to whole populations (everyone's need for a healthy diet).
3. **Reshaping local food systems to thrive and adapt**. Taking 'place-based' approaches tailored to local need and opportunity is key if we are to enable local food systems to adapt now and thrive tomorrow.

PROGRAMME HIGHLIGHTS

SCALING JUST AND REGENERATIVE FOOD SUPPLY

Growing our Future US

Agriculture accounted for approx. 10% of US greenhouse gas emissions and causes ecosystem degradation, while US agricultural policies, practices, and supply chains contribute to social inequality. As agriculture transforms, we have an opportunity to tackle interlinked social and environmental challenges.

Since 2020, Growing our Future US has convened over 135 stakeholders – from Black, Indigenous, Latine and young farmers to major agribusiness and investors – to identify and act on levers for change to transition to a just and regenerative agriculture system.

2023 was a year of expansion, output, and thought leadership for Growing our Future US. We transitioned to the third phase of the project, holding three in-person workshops to align on priorities and shape our approach – as well as to better understand the barriers we face, and to build our collective capacity for systems change. These sessions also informed four toolkits that we launched in May 2023. These focused on:

- Policy Change: developing communications tools for organisations that outline the direct connection between regenerative agriculture and social equity legislation for the upcoming Farm Bill;
- Pathways to Market: identifying and recommending sourcing strategies that deliver positive environmental and social outcomes;
- Financing the Transition: sharing findings from our pilot project, which brings together cotton producers and ecosystems services markets;
- Social Outcomes: developing criteria and metrics against which to understand and evaluate 'just practices' in regenerative agriculture.

Shortly after, we shared the perspectives of four Indigenous agriculturalists in our multimedia series, The Frontline of Indigenous Agriculture. Throughout the year, we held virtual gatherings, met at conferences, panel discussions, and in the hallways of our gathering spaces–interactions that have nurtured a unique community of changemakers that we call our "collaborative platform".

Growing our Future UK

Growing our Future programme aims to support the existing action underway within the UK regenerative agriculture movement by fostering greater collaboration, enabling shifts in major retailer procurement, and unlocking new routes to market for regenerative produce.

In 2022, we built a large network of cross-sector collaborators, interviewing and diagnosing the state of the movement. This led to us authoring the Oxford Farming Conference Report in January 2023, as well as delivering the associated keynote speech at this major industry conference, answering the question; 'How can supply chains enable responsible production?'

Forum also facilitated a pilot project with British retailer **Marks & Spencer (M&S)** to understand the opportunities for regenerative farming practices in British potato production, and how retailers can support the change. The resulting case study was featured in a mid-programme report in July 2022, which included a call to action to transform how we produce and consume food.

Throughout 2023, we continued our multi-stakeholder convenings, inspiring and connecting the industry to tackle the challenges of regenerative agriculture in a more systemic way. Participants were from a wide range of backgrounds and parts of the UK food system, yet all share Forum's vision of a more just and regenerative future for UK agriculture. We worked with them to better understand levers for change, and subsequently to develop two targeted collaborative workstreams for launch in early 2024, the focus of which will be building new routes to market for regenerative produce, and empowering supply chain actors within the fresh produce sector. Broader collective insights on the levers for change will be published in 2024; meanwhile, our findings have been adopted into other organisations' action plans, and we have been invited to share them at industry gatherings.





REFRAMING FOOD NARRATIVES

Protein Challenge Southeast Asia is shortlisted for the renowned Food Planet Prize

Forum was one in eight finalists for the 2023 Curt Bergfors Foundation's Food Planet Prize for our work on Protein Challenge Southeast Asia. Selected from more than 1,000 nominations, the largest environmental award in the world – US 2 million dollar prize – recognises work that "has the potential to fundamentally change the food planet for the better."

Protein Challenge Southeast Asia, launched by Forum in 2021, is designed to equip individuals and organisations involved in the protein transition innovations to discover and take systemic, futures-led approaches to achieve change. Through the creation of a collaborative 'learning and doing' platform, it aims to serve 'Protein Visionaries' who will think and act systemically in tackling complex challenges, using futures-thinking capabilities to identify what can be done to build a resilient, regenerative future food system.

Launched by Forum in 2021, *Protein Challenge Southeast Asia* is a multi-year inquiry that works with stakeholders across the food system in Southeast Asia, with 'Protein Visionaries' who will set a more ambitious approach towards sustainable protein in the region. The programme develops the change agency actors to redefine business models, policies and practices within protein value chains to achieve a just and regenerative protein system in Southeast Asia.

"Forum's *Protein Challenge Southeast Asia* initiative equips innovators to embed systems change approaches into their activities so they support a deep transition towards a resilient, regenerative and socially just food system. This holistic approach helps create the systematic change required to achieve affordable, nutritious, sustainable protein for all." – **Food Planet Prize**.

In 2023, the initiative published a report covering insights from an 'Action Sprint' – a time-bound, creative process – across Singapore's protein innovation space. The Action Sprint explored how reshaping business models and value chains can address emerging challenges, from declining soil health, supply chain disruptions, to investment decisions that focus on short-term gains.

RESHAPING LOCAL FOOD SYSTEMS

FeedBack Nashville

In 2023, Forum began work with the Nashville Food Project and a steering committee of 16 members in Nashville, Tennessee. Forum is helping to coordinate FeedBack Nashville, a first-of-its-kind citywide initiative that brings community members together to **imagine and build a just and sustainable food future for Nashville and its residents**. FeedBack Nashville is using a systems change approach to build a better food future for the city of Nashville.

The deep-rooted challenges in the current way food is produced, consumed and valued go beyond food insecurity and is connected to nutrition and health, culture, livelihoods, history, family and our relationship to the land and ecology around us.

Through stronger coordination and collaboration across the city's communities, FeedBack Nashville is embracing systemic approaches to drive lasting change at scale and pace to bring about a food system transformation in Nashville that works for all. This work has started by: diagnosing the current food system to understand the root causes and effects of challenges like food waste, hunger, and loss of farmland; collaborating with the Nashville community to co-create shared visions for a more just and sustainable food future for our city; and by identifying and resourcing opportunities and transformational pathways to help bring forth our vision for the future.



2. SHAPING THE ENERGY TRANSITION

It's hard to imagine sustaining how we live and work without energy. For most people, it's an essential part of everyday life that we can often take for granted.

But right now, our energy system continues to rely on the burning of fossil fuels, emitting huge amounts of greenhouse gases that are radically warming and destabilising our climate. We're seeing more extreme weather events. Rain patterns are changing and sea levels are rising.

Beyond these impacts on our climate, millions of people around the world are denied affordable access to sufficient and sustainable energy. The global energy market is increasingly reeling from shocks, with huge societal and economic consequences. And as old sectors make way for new — not least the shift from coal, oil and gas to renewables — we run the risk of millions being left behind.

Simply put, we need to rapidly transition from an energy system that has for too long prioritised centralised, mass access to primarily fossil fuel-based energy to one that is fit-for-purpose in the 21st century.

Promisingly, the world is responding — from the large-scale deployment of renewables like wind and solar and exciting innovations in battery storage and grid flexibility, to the emergence of new business models that are fair to consumers and communities.

All are reasons to hope, but are the changes we're seeing today really enough?

The energy system is at a pivotal crossroads. Its transition will either be deep, deliberate and urgent, tackling the root causes of the challenges we face in producing and using energy.

Or it will fall short, with 'solutions' addressing specific problems in isolation, going neither far enough nor fast enough, while simultaneously risking unintended consequences. We cannot retain a concerted focus on deploying renewable technologies while failing to tackle human rights abuses in supply chains; nor should we simply tweak regulatory, market and business models that regularly fail to deliver affordable, sustainable energy to many people around the world.

A VISION FOR THE FUTURE OF ENERGY

Forum's vision is an energy system that is: radically decarbonised and resilient in a rapidly changing world; depends wholly on renewables and/or other carbon-neutral sources; actively engages those who produce, trade and consume energy in the sector's development; and prioritises universal energy access by providing affordable, reliable, ecologically safe and human-rights respecting energy.

SO WHERE IS FORUM FOCUSING?

By 2030, we want to have enabled a socially just and ecologically safe transition to a renewable energy system that works for people and the planet.

To do this, we are focused on three areas where we believe our skills, expertise and experience can make a real difference:

1. Working with people across a spectrum of markets and sectors (including developers, financiers and civil society) to **ensure that we scale** socially just, ecologically safe and regenerative renewable energy
2. **Reimagining the purpose** of a future-fit energy system. If the energy industry is to genuinely reflect and serve the needs and expectations of citizens and communities, what needs to change?
3. Enabling deep and urgent **just transition pathways**. This involves working with energy actors to shape just transition pathways; whether and how to develop transition fuels and solutions as part of long-term decarbonisation, and how to exit in ways that serve long-term just and regenerative goals.

PROGRAMME HIGHLIGHTS

SCALING SOCIALLY JUST, ECOLOGICALLY SAFE AND REGENERATIVE RENEWABLES

Expansion for the Responsible Energy Initiative

The rapid rise of renewable energy (RE) is critical in the transition to a low carbon economy, with potential to dramatically cut greenhouse gas emissions, expand access to affordable, clean energy for all, create decent jobs and help society thrive. However, this comes with multiple risks from land and labour rights to toxic waste to the unsustainable use of raw materials. The *Responsible Energy Initiative* (REI) works with the RE sector to adopt business models and shape value chains that keep justice, equity, universal rights and resilient ecological systems at their core — thereby contributing to a just energy transition.

Since launching in 2021, *REI India* has been working to ensure RE in India achieves its full potential to create value for everyone across the value chain. The inaugural Responsible Renewable Energy Summit on 14 February 2023 marked a key milestone towards this goal, with investors, policy makers, bureaucrats and representatives of India's growing renewable energy sector assembling in New Delhi to discuss how to ensure the sector's potential for positive social and environmental impacts is safeguarded.

In 2023, REI expanded into its second country, the Philippines. The country is on the cusp of an energy transition, with forward-looking policy and a strong regulatory environment to support RE transition, a diverse range of technologies, mature RE developer sector, dynamic civil society and growing investment/influence from local, regional and international financiers. With policy, market momentum and the global focus on decarbonisation converging, the conditions are right for *REI* to support the deep transformation needed.

Over 2023, *REI Philippines* established its consortium of partners, consisting of the **Business and Human Rights Resource Centre**, **the Center for Empowerment, Innovation and Training on Renewable Energy, Forum for the Future, Friedrich-Ebert-Stiftung, the Institute for Climate and Sustainable Cities** and **Oxfam Pilipinas**. Together, the consortium conducted a situational analysis of the ecological and social impacts that may emerge with the scaling of renewable energy in the Philippines.

SHAPING JUST TRANSITION PATHWAYS

Net Zero Living in UK - Thriving places and the Future Ready Academy

Local government has the ability to impact on more than a third of emissions across the UK and will be essential to delivering real, tangible change in the transition to net zero. We were delighted in 2023 to be selected by **Innovate UK**, together with **Urban Foresight** and **Liminal** to support 52 local authorities from across the UK to learn from each other in addressing the non-technical barriers to reach Net Zero. Our work forms part of the £60 million, three-year Innovate UK Net Zero Living programme which aims to help places and businesses across the UK to accelerate the transition to Net Zero.

Our role is to design and facilitate a tailored two-year capacity building programme – the Future Ready Academy – to support the local authorities on their Net-Zero journey which has included the initiation of a tailored Mentoring programme, a deep dive into Systems Change (the systems change bootcamp to be held in Northumbria National Park in early 2024) and co-ordination and delivery of learning support to Local Authorities on non-technical barriers and capabilities for change (e.g. engaging with citizens, attracting finance, collaboration, shifting mindsets & storytelling). This work will continue throughout 2024.



3. SHAPING THE PURPOSE OF BUSINESS IN SOCIETY AND THE ECONOMY

Business leadership and innovation has become critical in determining whether we will be successful in creating a just and regenerative future in which both people and the planet can thrive.

Yet conventional 'sustainability' strategies and tick-box approaches to ESG are falling short of the systemic and urgent transformation needed.

Ahead of government and the media, businesses are the most trusted institution right now - with around 80% of people looking to them to solve our global challenges. Some trailblazing businesses have grasped the scale of this and are responding with pace and vision. But will others wake up fast enough to the need for a radical shift in their purpose?

THE OPPORTUNITY: A BUSINESS RESET

Forum was founded in 1996 on the belief that businesses can be a force for good. Today, we're doubling down on that belief.

Progress has been promising, but it's not yet adding up. A narrow focus on short-term profit maximisation is putting the longer-term viability and prosperity of our planet, our society and so businesses themselves at risk. There are countless examples of sustainability 'solutions' — from slightly more sustainable products and sustainable innovations to ESG ratings — but most actually fail to tackle the root causes of the issues they aim to resolve, while reinforcing the status quo and legitimising inaction and delay which keeps us on route to climate catastrophe.

It's time for businesses to reset. 'Doing less harm' or even being slightly 'net positive' will no longer be enough. What's needed is a wholescale transformation.

And that starts with asking a very fundamental question: what is the purpose of business in our society and economy?



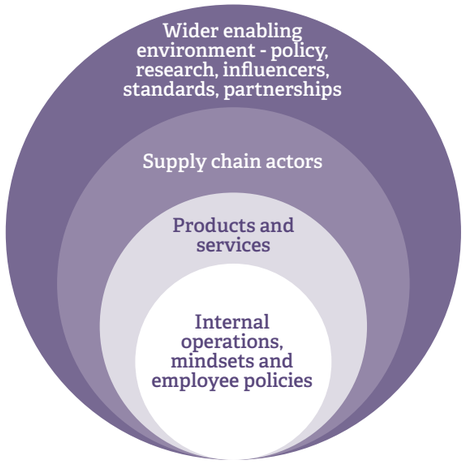
OUR VISION: JUST AND REGENERATIVE BUSINESS ADVOCATING FOR PEOPLE AND PLANET

At Forum, we're challenging norms. We believe mainstream expectations about the purpose of business in society and the economy must fundamentally change. Profiting from the exploitation of our planet and its people must become unacceptable, while caring for the long-term health of the people and places that a company impacts must become the expected norm. We call this a just and regenerative mindset and believe it should be at the heart of running any business.

First, this means a business transforming its own direct operations. This spans both 'softer' elements such as leadership, culture and communication and 'harder,' more tangible aspects such as structure, strategy and the policies and criteria used to guide decision-making and budgeting.

It's then about indirect impacts and sphere of control. Businesses should look across entire value chains for opportunities to innovate - from procurement policies and supporting supplier resilience, to finding new ways of enabling customers to enjoy healthier, happier and more sustainable lifestyles.

Lastly, it's about sphere of influence; a business looking beyond its value chain to the wider operating context. How can business transparency and accountability mechanisms be designed to create transformational rather than incremental change? How can business influence our international financial architecture to evolve so that our economy promotes, not hinders, just and regenerative efforts? What are the key advocacy asks businesses should be making of policymakers to enable a level playing field of strong and fair regulation that supports just and regenerative outcomes?





A VISION FOR THE FUTURE

Underpinning all of this is the need to reimagine **how the economy works**. Businesses themselves will be the decisive factors in accelerating a shift from an economic system built on extraction, exploitation and short-termism to one that prioritises the health and wellbeing of everyone and the planet we depend upon.



SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have contributed towards a decisive shift away from short-term profit maximisation, toward business as a driver of long-term prosperity and wellbeing for people and planet.

To do this, we are focused on four areas where we believe our skills, expertise and experience can make a real difference:

1. **Inspiring visionary leadership**. This involves supporting ambitious businesses to adopt a just and regenerative mindset, define their changemaking purpose and understand what's needed to truly embed, live and deliver purpose-led change.
2. **Reconfiguring value chains**. The 2020s are calling for a shift from just focusing on cost and efficiency to creating and distributing value more equitably, within planetary boundaries and in ways that restore ecosystem health. So, what could fit-for-the-future value chain models look like?
3. **Creating a catalytic context**. How can both business and non-business actors use their influence to shape the broader enabling context in which they operate? Collectively, how can we create a context that supports business transformation, rather than locking in the status quo?
4. **Transforming consumption**. Endless growth in resource consumption on a finite planet is simply untenable and there's an urgent need to reimagine how and why we consume goods and services. How can we all enjoy a good life that meets our needs and ensures our wellbeing within planetary boundaries?

PROGRAMME HIGHLIGHTS

INSPIRING VISIONARY LEADERSHIP

Joining Mars and IDH to make the case for integrating social and environmental sustainability

We know that driving lasting change necessitates the development of integrated solutions capable of simultaneously tackling our environmental and social crises. Businesses have an opportunity to lead in this space, yet there is very little practical guidance on making the business case for integration and on where to focus for success.

That's why Forum partnered with **Mars** and **IDH – the Sustainable Trade Initiative** on in-depth research into just why and how businesses should integrate their social and environmental agendas. The report – *Integrating Social and Environmental Sustainability: A practical playbook to drive impact and unlock business benefit* – launched in November 2023. As well as outlining compelling business and impact cases for integration, the report outlined six key recommendations to help organisations move from conventional strategies to an integrated and more effective approach. Spanning both hard and soft business governance, these included: unlocking strategic synergies between departments; restructuring to enable stronger integration; leveraging formal processes and incentive structures that ensure employees see sustainability as fundamental to their role; showing visionary leadership; creating a culture of collaboration; and leveraging informal power and decision-making to challenge silos.

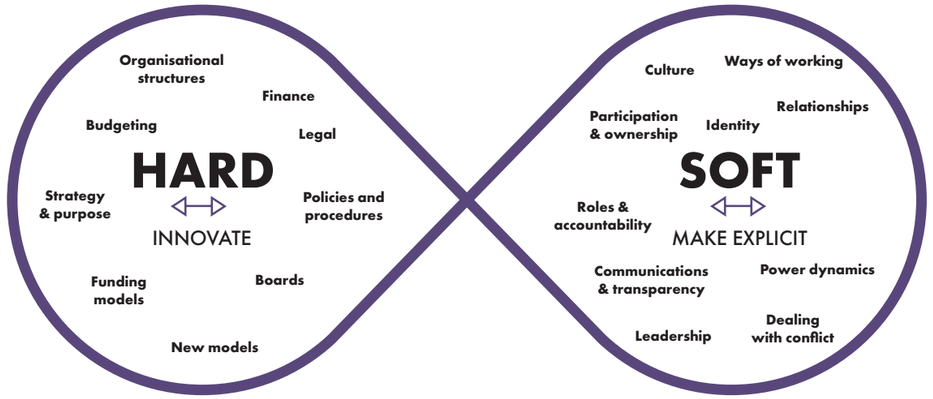


Illustration - Systemic governance incorporates both the hard and soft elements

Read the report.

RECONFIGURING VALUE CHAINS

Inter-American Development Bank – cocoa in Latin America

This is a critical moment for the cocoa sector. Ghana and Cote d'Ivoire, responsible for 80% of the world's cocoa, are facing dwindling harvests due to climate events, soil degradation, and farmers changing production or leaving entirely. Sustainability-as-usual isn't working, endemic problems remain in the value chain despite 20+ years of corporate action on productivity and certification. A broader and systemic approach is required.

For 8 months in 2023, funded by the **Inter-American Development Bank (IDB)**, Forum ran a scoping study to understand the conditions that make producing countries in Latin America - Ecuador (the world's 3rd largest exporter behind the West African states), Peru (largest organic cocoa exporter globally) and Columbia (rare example of a significant domestic market for a cash crop) - suitable case studies for building future-fit value chains. The study involved desk research, interviews and stakeholder mapping. This resulted in both a report containing 1) a case for action including: why cocoa is well suited for the approach, why now is the time for action, learnings from West Africa, examples of hope and a power analysis of stakeholders; and 2) a concept for a second stage of work.

"It's a great initiative, and very much needed. Right now there's no one looking at value chains holistically, no one building that bridge."

Adriana Cortes – Rainforest Alliance - Regional Director South America





"...the supply chain is the same as it ever was – there's little space to make radical intervention in a global commodity – we need to help people see the value added at different parts of the value chain."

Kristy Liessle – Published cocoa expert

Responsible Recruitment

Migrant workers play a crucial role in global supply chains. Despite increasing scrutiny and legislative efforts, the unethical recruitment of migrant workers remains a pervasive issue. With the world in polycrisis and supply chains deeply affected, this already-vulnerable population could be put at even greater risk.

Over 2023, Forum ran a participatory action-inquiry programme, Shaping the Future of Responsible Recruitment, to understand how system change and futures thinking approaches can be applied in the context of deeply entrenched, complex problems. The programme brought together a cohort of actors from across Malaysia's recruitment system—agencies, employers, civil society organisations and worker representatives—to foster a proactive and inclusive approach in responsible recruitment. Participants collectively diagnosed barriers to eradicate unethical practices and prototype new concepts that create change at a system-level including greater on-going dialogue and collaboration between recruiters and civil society organisations, building the capacity to anticipate and be ready to respond to key changes in the migrant worker landscape, and working with recruitment agents to maximise their role in protecting the human rights of workers throughout the employment journey.

CREATING A CATALYTIC CONTEXT

Business influencing the bigger picture for climate and health

The Climate and Health Coalition is a multi-stakeholder collaboration convened by Forum with six core partners, including **Bayer**, **Bristol Myers Squibb**, **Bupa**, **Haleon**, **Reckitt**, and **Walgreens Boots Alliance**. The Coalition aims to mobilise and equip the private sector to accelerate the integrated transformation of our health and climate systems, towards outcomes that deliver benefits for both people and planet.

The last decade has shown us that the climate crisis is also a health crisis. There is now a growing sense of awareness and urgency that the climate crisis and health crisis cannot be addressed in isolation. There is also widespread acknowledgement of the fact that the private sector, with its global resources, influence, and ability to rapidly innovate, is uniquely positioned to step up and lead during this moment of crisis.

At COP28's Health Day in December 2023, the Climate and Health Coalition launched a practical, action-oriented toolkit for healthcare businesses to act on climate and health. This toolkit represents an evolution from the Coalition's 2021 and 2022 guidance, with the specific goal of improving accessibility and facilitating the implementation of prior guidance across various functional areas within the healthcare sector.

4. REIMAGINING THE FUTURE

Our new strategy not only recognises that those leading change in the energy, food and purpose of business transitions need to be better equipped to understand how to deliver just and regenerative outcomes, but that they are also facing increasing uncertainty and disruption. We believe that changemakers need to both build their capacity to anticipate disruptive change and their capacity to catalyse greater imagination on the pathways forward in the face of increasing uncertainty. Our aim is that Forum will have gained greater recognition for our applied futures work by providing provocative and creative thought leadership, and open-sourced futures materials that aspiring futurists can easily adapt to use within their own context to improve decision making. Towards this aim in 2023 we developed an offer to partner with organisations to help them to build futures capabilities, developed the *Future of Sustainability 2023: Courage to Transform* to advance our thought leadership, and began piloting how the Futures Centre could shift from being perceived as an online web platform to being a creative foresight function within the organisation.

FUTURES CENTRE HIGHLIGHTS

Partnering to build the future capabilities of other organisations and collaborating to design open-source creative futures tools

We partnered with organisations to build their futures capacity including the **World Bank**, **ClimateWorks Foundation**, **the International Civil Society Centre (ICSC)**, **and the Roundtable on Sustainable Palm Oil**. With each organisation we've strived to find a way that we could not only build their capacity to anticipate disruption but how we might co-design and opensource futures materials. A highlight of this effort was the development of the 'Shocks to the System' game created in partnership with **ClimateWorks Foundation**.

Shocks to the System: Fast Forward to 2028 is a 30 – 40 min cooperative game for 2-5 people about time travellers making decisions that will determine the trajectory of the future. The original version is written with a focus on shocks related to food prices and minerals critical to the energy transition. Players draw prompt cards and discuss potential paths of action. They weigh the trade-offs and come to a decision as to which of the listed choices to select. Every decision shocks the system by sparking a response from stakeholder groups including business, government, the environment, and citizens.

After 10 recorded shocks to the system, the dominant trajectory of the timeline is revealed. Players review their choices, their impacts, and the mindsets that influenced them – and then decide together if this is the trajectory they want their world to follow. They then play through additional cards in the hopes that they can make the decisions needed to achieve transformation.





THOUGHT LEADERSHIP - THE FUTURE OF SUSTAINABILITY 2023

Forum's latest Future of Sustainability report, *Courage to Transform*, launched in September calls on businesses to adopt a transformative mindset to build resilience through the climate crisis. It highlights four possible future trajectories and calls for five shifts in how businesses operate if they are to manage the systemic risks associated with an increasingly disrupted climate.

In a bid to enable leaders and change makers to stay focused on transformation, the report analyses examples of how businesses are responding to today's polycrisis and reveals four very different yet plausible 'future trajectories' as a result.

The '*Profit Supreme*' trajectory sees a continuation of the status quo, where maximising shareholder value is prioritised above all else. '*Shallow Gestures*' sees actions being taken, but ultimately falling short of creating meaningful, lasting impact. In '*Tech Optimism*', companies use the power of data and technology to innovate through crises, as a way to decarbonise, recover from environmental disasters and restore nature — but become overdependent on tech as a 'silver bullet' in the long-term.

Our findings suggest however it is only the fourth trajectory, '*Courage to Transform*', that has the potential to create change at the scale and pace needed. It's here that businesses, governments and society recognise that profit cannot come at the expense of human and planetary wellbeing, and businesses in particular look to fundamentally rethink how they respond to sustainability challenges.

With the trajectories in mind, the report then calls on leaders to shift their business:

- From a risk prevention mindset to a transformative one
- From addressing the symptoms of our social and environmental crises to tackling their root causes
- From passively responding to their operating context to actively shaping it
- From slow centralised decision-making to more agile distributed governance models
- From failing to acknowledge the influence of individual, organisational and contextual bias to identifying and removing this bias in risk assessment.

Produced with support from **Bupa, People's Postcode Lottery Green Trust, Aldi Süd, The Crown Estate** and **Henkel**, the report drew on in-depth desktop research, interviews with business leaders and 'signals of change' generated through the online 'Futures Centre' hub: an open-source participatory platform powered by Forum that tracks and makes sense of change. The report was featured in over 600 news articles throughout all four geographies including leading sustainability press edie, Sustainable brands, and Business Green, with an estimated total reach of over 1 million people.

The ongoing *Future of Sustainability* series allows us to highlight the need to apply futures thinking when developing sustainability strategies. It makes the case for imagining just what tomorrow could look like, painting a vision for a preferred future, and then preparing for this today. It is also a key way through which Forum influences narratives and what people think, feel (and ultimately do) about the challenges they face.

Find out more about the Future of Sustainability or read the report.

5. THE SCHOOL OF SYSTEM CHANGE

In a world on the brink of collapse, changing so fast and yet in many ways not fast enough, we need broad and deep systems change. The *School of System Change* exists to nurture the work of leaders and changemakers who are embracing complexity and bringing about hopeful futures.

In 2022 a key decision in the new strategy was for Forum and the School to become more independent from each other, allowing the School to develop its own strategy and branding informed by its own distinct theory of change. The School is externally independent, presenting as a sister brand to Forum, through their website and social media channels. Operationally, the two remain part of the same organisation, sharing governance and financial structures as well as dedicated capacity in Forum's Resources team.

In 2023 the School has started to enjoy the benefits of this decision, allowing it to diversify its offer and increase enrolments, reaching the milestone of over 1000 alumni - changemakers from the worlds of business, non-profit, social enterprise, government, philanthropy and consultancy. The School is continuing to grow and find ways to support individuals, organisations and form its own network to strengthen our collective ability to embrace and work with complexity in a changing world.





PROGRAMME HIGHLIGHTS

DIVERSIFICATION OF OFFER

The School has diversified its range of courses in response to market demand, informed by its increasing network of alumni. Building out from its most popular courses, the five-week Delta providing an introduction to systems thinking, 5-week Spark focused on leadership and facilitation to ignite systems change and the 6-month basecamp which build foundational skills in systems change practice, in 2023 the School introduced a range of complimentary courses to further diversify its offer. This included shorter courses on specific topics (the seedling series), courses for change makers at different stages of the change journey, including our videos for Stepping into Systems, and the development of potential new offers to respond to market demand including the formation of the Monitoring Evaluation and Learning (MEL) inquiry group.

INCREASE IN RECRUITMENT

In 2023 the School reached the milestone of 1000 alumni with 398 participants in 2023 on 11 courses from 200 organisations. There has also been positive growth in the number of applications for courses and rapid growth in the number of followers and levels of engagement on social media channels with the School benefitting from its new branding and the positive endorsement of the fast-growing alumni network. All positive signs for recruitment in 2024!

BUILDING A COMMUNITY

In 2023 the School also diversified its offer to support individuals, organisations and increasingly networks and ecosystem builders. With the support of Cisco Foundation partnerships have been formed with 'irrigation partners' working across an increasing range of sectors including health, finance, resilience, and education. The School will accompany these partners to 'irrigate' by adapting and applying systems change approaches to their context and by growing a sustained learning culture within their ecosystems to enable deep and lasting change. We have been learning with our collaborative partners to deepen these partnerships, building on our work with Aviva Investors in Finance and Johnson &Johnson Foundation in health. We started in 2023 to curate and upgrade our learning commons – our handbooks and learning resources – ready for use in 2024, so we have the soil to build future partnerships based on our model.



PRIORITIES

In 2024 we intend to focus on expanding our work in energy, food, and the purpose of business building on the progress made in 2023. This will be enabled by our three priorities:

1. Build **financial resilience to enable us to invest** by growing free reserves and building a strong income pipeline.
2. Address **critical people challenges impacting retention**; reduce turnover and improve engagement scores to support a stable and thriving workforce.
3. Test and **validate that our approach is driving impact**. This will include use of Theories of Change, defining and making use of an Impact Framework, and the publication of our first Impact Report. We will establish ways for us to gather and make use of impact focused data to inform strategic decisions.

FINANCIAL REVIEW

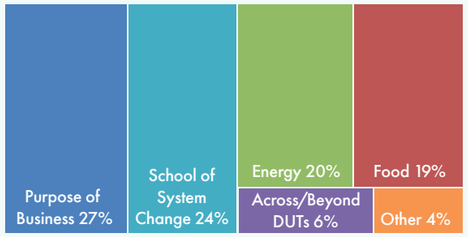
In 2023, Forum's income increased to £6.9m (2022: £6.4m), an 8% increase from 2022.

Forum's income includes substantial grant funding, which, in line with SORP accounting requirements, is often recognised in advance of expenditure and carried forward as a restricted fund. The timing of these grants is a significant cause of variance in year-to year income. If we were to remove this early recognition of grant funding, the underlying performance for Forum shows income in-line with the prior year, i.e. 0% growth (2022: 15%). We had expected some underlying growth, but this did not happen as we experienced a slow start to the year as we shifted to our new strategy and, in addition, faced difficult external funding conditions.

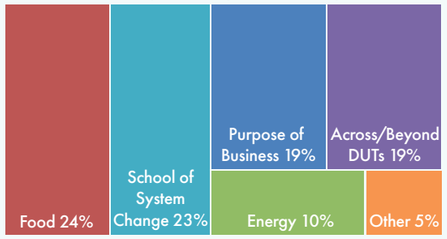
Expenditure was in-line with the prior year at £6.4m (2022: £6.4m), reflecting the flat underlying income.

Our new strategy at the start of 2023 brought a greater focus on influencing three areas where we want to see deep and urgent transitions - in short these are, Food, The Purpose of Business and Energy. The main change in expenditure from the prior year is an increase in spend (including staff time and third-party costs) on "Energy" and on "Purpose of Business" away from the category "Across and Beyond DUTs" (that work that does not include one of the three focus areas). The percentage expenditure reduced a little in Food, reflecting a reduced level of funding to carry out that activity compared to the prior year.

Charitable Expenditure by Area of Activity 2023



Charitable Expenditure by Area of Activity 2022



The unrestricted surplus/(deficit) is the key bottom line and Forum had a deficit of £290,000 (2022: £214,000 deficit). This reflects underlying income not growing in-line with our expectations.

The restricted surplus of £665,000 (2022: £177,000 surplus) reflects the timing of recognition of grant income.

The combined unrestricted and restricted surplus meant that net assets grew by £375,000 to £2,329,000. The reserves position is noted below in the reserves policy section.

Cash had been at an historical high level at the previous year end because of some large grant funding paid in advance. It remains at a reasonable level, well above the free reserves level, but did reduce at 31 December 2023 to £1.2m (2022: £2.3m).

RESERVES POLICY

The trustee board reviews our reserves policy each year and considers the appropriate level of reserves for the organisation to hold. Trustees consider our current risk profile, balancing the need to reflect that risk whilst making sure we are not holding funds unnecessarily at the expense of committing funds to meet our charitable objectives. They consider the need to cover working capital requirements, the potential for short term reductions in income, and unexpected expenditure.

The policy sets a minimum target for free reserves (unrestricted funds excluding unrestricted tangible fixed assets) of 18% (or 2.2 months) of overall expenditure excluding direct project costs. This reflects a consideration of the various risks that Forum faces and the potential financial impacts of those risks.

At 31 December 2023, this minimum target was £1,012,000 (2022: £990,000). At the end of 2023, our free reserves were significantly below target at £579,000 (2022: £861,000). Trustees note that Forum has therefore been able to continue to operate below this minimum target level (in part because a significant proportion of funding is paid as cash in advance) and have impact. However, the minimum target has not been reduced even though it has not been met because the Trustees believe that a higher level of reserves would provide a greater level of comfort over the risks faced and allow Forum to take more positive decisions around risk and investment that would mean Forum can further increase its impact. Trustees have agreed a plan with management to grow the reserves over the next three years to ensure that free reserves move above the minimum target. The funding pipeline gives indication that this can be achieved, and Trustees and management are carefully monitoring progress towards this target on a regular basis and the actions required to achieve this target.

GOING CONCERN

Trustees have reviewed the latest versions of the planning scenarios and cash-flows, paying particular attention to the risks to income, reserves, and liquidity levels. They have concluded that there are sufficient reserves and a future funding pipeline, to create a reasonable expectation that Forum for the Future has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

FUNDRAISING

Philanthropic funding and fee for service income are both critical to Forum's ability to seed and scale impactful programmes and partnerships in support of our mission and to build financial resilience on both an annual and long-term basis. Our fundraising efforts focus on building deep, strategic partnerships with companies, trusts and foundations, statutory funders and individual philanthropists who share Forum's vision for a future where people and planet can thrive.

We do not make direct marketing appeals, carry out mass participation fundraising events, street or door-to-door fundraising, or fundraise from vulnerable adults. For this reason, we are not registered with the Fundraising Regulator in the UK or equivalent regulators elsewhere. However, we ensure the fundraising activities we do carry out comply with the legal and regulatory frameworks in each of the four countries in which we operate (the UK, India, Singapore, and the US) as they apply to charities and fundraising.

All fundraising is carried out by Forum employees in line with the following Forum policies: fundraising, gift acceptance, anti-fraud & bribery, safeguarding, and whistleblowing. Fundraising activities include community and cultivation events focusing on sustainability topics, strategic meetings with current and prospective funders and thought leadership publications and communications campaigns.

MANAGING OUR ENVIRONMENTAL IMPACT

At Forum we work to accelerate a future in which people and planet can thrive, but we also recognise the need to manage impacts that might arise from our own operations. Our sustainability policy is supported with an ongoing programme of measuring and monitoring our key impacts and investigating and delivering ways to minimise them.

MEASURING OUR ENVIRONMENTAL IMPACT

We measure the carbon emissions from business travel we take by air, train or taxi, collecting most of this data from information entered into our expenses system and the remainder from our nominated travel agent. In 2023 we noted a positive trend in the amount of additional information staff were providing when submitting their expense claims – such as mileage for taxi journeys and more information around flight routes – helping us to determine the emissions associated with these activities more efficiently than in the past.

We do not have direct access to energy use data in any of our offices but our landlords in our London and Singapore shared workspaces have provided building energy use data from which we have estimated our own use based on the amount of space we occupy. Energy use appears to have risen slightly in the Singapore office, which may well be due to staff working from the office more regularly than the previous year (NB as these figures are derived from whole building energy use it is hard to be certain of the exact cause of the increase.) We are working to try and source similar data for our US and India offices (each of which are shared workspaces with a small number of desks).

Forum for the Future - carbon emissions - 2023 (metric tonnes CO2e)[1]

		2017	2018	2019	2020	2021	2022	2023
Scope 2	London office[2]	14	6	10	8	1.97	3.03	3.12
Office energy use	Singapore office[3]	-	-	-	-	-	0.54	2.08
	Flights	185	193	280	35	20	163	156
Scope 3	Train journeys	-	-	-	-	0.12	0.96[4]	1.25
Business travel	Taxi journeys	-	-	-	-	0.16	1.12	1.64
	Total metric tonnes CO2e	**199**	**199**	**290**	**43**	**22**	**188**[5]	**164**

Where no emissions figure is noted, appropriate data was not available.

[1] Defra conversion factors for 2023 have been used in all calculations apart from energy use for Singapore office (see note 3)
[2] We also include emissions due to transmission of electricity used in the London office (officially scope 3 but included in this line for simplicity)
[3] Data provided by landlord who use conversions from IEA (International Energy Agency)
[4] For comparative purposes, one tonne of CO_2 is approximately equivalent to the emissions from one person flying from Chicago to London (source, *Myclimate Foundation*)
[5] The total for 2022 has been adjusted (169 tonnes to 188 tonnes) following acquisition of previously missing data

MANAGING OUR ENVIRONMENTAL IMPACT

The largest component of Forum's carbon footprint is created by the air travel that staff take to run workshops with partners and speak at conferences in various locations around the globe. This is an impact we try to minimise through use of our travel policy which encourages staff to use the most sustainable transport option (e.g. train instead of plane) wherever feasible.

We also ask staff to consider whether a meeting/workshop really needs to happen in person, how many staff need to attend, and whether more locally based staff or affiliates could participate. If air travel is necessary, staff are encouraged to maximise the positive potential of each trip, by incorporating extra in-person meetings with overseas colleagues, partners, collaborators or funders. Although a large proportion of our meetings and workshops are now run online, we still recognise the benefit that delivering some of this work in person can bring in terms of relationship building, and therefore, the impact of our work. Staff only fly economy class apart from a small proportion of flights where a wellbeing need has been identified and agreed funding is available to support any extra costs.

For shorter journeys, our employees are asked to take public transport wherever feasible and to share transport such as taxis, if possible. Three of our offices have secure bike parking and two have access to showers to better enable cycling to work in these cities.

Whilst sustainability is at front of mind, it is important to also recognise that the variety of options for safe, comfortable travel are not the same in all locations or at all times of the day/night. Our travel policy and our expenses policy therefore offer clear guidance for all staff on how they should also consider safety and wellbeing when travelling for work.

With regard to carbon emissions from IT, a move to a new electronic storage programme in 2024 will provide an opportunity for an organisation-wide 'digital declutter', and a chance therefore, to reduce unnecessary carbon emissions associated with data storage.

Despite the fact that our overall Scope 1, 2 and 3 carbon footprints are relatively low, in line with best practice we will be developing Net Zero carbon targets in 2024, with a view to achieving Net Zero as soon as is practically possible.

OFFSETTING OUR EMISSIONS

We view offsetting as the very last step in managing (and importantly, mitigating) our carbon emissions. For this last resort option of balancing out emissions that we have not been able to avoid we choose to invest in schemes we can trust, such as those accredited by the 'Gold Standard' scheme.

In 2023 we offset our emissions for 2022 (169[6] tonnes of CO_2) by investing in two Gold Standard accredited projects – one providing fuel-efficient cook stoves for rural communities in Kenya and the other providing micro-solar power facilities for rural communities in India.

OUR PEOPLE

EQUITY DIVERSITY AND INCLUSION

ED&I continues to be a key enabler for delivery of our strategy, and in 2023 we conducted our first ED&I survey for staff, asking the team questions across 7 domains; contribution to our purpose, voice, diversity, equity, decision making, inclusion and career growth. There was good engagement with the survey, with a 72% participation rate and an overall inclusion score of 73%, with staff reporting positively on a strong sense of inclusion and belonging at Forum. These results give us a baseline score for future monitoring. Highlights from the survey included feedback that colleagues felt a high level of respect for one another, and a strong alignment of our vision and purpose to the tasks within our work. Areas for improvement included equity of opportunity for career advancement, satisfaction with decision making and action to promote diversity awareness. There were rich qualitative comments which have also helped to inform 2024 plans.

For the first time we were able to capture a range of statistics on our staff cohort via our HR system as a metric for funders and interested partners. Our staff cohort is comprised of 78 employees in total. We have seen positive increases in representation in two areas with the number of male staff increasing to just over 28% and the proportion of staff identifying as Indian increasing to 21%. We have become a Disability Confident Employer in 2023 and have a cohort of 10% of staff identifying as people with disabilities.

Our ED&I plan for 2023 set out our intentions in a number of areas, ably supported by a newly established Staff Spotlight group, bringing together representatives across Forum geographies - together we progressed:

- Increasing the diversity of the board, with recruitment of three new trustees in the year, to better reflect the diversity of the regions we work in
- Establishing the Staff Spotlight group, with local inquiries in each geographical region, alongside ED&I individual goals and collective opportunities for sharing and learning together and deepening our own understandings of culture and practices
- Leadership learning opportunities - these were planned towards the end of the year and were delayed whilst we pivoted to supporting our Income Generation priorities
- Alignment of our just and regenerative concepts into our ED&I ambitions for clarity on how we live out just and regenerative approaches in our projects and programmes work and bring together a number of ideas and innovations that centre on inclusive practices in our work.

[6] This total for 2022 emissions was recently updated to 188 tonnes and the additional amount will be offset accordingly.

PEOPLE PLANS

In 2023 we set our people ambition as "On our path to be a sustainability employer of choice, with a thriving internal culture, which retains and grows our people. This means our systems and processes support people, our performance management system enables us to deliver impact & supports a learning culture, individual wellbeing is prioritised, and we are all contributing to an inclusive culture, ultimately modelling a just and regenerative future."

2023 was the first year of our new Strategy in practice, focusing on attracting diverse talent, retaining our people, and caring for our people ensuring that key structures and processes were in place to support the delivery of the strategy.

We continued to use the Be Applied recruitment platform to recruit the majority of new team members. In total there were 22 hires in 2023, the majority via Be Applied, via our website. The platform is well liked by candidates, scoring 8.4/10 for experience.

We also started the process of cyclical strategic workforce planning, planning recruitment campaigns throughout the year, forecasting and anticipating needs in each geography, making decisions to recruit to roles where we were likely to see impact most quickly supporting our strategy to shore up financial resilience.

For the first time we ran a comprehensive engagement survey for all staff to find out what motivated our employees and to give an opportunity to give feedback that could support our people thrive at Forum. 77% of staff completed the survey and results indicated an overall positive staff engagement score of 58%. This reflected high staff engagement with our mission and purpose and good feedback around line manager support. The results differed between teams and different demographics and each team took responsibility for taking action based on their particular results.

Across the organisation we had strong positive results that our people would recommend Forum as a great place to work, that their line managers were great role models and interested in their wellbeing and professional development. There was feedback to suggest there were opportunities to improve our systems and processes and decision making as well as to provide further opportunities for career development. These areas for improvement as well as being discussed and actioned locally were all in progress for 2023 and now feature in our 2024 plan.

Progress in response to the survey included; 'Deep Dive Learning Days' for all staff in July, a day of learning activities hosted twice across time zones to enable all staff participation and whole organisational learning together on key concepts in support of our strategy. A new capability framework and assessment launched and rolled out, supporting tailored individual learning plans, with line managers providing mid-year development and career conversations. A transition to a decision-making framework to support clarity and accountability in decision making was well received and has supported the Senior Leadership Team, projects and programmes with timely decision making.

2023 saw a shift away from our annual discretionary pay award linked only to annual performance and towards offering more bespoke development opportunities and a focus on career development. In practice this was a focused, mid-year discussion with line managers on development needs, capabilities assessments and starting individualised learning plans.

In addition, we began discussions and informal feedback-gathering on reviewing our ways of working to improve work life balance considering how to maximise new ways of working in a hybrid world, and minimise the disruption caused by working across four different time zones.

ORGANISATION STRUCTURE

2023 saw some organisation structure changes for staff. The Senior Management team became the Senior Leadership Team (SLT) which, with increased representation from the Asia geography, takes the operational lead of the organisation on a day-to-day basis. A newly created Executive Leadership Team (ELT), consisting of the CEO, the Chief Operating Officer and a new role of International Managing Director, provides additional strategic oversight of the organisation and SLT.

We also recruited a full team to our International Impact team, formalising the Global transition lead roles and leadership of our Practice areas into one team. 2023 also saw the departure of our Founder Director role as Jonathon Porritt stepped back from his work at Forum.

PRINCIPAL RISKS AND UNCERTAINTIES

The risk register remains our primary tool to give the Trustees assurance that key risks are adequately managed. The policy requires that key risks are identified and ranked each year and that each identified risk is assigned to a named risk owner who constructs a risk mitigation strategy and monitors the progress of that strategy.

The Senior Leadership Team (SLT) reviews the overall register regularly to determine the ongoing risk profile and agree on mitigation strategies (with further oversight from the Executive Leadership team). The Audit and Assurance Committee (AAC) then reviews the risk register twice yearly to ensure all risks are captured, monitored and are being adequately mitigated and undertake deep dives into specific topic areas as deemed useful. The full board reviews the risk register at least annually.

The following table sets out the major risks we faced during 2023 into 2024 together with key mitigating actions.

Risk	Mitigating actions
Funding model does not generate sufficient resource to sufficiently fund our work.	In recent years we have diversified our income, increasing the proportion of our funding from trusts & foundations and in the growth of offices in India, South East Asia, and the US. We have clear milestones for income generation, to give an early warning where income may be insufficient, and savings may need to be delivered. This is supported by detailed financial reforecasting during the year.
Global economic and geopolitical instability has negative financial impact (e.g. inflation).	Regular forward-looking financial review to recognise risks and take mitigating actions.
Staff turnover as a result of increasingly competitive landscape for talent in the sustainability sector.	Keeping a focus on Forum's values, aiming to be a brilliant place to work, including substantive efforts on staff development and feedback. Benchmarking pay and benefits. Carrying out exit interviews to understand reasons for people leaving and undertaking staff surveys.
Cyber security incident results in data loss causing business interruption and/or reputational damage.	Cyber essentials accreditation reflects various controls around key data (e.g. multi-factor authentication), development of a cyber incident response plan, support from third party expertise, and a chief information security officer role in place.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNANCE

The governing body of Forum is the Board of Trustees, which meets at least four times a year. The Trustees are responsible for ensuring that Forum abides by its charitable aims, works within the law and delivers its mission effectively. They oversee the policies and objectives of Forum and ensure that the work of the organisation is properly monitored and evaluated.

Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity by the Trustees are set out in note six to the accounts.

The Chair of Trustees, Rita Clifton, CBE leads the Board, which meets at least four times a year and has a number of sub-committees. The Audit and Assurance Committee (AAC) meets at least four times a year to ensure the adequacy of Forum's internal controls, risk and financial management, and considers and evaluates the work of the external auditors.

The Remuneration Committee is responsible for assessing the pay and performance of the Chief Executive. This Committee is also responsible, along with the Chief Executive, for assessing the performance of the Senior Leadership Team and reviewing the overall pay policy of Forum.

The Governance and Nominations Committee has responsibility for reviewing the board's performance against best practice, overseeing the composition of the board and committees, and supporting the appointment of the Chair, Trustees & Chief Executive.

New Trustees are appointed by the Board following open advertisement. 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 receive a comprehensive induction, which introduces Forum and a review of the duties of Trustees as defined by the Charity Commission.

DECISION MAKING

The Board of Trustees is the ultimate decision-making body of Forum. The Board is responsible for ensuring that Forum is solvent, well-run, and delivering the charitable outcomes for which it has been established.

The Board acts in the best interests of Forum; takes decisions about the strategic direction and future of the charity; ensures the organisation remains financially and strategically sustainable and is prepared to face future challenges. They ensure that Forum is working within the law, and exercise sufficient oversight to ensure it is meeting its objectives. They support the Chief Executive and ensure that the board, as a whole, is working effectively and efficiently.

Although final authority rests with the Trustees, they have delegated certain responsibilities and decision-making powers to the Chief Executive which are documented within governing documents and committee terms of reference. The Chief Executive in turn, further delegates responsibilities to suitably qualified members of staff using a mandate and advice model reflecting the matrix structure of the organisation.

STRUCTURE

Consolidated group accounts have been prepared for 2023 along with UK company accounts. Forum for the Future India Private Limited is a company limited by shares. Our South East Asia office in Singapore is operated out of Forum for the Future Asia Pacific Limited, a company limited by guarantee. Forum for the Future US is an independent 501(c)(3) organisation.

On 20 February 2023, Green Futures Limited, was sold to Jonathon Porritt for £100. Jonathon Porritt was an employee of Forum for the Future at this date. The value of the sale reflected the book value of the entity which had been dormant since incorporation and did not hold any assets.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Trustees (who are also directors of Forum for the Future for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

In preparing these financial statements, the Trustees are required to

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware

- There is no relevant audit information of which the charitable company's auditors are unaware
- The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of it winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Approved by the Board of Trustees on 20 June, 2024 and signed on their behalf by:

Emily Bushby, (Director, Trustee and Honorary Treasurer).

REFERENCE AND ADMINISTRATIVE DETAILS

Forum for the Future is a charitable company limited by guarantee and is incorporated in England & Wales (company number 2959712, charity number 1040519). The registered office address is: 3rd floor, 22-26 Paul Street, London, EC2A 4QE, United Kingdom. www.forumforthefuture.org

Trustees and directors

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2023, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities and the Companies Act 2006.

Trustees who served throughout 2023 and up to the date of this report were as follows:

Rita Clifton CBE (Chair)
Volker Beckers (retired June 2023)
Emily Bushby (Honorary Treasurer)
Charlotte Ersbøll
Noa Gafni (retired 29 April 2024)
Heather Grady
Deepa Iyer (appointed June 2023)
Laura McGonigal
Komala Ramachandra (appointed June 2023)
Deepak Subramanian (appointed June 2023)
Anita Tiessen (retired June 2023)
Fiona Thompson (retired March 2023)
Jonathan Wates
Andrew Winston

Board sub-committees

Audit and Assurance Committee (AAC)
Fiona Thompson (Chair) (until February 2023)
Emily Bushby (Chair) (appointed February 2023)
Charlotte Ersbøll
Laura McGonigal
Jonathan Wates
Mandhese Samra (Independent Member)
Deepa Iyer (appointed December 2023)

Remuneration committee
Anita Tiessen (Chair) (retired June 2023)
Noa Gafni (Chair) (appointed June 2023, retired April 2024)
Heather Grady
Deepak Subramanian (appointed December 2023)

Governance & Nominations Committee
Jonathan Wates (Chair)
Heather Grady
Anita Tiessen (retired June 2023)
Komala Ramachandra (appointed December 2023)

Company Secretary
Chris Baker

Executive Leadership Team (ELT)
Dr Sally Uren OBE, Chief Executive
Chris Baker, Chief Operating Officer
Hannah Pathak, International Managing Director

Senior Leadership Team (SLT)
Chris Baker, Chief Operating Officer
Hannah Pathak, International Managing Director
Anna Birney, School of System Change CEO
Anna Biswas, Managing Director India
Sumi Dhanarajan, Managing Director SE Asia
Matt Foster, Director of Development & Communications (from February 2023)
Zoe Le Grand, Associate Director UK/Europe
Martin Hunt, Associate Director UK/Europe
Martin Koehring, Global Director of Impact (from May 2023 until March 2024)
Ariel Muller, Director of Futures & Strategic Initiatives
Sandra Seru, Managing Director US (until February 2023)
Samantha Veide, Managing Director US (from October 2023)

BANKERS AND AUDITORS

Bankers
HSBC Commercial Banking, City of London Commercial Centre, 60 Queen Victoria Street, London, EC4N 4TR.

Triodos Bank, Deanery Road, Bristol, BS1 5AS.

The Co-operative Bank, PO Box 48, 1 Balloon Street, Manchester, M60 1GP.

Auditor
Sayer Vincent LLP, Chartered Accountants and Statutory Auditors, 110 Golden Lane, London, EC1Y 0TG.

OUR PARTNERS AND FUNDERS

All of our partners and funders are organisations that have made contributions to our programmes, or worked with us on projects, all designed to accelerate progress towards a just and regenerative future.

AIM-Progress
Air New Zealand
Belron International
Benefact Trust
Bentley Motors
Betty & Taylors of Harrogate
BMW Foundation Herbert Quandt
Bristol Myers Squibb
Burberry
Cargill
CAST
ClimateWorks Foundation
Coca-Cola Europe
Coca-Cola Europacific Partners
Co-op Foundation
The Co-operative Group
The Crown Estate
David Rockefeller Fund
Diageo
Drax
Drosos Foundation
EcoVadis
EDF Energy
Eicher Motors, including Royal Enfield and Eicher Group Foundation
EY
Gate One
Glanbia
Google
Hat Trick Productions
Henkel
Inter-American Development Bank
John Ellerman Foundation
Johnson & Johnson
Kimberly-Clark Foundation
Lankelly Chase Foundation
LocalMotion
Luminate
M&S
Missouri Foundation for Health
NACD
National Nuclear Laboratory
Nestlé
Nordstrom
Olam Group
Omidyar Network
Ørsted
Oxford Farming Conference
Pfizer
Pure Table Top
Reckitt
Rohini Nilekani Philanthropies
Roundtable on Sustainable Palm Oil
SIG Combibloc
Stuart Fletcher
Travalyst
Treebeard Trust
Unilever
Volac
Walgreens Boots Alliance
The Waterloo Foundation
Wates Family Enterprise Trust
The World Bank
WWF

We especially want to acknowledge and thank our leading partners and funders whose significant contributions in 2023 supported Forum's ambitious strategy for a socially just and regenerative future.

3M Foundation
Aldi Süd
Aviva Investors
Bord Bia
Bupa
Capgemini
Dole
The Flotilla Foundation
General Mills Foundation
Haleon
IDH
J&J Foundation
Laudes Foundation
Macarthur Foundation
People's Postcode Lottery Green Trust
SED Fund
Silver Fern Farms
Singapore Economic Development Board
The Sunrise Project
Tara Climate Foundation
Target
The VF Foundation
Walmart Foundation

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FORUM FOR THE FUTURE

OPINION

We have audited the financial statements of Forum for the Future (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Forum for the Future's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and assurance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

Date 13 August 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL STATEMENTS

Consolidated statement of financial activities for the year ended 31 December 2023

(Incorporating the income and expenditure account)

	Notes	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
INCOME FROM							
Donations	2	10	-	**10**	26	15	**41**
Charitable activities	3	3,603	3,242	**6,845**	3,627	2,707	**6,334**
Total income		3,613	3,242	**6,855**	3,653	2,722	**6,375**
EXPENDITURE ON							
Raising funds		(183)	-	**(183)**	(206)	-	**(206)**
Charitable activities		(3,683)	(2,577)	**(6,260)**	(3,667)	(2,545)	**(6,212)**
Total expenditure	4-6	(3,866)	(2,577)	**(6,443)**	(3,873)	(2,545)	**(6,418)**
Net income / (expenditure) for the year	8	(253)	665	**412**	(220)	177	**(43)**
Foreign exchange gains (losses)		(37)	-	**(37)**	6	-	**6**
NET MOVEMENT IN FUNDS		(290)	665	**375**	(214)	177	**(37)**
FUNDS BROUGHT FORWARD		903	1,051	**1,954**	1,117	874	**1,991**
FUNDS CARRIED FORWARD		613	1,716	**2,329**	903	1,051	**1,954**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19 to the financial statements.

Balances sheets as at 31 December 2023

	Notes	The group 2023 £'000	The group 2022 £'000	The charity 2023 £'000	The charity 2022 £'000
FIXED ASSETS					
Tangible fixed assets	11	**34**	**42**	**24**	**35**
Investments	12	**-**	**-**	**1**	**1**
		34	**42**	**25**	**36**
CURRENT ASSETS					
Debtors	15	**2,256**	**931**	**1,691**	**1,576**
Short term deposits and cash in hand		**1,246**	**2,292**	**788**	**1,003**
		3,502	**3,223**	**2,479**	**2,579**
LIABILITIES					
Creditors - due within one year	16	**(1,207)**	**(1,311)**	**(995)**	**(1,179)**
NET CURRENT ASSETS		**2,295**	**1,912**	**1,484**	**1,400**
NET ASSETS	18	**2,329**	**1,954**	**1,509**	**1,436**
FUNDS					
General funds		**613**	**903**	**870**	**834**
Restricted funds	19	**1,716**	**1,051**	**639**	**602**
TOTAL FUNDS		**2,329**	**1,954**	**1,509**	**1,436**

Approved by the directors on 20th June 2024 and signed on their behalf by

Emily Bushby
Honorary Treasurer

Forum for the Future
Company number: 2959712

Consolidated statement of cash flows for the year ended 31 December 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities	A		
Net cash provided by / (used in) operating activities		**(1,031)**	**444**
Cash flows from investing activities			
Loss on disposal of fixed assets		**-**	**52**
Purchase of equipment		**(15)**	**(35)**
Net cash provided by / (used in) investing activities		**(15)**	**17**
Cash flows from financing activities			
Cash inflows from new borrowing		**-**	**(8)**
Net cash (used in) provided by financing activities		**-**	**(8)**
Change in cash and cash equivalents in the year		**(1,046)**	**453**
Cash and cash equivalents at 1 January		**2,292**	**1,839**
Cash and cash equivalents at 31 December		**1,246**	**2,292**

A. Reconciliation of net income to net cash flow from operating activities

	2023 £'000	2022 £'000
Net income / (expenditure) for the period	375	(37)
Adjusted for:		
Depreciation charges	23	57
Decrease / (increase) in debtors	(1,325)	601
(Decrease) in creditors	(104)	(177)
Net cash (used in) / provided by operating activities	**(1,031)**	**444**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES

Statutory information
Forum for the Future is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is 3rd Floor, 22-26 Paul Street, London EC2A 4QE.

Basis of accounting
The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Basis of consolidation
These financial statements consolidate the results of the charitable company and its wholly owned or controlled subsidiaries Forum for the Future Asia Pacific Limited, Forum for the Future India Private Limited and Forum for the Future US Inc. on a line-by-line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. The amounts due to/from Forum for the Future and its subsidiaries are disclosed in aggregate in notes 16 and 17. Separate statements of financial activities, on income and expenditure accounts, for the subsidiaries are not presented because they have taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Public benefit entity
The charitable company meets the definition of a public benefit entity under FRS 102.

Accounting estimates and assumptions
The Trustees do not consider that there are any estimates and assumptions at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Going concern
The financial statements have been prepared on the going concern basis. An organisation is considered a going concern if it is expected to continue its operations for the next twelve months. The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern.

In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider Forum to be a going concern for the foreseeable future.

Income
Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred. Income that is not yet received but meets the recognition criteria is accrued.

When there are any performance conditions attached to the grant agreements, the grant income is recognised when there is sufficient evidence that these conditions have been met.

Donated gifts and services are measured at their monetary value to the organisation and included under donations. An equal amount is included under the relevant expenditure category so the net income is nil.

Expenditure
Expenditure is accounted for on an accrual basis when there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds relate to the costs incurred by the charitable company in generating voluntary income and any other costs related to the fundraising activities.

Expenditure on charitable activities includes the costs of delivering programmes and educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as incurred and included in the support costs except for those which are grant funded where VAT is charged directly to the projects.

Staff untaken holiday and untaken paid sabbaticals were calculated at staff actual salary rates as at the end of December 2023 and provided for in the statement of financial activities.

Grants given
Forum can only make grants to other organisations where these are in support of our charitable activities. At present these grants are limited to circumstances where we act as lead partner in relation to a particular programme of work and this has been agreed with the funder. The expenditure is recognised when the criteria for a constructive obligation has been met, payment is probable, it can be measured reliably and there are no conditions attached which limit its recognition.

Allocation of support costs
Support costs are apportioned to Forum's programmes in line with the direct spend on each programme. The type of costs that are allocated in this way include all office and technology costs, finance and people related costs.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting
Restricted funds represent income received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the restricted fund.

Unrestricted funds represent the income received to pursue the general charitable objectives of the charity.

Foreign exchange
Expenditure in foreign currency is accounted for at the xe.com rates which are updated each month. The same treatment is applied to the income received. The balance sheet is revalued quarterly including at 31 December.

Operating leases
Rental charges are charged on a straight-line basis over the term of the lease.

Tangible fixed assets
Tangible fixed assets are stated at cost.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Fixed assets over the value of £500 are capitalised and the depreciation is charged on a straight-line basis over the asset's estimated useful life:

Improvements to leasehold properties	5 years
Furniture and fittings	5 years
Software development	5 years
Computers and office equipment	3 years

All fixed assets more than six years old are treated as having been disposed of in the financial statements.

Investments in subsidiaries
Investments in subsidiaries are recorded at cost.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments, which are payments received in advance, are valued at the net amount prepaid.

Cash at bank and in hand
Cash at bank and cash in hand consists of cash only.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions
The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the statement of financial activities in the periods to which they relate. The charity has no liability under the scheme other than for the payment of those contributions.

2. DONATIONS

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Donations	10	-	**10**	26	-	**26**
Government job retention grants	-	-	**-**	-	15	**15**
	10	**10**	**10**	**26**	**15**	**41**

Government job retention grants included £0 (2022: £15,000) from the Singaporean government.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Programme grants	-	3,242	3,242	-	2,707	2,707
Programme service contracts	3,526	-	3,526	3,487	-	3,487
Basecamp and Spark participant fees	72	-	72	139	-	139
Other income	5	-	5	1	-	1
	3,603	**3,242**	**6,845**	**3,627**	**2,707**	**6,334**

Income from charitable activities by programme and geography:

2023

	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2023 Total £'000
Purpose of Business	1,229	266	43	762	2,300
Food	349	116	-	438	903
Energy	495	256	(17)	952	1,686
Across/Beyond DUTs	328	70	31	89	518
School of System Change	809	-	-	318	1,127
Other	257	6	-	48	311
	3,467	**714**	**57**	**2,607**	**6,845**

DUTs are "deep and urgent transition areas" of Forum's strategy – these are the Purpose of Business, Food, and Energy.

2022

	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2022 Total £'000
Purpose of Business	1,318	150	128	162	1,758
Food	525	303	-	911	1,739
Energy	351	81	17	147	596
Across/Beyond DUTs	807	310	-	23	1,140
School of System Change	573	-	-	145	718
Other	269	66	-	49	383
	3,843	**910**	**145**	**1,436**	**6,334**

4. TOTAL EXPENDITURE

	Charitable activities						
	Programmes	**Communications**	**Total**	**Raising funds**	**Support costs**	**2023 Total**	**2022 Total**
	£'000	£'000	**£'000**	£'000	£'000	**£'000**	**£'000**
Staff costs	3,224	469	**3,693**	119	705	**4,517**	4,395
Project costs	957	73	**1,030**	19	-	**1,049**	1,085
People	-	-	**-**	-	54	**54**	131
Office & technology	-	-	**-**	-	620	**620**	654
Finance	-	-	**-**	-	128	**128**	89
Governance	-	-	**-**	-	75	**75**	64
Total	4,181	542	**4,723**	138	1,582	**6,443**	6,418
Support costs apportioned:	1,360	177	**1,537**	45	(1,582)	**-**	-
Total expenditure	5,541	719	**6,260**	183	-	**6,443**	6,418

The support costs are apportioned to programmes on the basis of the total direct costs for each area of work.

	Charitable activities					
2022	**Programmes**	**Communications**	**Total**	**Raising funds**	**Support costs**	**2022 Total**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Staff costs	3,219	369	3,588	145	662	4,395
Project costs	992	82	1,074	9	2	1,085
People	-	-	-	-	131	131
Office & technology	-	-	-	-	654	654
Finance	-	-	-	-	89	89
Governance	-	-	-	-	64	64
Total	4,211	451	4,662	154	1,602	6,418
Support Costs	1,401	150	1,550	52	(1,602)	-
Total expenditure	5,612	600	6,212	206	-	6,418

Governance costs are further analysed below:

	2023	2022
	£'000	£'000
Trustee meetings and expenses	**-**	7
Audit fees	**48**	42
Indemnity insurance	**27**	15
	75	45

5. CHARITABLE EXPENDITURE BY PROGRAMME

	Programme costs	**Grants given**	**Support costs**	**2023 Total**	**Programme costs**	**Grants given**	**Support costs**	**2022 Total**
	£'000	£'000	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Purpose of Business	1,497	-	184	**1,681**	842	93	231	1,166
Food	905	-	310	**1,215**	1,211	-	300	1,511
Energy	874	-	394	**1,268**	465	-	113	578
Across/Beyond DUTs	302	-	78	**380**	875	-	318	1,193
School of System Change	1,051	-	429	**1,480**	1,001	-	448	1,449
Other	94	-	142	**236**	175	-	140	315
	4,723	**-**	**1,537**	**6,260**	4,570	93	1,550	**6,212**

6. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

	2023	2022
	£'000	£'000
Salaries and wages	**3,853**	3,730
Redundancy and termination costs	**-**	14
Social security costs	**354**	354
Employer's contribution to pension schemes	**310**	297
	4,517	4,395

Staff based outside of the UK have salaries denominated in their local currency.

The following number of employees received total employee benefits (excluding employer pension costs) within each of the following bands:

	2023	**2022**
	£'000	£'000
£60,000 - £69,999	**8**	6
£70,000 - £79,999	**2**	2
£80,000 - £89,999	**1**	2
£90,000 - £99,999	**4**	3
£100,000 - £109,999	**1**	-
£110,000 - £119,999	**1**	1
£120,000 - £129,999	**1**	1
£130,000 - £139,999	**-**	1

The key management personnel of Forum are the members of the Senior Leadership Team and Executive Leadership Team, consisting of the Chief Executive Officer, International Managing Director, Chief Operating Officer, Director of Development and Communications, Director of Impact, Director of Futures and Strategic Initiatives, Director of School of System Change, Directors of UK and Europe, Director of South East Asia, Director of US and Director of India. The total pay including employer's pension contributions to the senior management team in the year was £1,243,780 (2022: £884,488). The increase reflects the change in structure and the increase in numbers of individuals that count within the senior management team (e.g. Director for India role added).

Total travel and subsistence expenses claimed by 3 trustees in 2023 were £238 (2022: £6,955 – 2 trustees).

Pension scheme:
Forum for the Future operates a contract based, individual money purchase arrangement with Aviva. As at 31 December 2023 there was one month payment owed to Aviva for the total of £20,936 (2022: £17,600) which was paid on 24 January 2024. There were 46 (2022:49) staff enrolled on the pension scheme at the end of December 2023. Pension arrangements in APAC for Singaporeans are obligatory statutory payments to the Central Provident Fund. In the US the pension is arranged with TransAmerica and is a defined contribution scheme. There is no statutory obligation in India to provide a pension scheme for an organisation with under 20 staff.

7. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was 77 (2022: 80). The average full-time equivalent analysed by function was as follows:

	2023	2022
	No.	No.
Raising funds	**1.6**	2.2
Programmes	**51.6**	50.7
Communications	**6.3**	7.0
Support	**12.6**	12.4
Governance	**0.5**	0.5
	72.6	72.8

8. NET EXPENDITURE FOR THE YEAR

	2023	2022
	£'000	£'000
This is stated after charging:		
Depreciation	**23**	58
Operating lease rentals:		
l property	**180**	174
Forum for the Future Group auditors' remuneration (excluding VAT):		
l audit fee	**21**	17
l grant audit	**-**	-
Forum for the Future Asia Pacific Limited auditors' remuneration:		
l audit	**10**	5
Forum for the Future India Private Limited auditors' remuneration:		
l audit	**2**	4
Forum for the Future US Inc. auditors' remuneration:		
l audit	**15**	8
Foreign exchange gains/(losses)	**37**	(6)
Removal of lease capitalisation	**-**	(52)

9. RELATED PARTY TRANSACTIONS

There were no donations received from trustees in 2023 (2022: £418).

Jonathan Wates is a trustee of Forum for the Future and is a director of the Wates Family Group. Forum received a donation of £10,000 from The Wates Family Enterprise Trust in 2023 (2022: £10,000).

Andrew Winston is a director and founder of Andrew Winston LLC. Forum paid £0 to Andrew Winston LLC in 2023 for consultancy services (2022: £2,000). These goods were purchased on an arm's length basis and the costs were fully passed through to a funding partner. There were no amounts outstanding to or from the company at the period end (2022 – nil).

Forum for the Future has taken the exemptions conferred by paragraph 33 1A of FRS 102 in respect of disclosing transactions with group entities on the basis that the subsidiaries are wholly controlled and group accounts are prepared.

10. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. Forum for the Future India Private Limited, which is registered in India, is liable for the income tax on profits. The provision for 2023 is £31,000 (2022: £46,000).

11. TANGIBLE FIXED ASSETS

The group:	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost			
At the start of the year	3	305	**308**
Additions in year	-	15	**15**
Disposals in year	-	-	**-**
At the end of the year	3	320	**323**
Depreciation			
At the start of the year	1	265	**266**
Charge for the year	1	22	**23**
Disposals in year	-	-	**-**
At the end of the year	2	287	**289**
Net book value			
At the end of the year	**1**	**33**	**34**
At the start of the year	2	40	42

All the assets are used for charitable purposes.

The charity:	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost			
At the start of the year	3	269	**272**
Additions in year		6	**6**
Disposals in year	-	-	**-**
At the end of the year	3	275	**278**
Depreciation			
At the start of the year	1	236	**237**
Charge for the year	-	17	**17**
Disposals in year	-	-	**-**
At the end of the year	1	253	**254**
Net book value			
At the end of the year	**1**	23	**24**
At the start of the year	2	33	36

12. INVESTMENTS

The charity investments consist of the following entities:

Entity	**Type**	**No of shares/ cost**
Forum for the Future Asia Pacific Limited	subsidiary charitable company	-
Forum for the Future India Private Limited	subsidiary limited company	9,999 shares at £0.1 (INR 10) Dilutive earning per share £0.1084
Forum for the Future US Inc.	subsidiary not for profit	-

On 20 February 2023, Green Futures Limited, was sold to Jonathon Porritt for £100. Jonathon Porritt was an employee of Forum for the Future at this date. The value of the sale reflected the book value of the entity which had been dormant since incorporation and did not hold any assets.

13. SUBSIDIARY UNDERTAKINGS

Forum for the Future Asia Pacific Limited

The charitable company is the sole member of Forum for the Future Asia Pacific Limited, a company limited by guarantee, registered as a company and a charity in Singapore. All activities have been consolidated on a line-by-line basis in the statement of financial activities. The company accounts for Forum for the Future Asia Pacific Limited are audited separately by Moore Stephens LLP. The figures are then consolidated into the group accounts. Although this subsidiary has negative reserves, this remains supported by the parent and a going concern.

	2023 £'000	**2022 £'000**
Income	**1,286**	969
Direct costs	**(1,004)**	(658)
Net income	**282**	86
Administrative expenses	**(111)**	(173)
Deficit for the year	**171**	(87)
Foreign exchange gains/(losses)	**5**	(10)
Surplus / (deficit) for the year	**176**	(97)

The aggregate of the assets, liabilities and funds was:

Assets	**275**	494
Liabilities	**(286)**	(490)
Funds	**(11)**	(188)

Forum for the Future awarded Forum for the Future Asia Pacific Limited a £188k grant. This was accrued in the UK entity results for 2022 and appears in the Singapore entity in 2023.

Forum for the Future India Private Limited

The charitable company owns 99.99% of the issued ordinary share capital of Forum for the Future India Private Limited, a company limited by shares and registered in India. The company accounts for the period from 1 April 2022 to 31 March 2023 were audited by Kumar Gandhi and Associates. Interim unaudited accounts for the period 1 January 2023 – 31 December 2023 were prepared and results consolidated into the group accounts.

	2023	**2022**
	£'000	**£'000**
Income	**495**	385
Direct costs	**(400)**	(154)
Net income	**95**	231
Administrative expenses	(200)	(140)
Provision for taxes	(31)	-
(Loss) / profit for the year	**(137)**	91
Foreign exchange losses	**(7)**	(37)
(Loss) / profit for the year	**(144)**	54

The aggregate of the assets, liabilities and funds was:

Assets	**234**	272
Liabilities	**(156)**	(50)
Share capital	**(1)**	(1)
Funds	**77**	221

Forum for the Future US Inc

The US operation is a not-for-profit under Section 501(c)(3) of the Internal Revenue Code. The accounts are separately audited by Skody Scot & Company and consolidated as part of the Forum Group.

	2023	**2022**
	£'000	**£'000**
Income	**3,008**	1,572
Direct costs	**(2,214)**	(1,412)
Net income	**794**	190
Administrative expenses	**(324)**	(487)
Surplus / (deficit) for the year	**470**	(297)
Foreign exchange losses	**(28)**	19
Surplus / (deficit) for the year	**442**	(278)

The aggregate of the assets, liabilities and funds was:

Assets	**1,189**	527
Liabilities	**(437)**	(192)
Funds	**752**	310

14. PARENT CHARITY

The parent charity's gross income and the results for the year are disclosed as follows:

	2023	2022
	£'000	£'000
Gross income	**5,042**	5,423
Surplus / (deficit) for the year	**73**	121

15. DEBTORS

	The group		**The charity**	
	2023	**2022**	**2023**	**2022**
	£'000	**£'000**	**£'000**	**£'000**
Trade debtors	**711**	661	**430**	463
Other debtors and prepayments	**278**	215	**119**	89
Amounts due from subsidiaries	**-**	-	**412**	991
Accrued income	**1,267**	55	**730**	33
	2,256	931	**1,691**	**1,576**

16. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	The group		**The charity**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Trade creditors	**55**	50	**25**	46
Other creditors	**181**	171	**128**	136
Amounts due to subsidiaries	**-**	-	**168**	337
Accruals	**183**	216	**133**	169
Deferred income	**788**	874	**541**	491
	1,207	1,488	**995**	1,178

17. DEFERRED INCOME

Movements on deferred income were as follows:

	The group		**The charity**	
	2023	2022	**2023**	2022
	£'000	£'000	**£'000**	£'000
Deferred income brought forward	874	899	491	560
Amount released to income in the year	(874)	(899)	(491)	(560)
Amount deferred in the year	788	874	541	491
Balance at the end of the year	**788**	**874**	**541**	**491**

18.CURRENT YEAR ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £'000	Restricted £'000	Total funds £'000
Tangible fixed assets	34	-	**34**
Net current assets	579	1,716	**2,295**
Net assets at the end of the year	**613**	**1,716**	**2,329**

Prior year analysis of group net assets between funds

	Unrestricted £'000	Restricted £'000	Total funds £'000
Tangible fixed assets	42	-	**42**
Net current assets	861	1,051	**1,912**
Net assets at the end of the year	**903**	**1,051**	**1,954**

19. MOVEMENT IN RESTRICTED FUNDS

	At the start of 2023 £'000	Income £'000	Expenditure £'000	At the end of 2023 £'000
Funding by programme				
Purpose of Business	64	440	(466)	**38**
Food	752	419	(920)	**251**
Energy	146	1,578	(673)	**1,051**
Across/Beyond DUTs	58	43	(101)	**-**
School of System Change	31	757	(412)	**376**
Other	-	5	(5)	**-**
	1,051	**3,242**	**(2,577)**	**1,716**

These funds represent that funding received with specific restrictions as to what it is spent on. The funds carried forward represent that restricted funding where income has been recognised but where the funds have not yet been spent.

Movement in restricted funds 2022:

	At the start of 2022 £'000	Income £'000	Expenditure £'000	At the end of 2022 £'000
Funding by programme				
Purpose of Business	63	344	(343)	64
Food	547	1,235	(1,030)	752
Energy	56	429	(339)	146
Across/Beyond DUTs	91	509	(542)	58
School of System Change	91	130	(190)	31
Other	26	60	(86)	-
Job retention schemes	-	15	(15)	-
	874	**2,722**	**(2,545)**	**1,051**

20. OPERATING LEASE COMMITMENTS

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

	Property	
	2023	2022
Payments due:	**£'000**	£'000
Within one year	145	117
Within two to five years	132	197
	277	314

21. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

FORUM FOR THE FUTURE

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn and Twitter and Facebook. Sign up for our newsletter.

Company number: 2959712
Charity Number: 1040519

FORUM FOR THE FUTURE

England & Wales - Charity number 1040519

Accounts

FORUM FOR THE FUTURE

ANNUAL REPORT

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022



Forum for the Future is an international non-profit with a purpose to accelerate the transformation toward a more just and regenerative future. We operate in four offices located in the UK, US, Singapore and India. This Annual Report gives an overview of our ongoing work with business, government and wider civil society, to influence deep and urgent transitions in how the world thinks about, produces, consumes and values both food and energy, and in the purpose of business in society and our economy.

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn and Twitter. Sign up for our newsletter.



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MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE

2022: A NEW STRATEGIC DIRECTION BEGINS

In 2022 uncertainty became the new normal. Soaring inflation, continued extreme weather events and the onset of war in Ukraine were among the many shocks to our systems — each changing how we live and work and highlighting the critical need to act with greater ambition and urgency if we are to create a world in which people and planet thrive.

Against this backdrop, Forum for the Future finalised and launched its new 2023-2025 strategy, focusing our efforts on three transitions already in-play with game-changing potential to transform the way the world works: food, energy, and the purpose of business.

By focusing on these areas internationally, we can act faster and go further to help create not only a more sustainable world, but a just and regenerative one. Over the next three years, we will work with wide-ranging partners and influencers to develop compelling visions of the future, diagnose today's barriers and opportunities, and co-create a path between the two. We will create diverse spaces for all participants, especially those lesser heard, to connect and collaborate and, along the way, we will constantly seek to build people's capacity to think and act systemically.

Our work in food will focus on scaling regenerative agriculture in the UK and India, building on the success of our *Growing our Future* programme in the US (see page 12). It's here we are working collaboratively across the agriculture system to look at how we can create a food system that balances health and nutritional outcomes with restoration of the ecosystems and farming livelihoods on which we all depend. In Southeast Asia, we plan to deepen the focus on a just and regenerative transition for food through *Protein Challenge Southeast Asia* where we are supporting a transition to a future-fit protein system (see page 18). Other priorities include work to reconfigure value chains so that they are socially just, decarbonised, regenerative, and resilient in the face of disruption and discontinuity, and to reimagine and reshape production landscapes to ensure that we make best use of the land available to serve the global population.

Our work in energy focuses on creating a system that is radically decarbonised and resilient, that depends wholly on renewables and / or other carbon-neutral sources, actively engages those who produce, trade and consume energy in the sector's development, and which prioritises universal access to energy that is affordable, ecologically safe and rights-respecting. To do this, we will continue to drive the *Responsible Energy Initiative (REI)* in India (and scope it out in Southeast Asia), work with communities to reimagine the purpose of the energy system, seek out more sustainable ways to produce and deploy renewable energy, and then shape the transition pathways needed to drive change (see page 23).

Our work to transform the purpose of business will build on our ground breaking *Business Transformation Compass* report, which launched in 2021 and calls on businesses to put just and regenerative principles at the heart of why and how they operate. Building on a long track-record of partnering with ambitious companies, we plan to: inspire visionary leadership so that action is commensurate with the scale of the challenge; rethink the value chains that get our products from farm to fork, crop to clothing; and transform the way goods and services are consumed. We will also step back and look at the bigger picture, working with key influencers to create the enabling conditions for transformational rather than incremental change. Our work on the *Climate and Health Coalition* is just one example of where we're getting traction.

As a non-profit, we continue to diversify our funding and 2022 brought some significant successes in growing our income, with large philanthropic grants awarded to support *Growing our Future* in the US, *REI* in India, and our first core grant to support our work in Southeast Asia. We have also seen notable successes in our fee-for-service income, including partnering with ALDI SÜD to transform its strategy and purpose. We will continue to build our financial resilience so that we can fully realise the potential of our strategy.

Elsewhere, we continue to deepen our commitment to Equity, Diversity and Inclusion (ED&I) with: every team member focusing one of their key objectives on this; ongoing work to increase the diversity of our leadership team and Board of Trustees; trialling different ways of embedding ED&I within our programmes — in particular, supporting the voices of the marginalised within our multi-stakeholder collaborations and ensuring our marketing and communications efforts provide a platform for lesser heard voices.

None of this would be possible without the invaluable support from our trusted partners and supporters across business, government and civil society, as well as our dedicated Board of Trustees who give generously of their time. As always, a heartfelt thank you from all at Forum. We firmly believe our new strategy provides us with a laser focus through what will remain turbulent times. We have no doubt that Forum's unique blend of applied futures and systems-wide thinking — applied specifically to the transitions in food, energy and the purpose of business — is even more relevant and needed than ever.



Rita Clifton CBE
Chair, Forum for the Future
June, 2023



Dr Sally Uren OBE
Chief Executive, Forum for the Future
June, 2023

TRUSTEES' REPORT

INTRODUCTION

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2022, which have been prepared in accordance with the requirements of a directors' report, as required under company law, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities, the SORP applicable to charities preparing their accounts in accordance with FRS 102. This report incorporates the Companies Act 2006 strategic report requirements.

OVERVIEW - OUR MISSION

Forum for the Future's mission is to accelerate the shift towards a just and regenerative future in which both people and the planet thrive.

What is a 'just and regenerative' future?

A future in which:

1. We have transformed our understanding of the relationships between the economy, society and the planet. This means recognising that humans, and the economy and society we have created, are part of — not separate from — nature.

2. We enable the capacity of all living beings to thrive. It's here the universal rights of all living beings are respected, and where our social and environmental systems are resilient, with the capacity to adapt to future challenges.

3. What we count as success and value has been redefined — in particular, the economy now creates and distributes value fairly, with economic models that prioritise human wellbeing and ecosystem health.

To do this, we are focused on shaping **three critical transitions** already in play and with game-changing potential to tackle our intensifying social, environmental and economic challenges:

1. How we think about, produce, consume and value food: how can we shape a deep and urgent transition for our food system to fulfil the needs of diets, livelihoods and land, while fundamentally resetting the system's goals?

2. How we think about, produce, consume and value energy: how can we accelerate a rapid transition to renewable energy that is ecologically safe, socially just and shifts the goals of the energy production system?

3. The purpose of business: how can we transform the purpose of business in society and our economy, so that businesses help shift the goals of the market system in ways that enable a socially just and regenerative world?

HOW WE WORK

Since our creation in 1996, Forum has built a strong reputation as a trusted and independent convenor working alongside changemakers to create real, lasting change in the way the world works. Together, we:

- Co-create compelling **visions of the future**. Creating a better future starts with imagining what it could really look like and identifying what of many potential scenarios is our preferred one.
- Diagnose **today's barriers and opportunities**. What is holding us back from realising our preferred future and what could propel us forward?
- Co-create **a path between the two**. It's here we create transformational strategies that help focus efforts and resources on the areas that matter most.
- Create **spaces for diverse actors** — including lesser-heard voices — to connect and collaborate on shared challenges. The issues we face are bigger than any one actor working alone; tackling them will mean cross-sector innovation and experimentation, and being open and honest about where we're succeeding, failing and learning.
- Build capacity to **think and act systemically**. Systemic issues require systemic solutions capable of tackling root causes. Anything incremental and/or short-term will no longer cut it and arguably never has. It's here we encourage partners to see the interconnections between the world's challenges and develop solutions capable of tackling multiple issues simultaneously.

We do this from offices in London, New York, Singapore and Mumbai.





OBJECTIVES AND ACTIVITIES

SUMMARY OF MEMORANDUM AND ARTICLES OF ASSOCIATION

As a charity, Forum for the Future is required to operate in line with its memorandum and articles of association and to demonstrate public benefit from its activities. This section sets out how it fulfils that duty.

PUBLIC BENEFIT

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of Forum and planning its future activities. The Trustees confirm that they have complied with the duty in section four of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining how planned activities will contribute to the aims and objectives that have been set.

Forum for the Future in the UK is a registered educational and sustainable development charity, and a company limited by guarantee and not having share capital. Its governing documents are the Memorandum and Articles of Association. Its 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 interrelationship with ecology, the natural world, health, technology, agriculture, sustainable development, philosophy and psychology.

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;
- Relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
- Promotion of sustainable means of achieving economic growth and regeneration.

Forum's work provides direct public benefit by catalysing solutions to complex global challenges. This happens through our collaborative projects which bring together stakeholders from different sectors to discuss strategic responses to challenges, as well as to develop common methodologies and approaches.

We also work with organisations in the private and public sectors to help them provide public benefit, by putting sustainability at the heart of their strategies and developing products and services that are environmentally sound, economically viable and socially just. And we educate people to make those changes, improving capacity for the organisations they deal with to provide public benefit.

Forum also aims to benefit the public by providing information about the path to a sustainable future. We communicate widely about our work through free events, free publications, our website, our annual *Future of Sustainability* report, and our digital Futures Centre platform, where we build communities and discussions to accelerate change. Here, we share 'sensemaking' analysis and signals of change sourced through our projects, resources that we recommend, and thoroughly researched and referenced futures trends. We also strive for coverage of our projects in media across the globe as another way of sharing our work and influencing the sustainability narrative.

Forum has continued to deliver against these charitable objects in 2022.

SUMMARY OF ACTIVITIES AND ACHIEVEMENTS IN 2022

Forum is working with its partners, funders and collaborators to influence three potentially game-changing transitions: how we think about, produce, consume and value both **food** and **energy**, and how we transform the **purpose of business** in society and our economy. As part of this, we are helping to **reimagine the future** while also building the capacity for **systems change** for sustainability. Here, we summarise 2022 activities for these five key areas.



1. SHAPING THE FOOD TRANSITION

Food is at the heart of many of the world's environmental, social and economic challenges. The issues — from soil health to public health and how to sustain a growing global population on finite resources — are complex and cannot be solved in isolation. As it stands, the way we produce, consume and value food is pushing the planet, and its systems on which we rely, beyond their limits.

So how do we ensure we produce enough safe, nutritious and affordable food for everyone in sustainable ways? We call this *sustainable nutrition* — an approach to food production that optimises health and nutritional outcomes while restoring the key ecosystems and farming livelihoods on which we depend.

The world is responding to the need for sustainable nutrition. We're seeing new products on our shelves and the explosion of plant-based eating, with value chains being reimagined with equity and fair trade at their heart. We're seeing new investments and innovation, every day. Regenerative agriculture is entering the mainstream. This all makes for a promising transition, but is it really adding up?

A VISION FOR THE FUTURE OF FOOD

The food system is at a pivotal crossroads. Its transition will either be deep, deliberate and urgent — tackling the root causes of human malnutrition and environmental and social degradation — or it will fall short, with 'solutions' addressing specific problems in isolation but failing to maintain momentum.

At Forum, we believe we need a socially just and ecologically safe shift to a food system fit for a radically different future. A food system that optimises for people and the planet, balancing health and nutritional outcomes with restoration of the ecosystems and farming livelihoods on which we all depend.

This must be underpinned by both climate mitigation and adaptation practices, with a focus on mainstreaming regenerative agriculture, enhancing resilience and transforming the supply chains that deliver key commodities from plant to plate, crop to cup, farm to fork.

SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have enabled a systemic, urgent transition in our food system to fulfil the needs of diets, livelihoods and land.

To do this, we are focused on five areas (or 'leverage points') where we believe our skills, expertise and experience can make a real difference:

1. **Unlocking barriers in the transition to regenerative agriculture**. Agricultural techniques need to put back more than they take out, restoring the very soil, ecosystems and communities they depend on. The answer isn't something new; it's something old and central to our existence on the planet: regenerative agriculture. It's been around for centuries, now it's time to make it mainstream.
2. **Reframing food narratives**. The way we think and therefore act in our food system must explicitly centre people — from an individual level (such as one farmer's right to a livelihood resilient to climate change) to whole populations (everyone's need for a healthy diet).
3. **Reconfiguring value chains** so that they are socially just, decarbonised, regenerative, and resilient in the face of disruption and discontinuity.
4. **Reframing the purpose of business in the food system**. Why and how can businesses step up in driving healthy, affordable, sustainable diets that don't cost the earth?
5. **Reimagining and reshaping production landscapes**. As our global population booms, we need to talk about land. How can we best use what will become (if it isn't already) one of the world's most sought-after 'commodities' so that it is future-fit?

PROGRAMME HIGHLIGHTS

REGENERATIVE AGRICULTURE IN THE US, UK AND INDIA

In 2017, Forum's Catalyst Fund donors enabled us to understand the landscape and levers for scaling regenerative agriculture. This seed funding leveraged investments of over £2M in the UK and the US to launch *Growing our Future*, an international multi-stakeholder collaboration to accelerate adoption of regenerative farming. A programme is also in development in India, with work beginning in 2023.

Growing our Future US

Agriculture is responsible for 8-10% of US greenhouse gas emissions and contributes to social inequality across supply chains. As agriculture transforms, we have an opportunity to collaboratively address intersecting social and ecological challenges.

Growing our Future US brings stakeholders together to ensure that the transition to regenerative systems shifts the goals of our agriculture system by moving from an extractive to a regenerative paradigm that strengthens soil and ecosystem health, increases access to healthy food and advances social justice.

In 2020, these stakeholders identified key leverage points for scaling regenerative agriculture. Since 2021, the initiative has taken practical steps to catalyse a transition to a just and regenerative system through innovations in four critical areas: financing farmers' transitions, shifting agricultural policy, integrating social outcomes into standards and certifications, and exploring pathways to market for regenerative value networks to proliferate. Additionally, through conference panels, thought leadership, storytelling (such as our exclusive content series, *The Frontline of Indigenous Agriculture*, below), webinars and publications, *Growing our Future US* is working to raise the profile of regenerative practices and ultimately shift the mainstream narrative around regenerative agriculture to be bolder, more ambitious, nuanced, and holistic.

The programme's community comprises over 135 participants, including representatives of Indigenous, Black and Latine farm and farmworker coalitions, value chain actors such as agribusiness, manufacturers, brands and retailers, food service providers, and partners from the finance, philanthropic, civil society and public sectors.

Growing our Future UK

While UK businesses have the potential for pioneering practice in reshaping the food and agriculture system, there is a long way to go. There is also a need for more collaboration across the sector, including between those who might not usually work together.

Forum is responding to these needs by catalysing cross-sector action in three ways:

1 Demonstrating how mainstream retailers can create enabling conditions, including supply chain and procurement practices, for a shift to regenerative agriculture.

  Forum is facilitating a 2019-2023 pilot project with retailer, **M&S** (Marks & Spencer) in partnership with **Soil Capital**, to develop and undertake work to understand the barriers and opportunities around adoption of regenerative farming practices in British potato production, and how **M&S** can support change. This has happened through benchmarking of both financial and environmental data as well as peer learning. The work is now supporting broader changes at **M&S** to support their farmers to transition to low impact farming, including via certification, on-farm advisor support and funding of 'Indicator and Innovation Farms'.

2 Enabling new collaborative projects in priority areas for the transition to regenerative agriculture (for example, how to reward farmers for making changes to their productive land).

3 An innovation sprint on how to support and scale more diverse products and new routes to market for regeneratively-produced products (for example, direct-to-consumer).

Our focus in 2022 was on relationship and partnership building with the stakeholders critical for change, including procurement, innovation, sustainability and strategy teams in food retailers; diverse suppliers; farmers in retailer value chains; food, farming and climate NGOs; policy makers; as well as regionalised food networks, direct-to-consumer marketers, and innovators in other countries such as the US.



Photography by Joe Whittle

EXCLUSIVE SERIES EXPLORING THE FRONTLINE OF INDIGENOUS AGRICULTURE

As regenerative approaches gain momentum in the US, there's huge potential to tackle complex environmental and social challenges.

But how do we ensure that the transition to a just and regenerative food and agriculture system respects and embodies the Indigenous roots of practices, and allows both people and the planet to flourish long-term?

In an exclusive case study series, ***The Frontline of Indigenous Agriculture***, we meet Michael Kotutwa Johnson (top right), Jerry Jondreau and Katy Bresette (below), and Spring Alaska Schreiner (below right), four Indigenous agriculturists sharing their insights from the frontline.

Read their stories.







REFRAMING FOOD NARRATIVES AND MOVING TOWARDS AN INDUSTRY COMMITMENT ON SALMON FEED

Salmon aquaculture is the fastest-growing food-production sector in the world. With continued growth forecast, the market is extremely competitive both in relation to farming and feed production, so it is vital sustainability sits at the heart.

Feed accounts for up to 90% of the environmental impact associated with salmon production, yet there are few fora for the whole salmon supply chain to come together and address the shared challenge of reducing Scope 3 emissions.

That's why, commissioned by **WWF** as part of its partnership with retailer **Tesco**, Forum independently facilitated an 'Action Sprint' — a concerted inquiry built around desktop research, interviews and workshops — to assess the feasibility of moving towards a shared industry-wide commitment on key 'issue areas' of sustainable salmon feed in Europe, from novel ingredients and traceability to human rights, deforestation and carbon. Our exploration also unearthed the prevalent mindsets operating in the salmon industry right now, and what that might mean for a way forward.

Among our findings were four 'design principles' for sustainable salmon feed and a 10-point Action Plan for the salmon sector to undertake.

Forum's focus on salmon is because it is seen as the leader in aquaculture innovation. It is the fastest growing of the aquaculture industries and uses the majority of the world's fish oil. There is an accepted wisdom that if you lead with the salmon market, others such as shrimp and trout will follow, meaning transformational differences made in salmon feed can be a game-changer.

EXPLORING THE FUTURE OF SUSTAINABLE NUTRITION WITH BORD BIA

Combining our unique blend of expertise in both futures thinking and food, Forum partnered with the Irish Food Board, **Bord Bia**, to explore the 'big picture future' of sustainable nutrition.

In support of **Bord Bia**'s purpose to bring Ireland's food, drink and horticulture products to the world, thus enabling the growth and sustainability of its producers, we undertook a research and analysis process to identify: the most important trends shaping sustainable nutrition right now; what scenarios might exist in five to seven years' time; opportunities and potential areas of action that could strengthen and future proof the Irish Food and Drink Industry.

As part of this, we considered what narratives exist in sustainable nutrition, with a focus on what stories are being told and why. We also considered how we might reframe these narratives to centre not only the need for a more sustainable future, but a future built on socially just and ecologically regenerative principles. Reframing narratives in turn helps us influence mindsets and what action is or isn't taken.

The insights have been used internally to inspire **Bord Bia** to be visionary in its leadership of the Irish food and beverage industry, and clear on its role and potential in enabling broad systemic change. **Bord Bia** will be using the futures insights in the short-term to set its strategic priorities and in the long-term, inspire client companies to shift mindsets and drive systemic change across the whole of the Irish food and beverage industry.

"We believe this study will be really valuable in helping to shape Bord Bia's thinking around food futures and systems thinking and we look forward to using this work to support the food and drinks industry in the development of new opportunities that help drive the sustainable nutrition agenda forward."

- **Grace Binchy**, Insights & Trends Specialist, Bord Bia

EXPLORING TRANSFORMATIVE WAYS TO CHANGE THE PROTEIN SYSTEM THROUGH *PROTEIN CHALLENGE SOUTHEAST ASIA*

Following the launch of the 'Case for Action' report in 2021, 2022 saw the consolidation of the *Protein Challenge Southeast Asia* programme. The initiative focuses on equipping and enabling a cohort of 'protein visionaries' to take systems change approaches in stewarding a just and regenerative protein system across Southeast Asia.

In 2022 Forum delivered the programme's first 'Action Sprint' – an interactive, timebound activity designed to inject new thinking and inspire action towards reconfiguring and transitioning our current food system to one that is future-fit and resilient. This brought together diverse actors from across the protein value chain to look at challenges through a future-focused lens and explore transformative ways to change the protein system. 36 interviews were conducted with individuals working across the value chain, before the Sprint was delivered through an online session and two in-person workshops.





The Action Sprint gave us the following insights:

- Shifting from a 'sustainability' approach to a 'regenerative' approach is required in designing protein innovations. Integral to this was establishing a common understanding of what 'just and regenerative' meant in the context of the food system.
- A siloed approach to problem-solving risks unintended consequences and may lead to blind spots in solution-building. In the case of addressing food security, models based on assumptions of 'scarcity' result in protectionist policies instead of strategies that create shared outcomes benefitting the whole system.
- Innovation must move beyond solving solely for food security and emissions reduction, as it can result in incentivising behaviours that exacerbate current problems — for example, increasing the use of pesticides to increase crop yields, but in doing so risking human health and damaging the environment.
- As enabling actors, regulators and financiers play a vital role in food and protein system transition. They are key in supporting innovation in the food system and have the power to support norms and behaviours within the value chain.

The Action Sprint has set us up to focus on investors and financing models in a second Action Sprint to be delivered in 2023. This will bring together investors to address the barriers to putting social justice and ecological safety at the forefront of funding decisions. Through a series of roundtable discussions, we seek to enable financial actors to take a systems approach to problem solving, embrace their roles as stewards within the food system and act as active change agents to ensure investments are channelled into areas that support deep transformational change.



2. SHAPING THE ENERGY TRANSITION

It's hard to imagine sustaining how we live and work without energy. For most people, it's an essential part of everyday life that we can often take for granted.

But right now, our energy system continues to rely on the burning of fossil fuels, emitting huge amounts of greenhouse gases that are radically warming and destabilising our climate. We're seeing more extreme weather events. Rain patterns are changing and sea levels are rising.

Beyond these impacts on our climate, millions of people around the world are denied affordable access to sufficient and sustainable energy. The global energy market is increasingly reeling from shocks, with huge societal and economic consequences. And as old sectors make way for new — not least the shift from coal, oil and gas to renewables — we run the risk of millions being left behind.

Simply put, we need to rapidly transition from an energy system that has for too long prioritised centralised, mass access to primarily fossil fuel-based energy to one that is fit-for-purpose in the 21st century.

Promisingly, the world is responding — from the large-scale deployment of renewables like wind and solar and exciting innovations in battery storage and grid flexibility to the emergence of new business models that are fair to consumers and communities.

All are reasons to hope, but are the changes we're seeing today really enough?

The energy system is at a pivotal crossroads. Its transition will either be deep, deliberate and urgent, tackling the root causes of the challenges we face in producing and using energy.

Or it will fall short, with 'solutions' addressing specific problems in isolation, going neither far enough nor fast enough, while simultaneously risking unintended consequences. We cannot retain a concerted focus on deploying renewable technologies while failing to tackle human rights abuses in supply chains; nor should we simply tweak regulatory, market and business models that regularly fail to deliver affordable, sustainable energy to many people around the world.

A VISION FOR THE FUTURE OF ENERGY

Forum's vision is an energy system that is: radically decarbonised and resilient in a rapidly changing world; depends wholly on renewables and/or other carbon-neutral sources; actively engages those who produce, trade and consume energy in the sector's development; and prioritises universal energy access by providing affordable, reliable, ecologically safe and human-rights respecting energy.

SO WHERE IS FORUM FOCUSING?

By 2030, we want to have enabled a socially just and ecologically safe transition to a renewable energy system that works for people and the planet.

To do this, we are focused on three areas where we believe our skills, expertise and experience can make a real difference:

1. Working with people across a spectrum of markets and sectors (including developers, financiers and civil society) on ensuring the **production and deployment of safe and just renewables**.
2. **Reimagining the purpose** of a future-fit energy system. If the energy industry is to *genuinely* reflect and serve the needs and expectations of citizens and communities, what needs to change?
3. Enabling energy actors to **shape the role of transition fuels and so-called transition solutions**: whether and how to develop them as part of long-term decarbonisation, and how to exit in ways that serve long-term just and regenerative goals.



PROGRAMME HIGHLIGHTS

DEFINING CONDITIONS FOR SUCCESS FOR BIOENERGY WITH CARBON CAPTURE AND STORAGE

In November, an independent High Level Panel convened by Forum released a new report outlining 30 conditions that must be met if further investment in Bioenergy with Carbon Capture and Storage (BECCS) is to deliver positive outcomes for society, climate and the economy.

The *BECCS Done Well* report recognises the findings of the IPCC, which states in its latest report that a range of Carbon Dioxide Removal Technologies — both nature- and technology-based — are unavoidable if we are to achieve net-zero greenhouse gas emissions. As part of this mix, BECCS is projected to expand significantly in the next 30 years, yet continues to stir debate, with the sustainability movement divided on its viability and sustainability credentials.

The report is a concerted effort to move this debate forward and was the product of an independent Inquiry commissioned by energy company **Drax**. It shifts the debate from '*BECCS: good or bad?*' towards a much more nuanced distillation of what conditions need to be satisfied for BECCS to deliver positive outcomes for people, planet and the economy. Based on extensive research, literature reviews and witness testimony, the report concludes that BECCS can be 'done well' subject to the 30 conditions outlined.

The work forms part of our thinking on transition pathways in the energy value chain and how we can enable actors to focus their attention on the areas that matter most.

SAFE AND JUST RENEWABLES IN INDIA

The rapid rise of renewable energy (RE) is critical in the transition to a low carbon economy, with potential to dramatically cut greenhouse gas emissions, expand access to affordable, clean energy for all, create decent jobs and help society thrive. However, this comes with multiple risks from land and labour rights to toxic waste to the unsustainable use of raw materials. The *Responsible Energy Initiative* works with the RE sector to adopt business models and shape value chains that keep justice, equity, universal rights and resilient ecological systems at their core — thereby contributing to a just energy transition.

One year on from its March 2021 launch, the *Responsible Energy Initiative (REI) India* published its *'Vision and Principles for a responsible renewable energy (RE) system'* report. This was the result of more than 25 leading stakeholders in India's RE system — from investors, developers and manufacturers to buyers, industry associations and think tanks — coming together to co-develop their systemic, ambitious and pioneering vision for the value that RE can create beyond mitigating climate change, and the guiding principles to realise this vision. Forum, together with eight expert collaborators, is working to support the stakeholders to now put those principles into action through a series of mutually reinforcing catalytic projects.

SCOPING REI'S EXPANSION IN SOUTHEAST ASIA

2022 saw us define the Philippines as the second country in which *REI* will operate in a move that will see the coalition's expansion well beyond India.

The Southeast Asia region is home to some of the fastest growing economies in the world. With young and expanding populations, energy demand is expected to grow strongly in the coming decade, likely oustripping current supply. However, there is also a relative dearth of policy or market incentives to encourage accountability on the part of key stakeholders in addressing adverse ecological and social impacts. This runs the risk of a shallow energy transition that locks-in business and investment models that make either deliberate or unintended trade-offs around ecological safety, human rights, equity, versus growth priorities.

The Philippines sits at an inflection point in its RE policy environment: the dynamism of its energy sector, robust civil society and strong political drive create the optimal conditions for *REI* to have a strong impact. Stage 1 of *REI Philippines* is now established, with a focus on building a consortium of partners to develop and deliver the Inquiry. A 'Call to Action' of the sector is planned for 2023.

3. SHAPING THE PURPOSE OF BUSINESS IN SOCIETY AND THE ECONOMY

Business leadership and innovation has become critical in determining whether we will be successful in creating a just and regenerative future in which both people and the planet can thrive.

Yet conventional 'sustainability' strategies and tick-box approaches to ESG are falling short of the systemic and urgent transformation needed.

Ahead of government and the media, businesses are the most trusted institutions right now - with around 80% of people looking to them to solve our global challenges. Some trailblazing businesses have grasped the scale of this and are responding with pace and vision. But will others wake up fast enough to the need for a radical shift in their purpose?

THE OPPORTUNITY: A BUSINESS RESET

Forum was founded in 1996 on the belief that businesses can be a force for good. Today, we're doubling down on that belief.

Progress has been promising, but it's not yet adding up. A narrow focus on short-term profit maximisation is putting the longer-term viability and prosperity of our planet, our society and so businesses themselves at risk. There are countless examples of sustainability 'solutions' — from slightly more sustainable products and sustainable innovations to ESG ratings — but most actually fail to tackle the root causes of the issues they aim to resolve, while reinforcing the status quo and legitimising dangerous inaction and delay.

It's time for businesses to reset. 'Doing less harm' or even being slightly 'net positive' will no longer be enough. What's needed is a wholescale transformation.

And that starts with asking a very fundamental question: what is the purpose of business in our society and economy?

OUR VISION: JUST AND REGENERATIVE BUSINESS ADVOCATING FOR PEOPLE AND PLANET

At Forum, we're challenging norms. We believe mainstream expectations about the purpose of business in society and the economy must fundamentally change. Profiting from the exploitation of our planet and its people must become unacceptable, while caring for the long-term health of the people and places that a company impacts, must become the expected norm. We call this a just and regenerative mindset and believe it should be at the heart of running any business.

First, this means a business transforming its own direct operations. This spans both 'softer' elements such as leadership, culture and communication and 'harder,' more tangible aspects such as structure, strategy and the policies and criteria used to guide decision-making and budgeting.

It's then about indirect impacts and sphere of control. Businesses should look across entire value chains for opportunities to innovate - from procurement policies and supporting supplier resilience, to finding new ways of enabling customers to enjoy healthier, happier and more sustainable lifestyles.

Lastly, it's about sphere of influence; a business looking beyond its value chain to the wider operating context. How can business transparency and accountability mechanisms be designed to create transformational rather than incremental change? How can business influence our international financial architecture to evolve so that our economy promotes, not hinders, sustainability efforts? What are the key advocacy asks businesses should be making of policymakers to enable a level playing field of strong and fair regulation that supports sustainability?

WHY THIS MATTERS

Underpinning all of this is the need to reimagine **how the economy works**. Business can and must play an active role in accelerating a shift from an economic system built on extraction, exploitation and short-termism to one that prioritises the health and wellbeing of everyone and the planet we depend upon.

The private sector will be a decisive factor in whether or not this shift is even possible.



SO WHERE IS FORUM FOCUSING?

By 2030, we aim to have contributed towards a decisive shift away from short-term profit maximisation, toward business as a driver of long-term prosperity and wellbeing for people and planet.

To do this, we are focused on four areas where we believe our skills, expertise and experience can make a real difference:

1. **Inspiring visionary leadership** This involves supporting ambitious businesses to adopt a just and regenerative mindset, define their changemaking purpose and understand what's needed to truly embed, live and deliver purpose-led change.
2. **Rethinking value chains** The 2020s are calling for a shift from just focusing on cost and efficiency to creating and distributing value more equitably, within planetary boundaries and in ways that restore ecosystem health. So, what could fit-for-the-future value chain models look like?
3. **Transforming consumption** Endless growth in resource consumption on a finite planet is simply untenable and there's an urgent need to reimagine how and why we consume goods and services. How can we all enjoy a good life that meets our needs and ensures our wellbeing within planetary boundaries?
4. **Creating an enabling context** How can both business and non-business actors such as investors, accountability institutions and civil society shape an enabling context that supports business transformation, rather than locking in the status quo?



PROGRAMME HIGHLIGHTS

INSPIRING VISIONARY AND FUTURE-FIT, STRATEGIC LEADERSHIP

For years, Forum has partnered with multinational beverage company **Diageo**, helping to create its ambitious *Society 2030 Strategy*, which (among other goals) has now seen the company commit to creating the "world's first" net zero glass bottles at scale by 2030. Teaming up with glass manufacturer **Encirc**, **Diageo**'s bottles will be produced by a furnace powered by electricity and low-carbon hydrogen, which, when fully operational by 2027, will help reduce its Scope 3 carbon emissions.

During the strategy's development, Forum emphasised the importance of embracing innovation gaps rather than being held back by doubts around *how* to achieve commitments — in turn, enabling breakthrough developments. This reflects an ambition to develop future-fit goals commensurate with the scale of the challenge, which aim for deep, structural change, and ultimately make transformative choices easier both within the business and for consumers.

Elsewhere, Forum worked with leading businesses such as **Sky Group** and **Ingka Group (IKEA retail)** to use our *Business Transformation Compass* to enable them to integrate a just and regenerative approach into their strategies.

COTTON 2040: SHAPING A SUSTAINABLE AND FAIR COTTON INDUSTRY

Launched in 2017, *Cotton 2040* aims to create and advocate for a cotton sector which is resilient in a changing climate; uses business models that reward and incentivise regenerative and socially just practices; and where sustainably produced cotton is the norm.

In 2022, *Cotton 2040* worked with over 100 participants in nearly 90 organisations in Africa, South and Southeast Asia, the UK and Europe and the Americas, including cotton value chain actors, those offering finance, standards, research, civil society and public sector changemakers. Key areas of focus included:

CLIMATE RESILIENCE

Brands and retailers have the potential to be the biggest levers for change in climate adaptation. In 2022 our "Insights to Action" masterclasses supported over 250 apparel value chain actors in India, Europe and the US to bridge the knowledge gap in how to develop and implement climate adaptation strategies. Participants had a high level of seniority, including c-suite level professionals, and sustainability and procurement managers. Alongside experts from WTW (a global insurance and professional services provider and a technical partner in Cotton 2040), we covered key issues including transition and decarbonisation risk, commodities and supply chain risk, and social value and community vulnerability. The masterclasses utilised and built on the first-ever global and regional analysis of climate risks, and an interactive adaptation planning toolkit launched in 2021.

Pre-surveys indicated a strong desire to improve understanding of risks, and how to use this information to influence internal stakeholders and shareholders. Post-survey results indicated the series content was useful in both those respects, that learnings would thereafter be incorporated into sustainability or risk strategies and would drive work on both supply chain traceability and incorporating social considerations into climate assessments.

Approximately half of the respondents considered these next steps to be necessary but "likely to be quite difficult", highlighting the challenges businesses face implementing such changes.

BUSINESS MODELS THAT INCENTIVISE JUST AND REGENERATIVE PRACTICES

As part of the *Growing our Future US* programme (page 12), Forum, **The Ecosystem Services Market Consortium (ESMC)**, and the **US Cotton Trust Protocol** launched a pilot of an ecosystem services business model. This model will enable conventional cotton farmers in the US to adopt regenerative practices using the financing and technical support provided by ecosystem service markets.

The *Eco-Harvest* pilot will work with cotton farmers in Alabama, Arkansas, Texas, and Tennessee to generate high quality carbon and greenhouse gas credits on over 2,300 acres.

Cotton producers targeted for enrolment include those implementing conservation practices such as nutrient management, reduced tillage, and cover crops. Once producers are enrolled in ESMC's Eco-Harvest programme, ESMC quantifies credits and arranges third party credit verification by a global certification body, **SustainCERT**. Corporate buyers can purchase these verified credits to help meet their supply chain sustainability targets.

..."we can ensure this program works first and foremost for the agricultural producers, and ensure they are rewarded for the value and the outcomes of their work adopting conservation practices. We will quantify improved outcomes in our science-based, standards-based Eco-Harvest program, sell the credits to corporate buyers, and pay producers. This pilot will expand our program to producers that have been traditionally left out of agricultural market programs and other opportunities."

- **Debbie Reed**, Executive Director, ESMC



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INCREASING UPTAKE OF SUSTAINABLY PRODUCED COTTON

Cotton 2040 has contributed to increased uptake in two ways. In the early stages of the programme, we made sustainable cotton standards more affordable and accessible to brands and farmers by aligning sustainability impact metrics. Then we developed the CottonUP Guide and ran a capacity building programme 2021-2022 to help brands and retailers to source cotton responsibly.

"Since joining the Cotton 2040 capacity building programme, River Island has increased its sourcing of sustainable cotton from nothing to 87% - mostly Better Cotton standard with some organic and recycled blend. Conventional cotton will not be allowed from September 2023. Another participant, Miki Brands has increased its use of sustainable cotton from 3% to 48% in the same period.

Even organisations that were already using sustainable cotton have improved, with Baukjen increasing their use of sustainable cotton from 60% to 96%. This shows the value of supporting brands and retailers to make the changes need for a fairer and more sustainable cotton industry"

- **Neil Walker**, Sustainability Strategist, Forum for the Future

TACKLING MICROFIBRES AT SOURCE TO TURN THE TIDE ON OCEAN POLLUTION

35% of all microplastics in the ocean come from textiles, yet there is much we still do not understand of their impacts on human and planetary health, or how we can turn the tide.

November saw Forum conclude its 21-month investigation into how we can better tackle microfibres at source. With support from the ***UNDP Ocean Innovation Challenge (OIC)***, the project's findings (published in February 2023) came at a time where the EU is looking into stronger regulations on the textiles industry to reduce microfibre release. Our findings outline areas where systemic barriers in the fashion industry impede true innovation from textile manufacturers and brands alike. They highlight areas in manufacturing processes that have the strongest potential for innovating solutions to reduce microfibre pollution (dyeing) and make a series of recommendations for action.

The systemic processes and research we undertook in this project were a targeted effort to shift discourse on solutions for the fashion industry's challenges from the consumer downstream to upstream. The project is a continuation of our long-standing partnership with vertically integrated textile manufacturer **Ramatex Group** based in Malaysia, and an evolution of our earlier work on circular economy in fashion manufacturing. **Ramatex** is a Tier-1 manufacturer established in 1976 with operations across Asia, serving some of the world's leading global sportswear and fashion brands.

Our work on textile microfibres provides a powerful case study on how supply and value chain actors can accelerate change and be empowered to make a difference. By gaining a deeper appreciation of systemic challenges, opportunities for more equitable collaborations within value chains will be possible.

REIMAGINING HOW WE CONSUME GOODS AND SERVICES

Consumption is not just about getting a good deal. It's about the real cost of our choices. The COVID-19 pandemic has shifted how we consume, with e-commerce experiencing more growth in early 2020 alone than in the past decade. Consumers now have higher expectations of brands to deliver on sustainability promises yet trust in these claims is at an all-time low. The impact of what we buy and how we consume goods and services has a profound effect on our ability to avoid climate catastrophe, tackle structural inequality, and enable transformational shifts in our economic system.

To address this, Forum's *Reimagining Consumption* programme has brought together leading brands and stakeholders to develop action plans and transform the way that we consume and dispose of goods and services. Alongside leading brands and retailers — **3M**, **Burberry**, **Changing Markets Foundation**, **Ecover**, **Eastman**, **Ekaterra Tea**, **Estee Lauder**, **Farfetch**, **Google**, **Hubbub**, **IKEA**, **M&S**, **Mondelez**, **Pollination Group**, **Seventh Generation**, **Target**, **The Cosmetic Toiletry & Perfumery Association**, **Unilever**, **Visa**, and **Zalando** — we have identified and tested six areas of action, including creating a new vision of the future where consumption is challenged; working to shift narratives around sustainable consumption; and exploring ways to finance and scale new business models.

New narratives for consumption will be tested and developed, especially in the context of the cost-of-living crisis, recession, and tackling inequity. Case studies and conversations with key opinion leaders will be curated and a practical framework for brands to apply regenerative economy principles will be developed.

BUSINESSES INFLUENCING THE BIGGER PICTURE FOR CLIMATE AND HEALTH

In November, the Climate and Health Coalition — a multi-stakeholder collaboration convened by Forum and with founding members **Bupa**, **Haleon**, **Reckitt**, and **Walgreens Boots Alliance** — launched updated guidance for the private sector on how to urgently tackle mounting threats to human health from the climate crisis.

The *Driving Co-benefits for Climate and Health* report highlights the intrinsic link between planetary and human health; after all, a healthy planet is a key foundation for a healthy population, while human health cannot be advanced without fresh water, clean air and a stable climate. It aims to enable businesses to leverage their net zero and health strategies in a way that simultaneously accelerates change across both.

Developed with exclusive inputs from businesses, NGOs, scientists, philanthropists and government advisors from across Europe, Africa and the US, and on the back of extensive research distilling the findings of more than 5,000 multi-disciplinary papers, the report provides clear recommendations for the food, technology, built environment and healthcare sectors.

It continues to be a valuable resource helping people to think systemically — and well beyond their immediate remit — to influence the wider operating context and maximise their impact.

A TRACK-RECORD PARTNERING WITH BUSINESS

Forum was founded in 1996 on the belief that businesses can and must be a force for good. Almost 27 years later, our new strategy sees us doubling down on that belief.

As a critical and trusted friend and convener, Forum has a rich track record in partnering with the private sector. Together, we're resetting ambition and enabling businesses to step up in helping tackle the defining issues of our times.

But don't just take our word for it.

Here's a snapshot of what just a few of our partners say.

"As a long-term partner of Bupa's, Forum most recently supported us to test Bupa's new sustainability strategy before it launched, where we used the Business Transformation Compass as a stimulus to really push our thinking on what just and regenerative might mean for Bupa. As a healthcare company, our partnership with Forum is really helping us to continue to address health and climate together, which is why we also so strongly value the work that we're doing with Forum and other like-minded companies as part of the Climate and Health Coalition."

- **Mar Soro**, Group Head of Sustainability Advocacy, Bupa



"We've been collaborating with Forum for the Future over the last fifteen years exploring how, as a purpose driven business, we can pivot our operational model to deliver products and services more sustainably. They bring unique insights and a 360 view to a whole range of business issues helping us shape, for example, the development of our carbon calculator designed to enable professional service organisations to measure the carbon impact of projects they deliver. The challenges we are facing globally require radical system change and the partnership we have with Forum for the Future helps businesses like ours to progress impact and scale the ideas needed for the future we want."

- **Dr James Robey**, Global Head of Environmental Sustainability, Capgemini

"With a purpose to deliver better everyday health with humanity, Haleon understands climate change is a major threat to health and wellbeing, with vulnerable groups most impacted. Actions to tackle climate change can deliver big benefits for health. For example, burning fossil fuels is a key driver of climate change and air pollution with 90% of people breathing air that exceeds WHO safe limits and children, older adults and those with underlying health conditions most impacted. Accelerating the transition to clean, renewable energy helps tackle climate change and air pollution giving people cleaner air to breathe. Forum for the Future's ability to promote collaboration and systems change is increasing understanding of the links between climate change and health, bringing the problem closer to home and galvanising a step change in actions that deliver co-benefits for people and planet both now and in the future."

- **Sarah McDonald**, VP Sustainability, Haleon

"The complex challenges facing the world today - inequality, climate change, biodiversity loss, among others - require holistic solutions that are co-created through multi-stakeholder and multi-disciplinary approaches. But navigating discussions with diverse stakeholders who bring different lived experiences, learned experiences and worldviews, and finding interconnections and common ground, is difficult work. I've been consistently impressed with Forum for the Future's design and facilitation skills which guide such stakeholders through co-learning and co-design, opening pathways for shared solutions."

- **Delilah Rothenberg**, Co-initiator, Taskforce for Inequality-related Financial Disclosures

"For more than two decades, Forum for the Future has been a key partner for Unilever on our sustainability journey. Their support to help us create deeper, more systemic change on the issues that matter most has been absolutely invaluable."

- **Alan Jope**, CEO, Unilever

"As companies face into a more uncertain and volatile operating context in the 2020s, purpose-led business transformation has never been more important. Forum combines deep insight into sustainability issues with the facilitation skills needed to effectively engage the most senior leaders in a business."

- **Anke Ehlers**, CRI Director, ALDI SÜD

"I have worked in partnership with Forum for over a decade (!), both in my current and previous roles and have always appreciated the constructive challenge to push our ambition for sustainability further and faster. Forum's focus on shifting hearts and minds has been critical to unlocking the full potential for change, and their current focus on just and regenerative business is such an obvious next step, and welcomed."

- **Caroline Laurie**, VP Corporate Responsibility, Burberry

4. REIMAGINING THE FUTURE

There is no data about the future, and prediction is an impossible game. But we can shape the future, and the best way to start is by imagining the future we want to see.

Strategic foresight and futures thinking have long been used by large organisations to understand change and plan for uncertainty. Historically, entrenched actors in the system such as oil and gas companies, have used futures to analyse risk. At Forum we use futures thinking to go beyond risk mitigation and bring our values-driven approach to futures work. We do this by imagining possible pathways towards the just and regenerative future that we see as vital for both people and the planet to thrive.

Our futures work supports our three transition areas (food, energy and the purpose of business) and helps us to examine entrenched mindsets, consider possible trajectories for change, and challenge our assumptions about the future.

OUR WORK IN FUTURES

We are leaders in applied futures, known for creating concrete, practical solutions and building the capacity of our partners for long-term thinking.

With a strong reputation for futures work, we are unique in our speciality of using futures for sustainable development. Our approaches span different methodologies including trends analysis, visions, scenarios, games, and speculative prototypes. Our approach is rooted in data, both qualitative and quantitative, and we are experts at facilitating workshops and events that enable us to engage deeply with partners. All of which allow us to challenge an organisation's assumptions about the world before mapping out routes to a just and regenerative future.

PROGRAMME HIGHLIGHTS

DOUBLING DOWN ON APPLIED FUTURES AND STRENGTHENING WHAT FORUM OFFERS

Now more than ever, we need to be able to understand and appreciate just how radically different our future is likely to be. That's why Forum is doubling down on ensuring we remain at the leading edge of futures thinking and practice.

In 2022, we focused on demonstrating the value of futures for sustainability and rejuvenating our efforts to position Forum as a thought leader in this space. This involved:

- Using futures thinking to stay ahead of the latest developments, innovations, opportunities and barriers in the three transitions Forum is focused on (food, energy and business) and asking challenging questions about how we can leverage our role and expertise to drive deeper impact. This thinking includes horizon scanning and trend monitoring as well as specific futures research processes.
- Developing and delivering a way to keep Forum's staff and partners up to date on unexpected ('black swan') events and disruptions and their implications on key transitions.
- Exploring what technologies and other futures methodologies might help Forum be better equipped to keep our practice "cutting edge".



THE *FUTURE OF SUSTAINABILITY: LOOKING BACK TO GO FORWARD*

2022 saw us conclude our six-month *Future of Sustainability: Looking Back to Go Forward* campaign, a unique opinion and commentary series that:

- Explored **lessons learned** from the last 25 years in the sustainability movement based on where we have succeeded in creating real change and where we have failed.
- Synthesised **exclusive insights from diverse voices** to examine how the world is responding to today's multifaceted challenges and opportunities, and what pivots might be needed. In-depth opinion pieces demystified emerging concepts such as 'just and regenerative,' 'the just transition' and 'system change' while also tackling pressing questions such as what alternative economic models are bubbling in the niche with potential to challenge long-standing economic assumptions.
- Considered **what this all means going forward** - from the need to adopt new mindsets to fundamentally resetting our ambition if we're to create a just and regenerative future.

Looking Back to Go Forward highlighted three things that have held sustainability back, and six that just might propel us forward:



The campaign was made possible thanks to the generous support from our partners: **Laudes Foundation**, **GSK Consumer Healthcare (now known as Haleon)**, **Target**, **M&S**, **Capgemini**, **Bupa**, **3M**, **the Cosmetic Toiletry & Perfumery Association (CTPA)**, **Burberry**, **Olam Food Ingredients**, and in particular our headline sponsor, **SC Johnson**.

The *Future of Sustainability* allows us to put the spotlight on the need to apply futures thinking when developing sustainability strategies. It makes the case for imagining just what tomorrow could look like, painting a vision for your preferred future, and then preparing for this today. It is also a key way through which Forum influences narratives and what people think, feel (and ultimately do) about the challenges they face.

CAPGEMINI: A NEW, FUTURES-LED APPROACH TO IMPACT MEASUREMENT

As our global social, environmental and economic challenges intensify, people are looking to businesses to step up. Big questions are being asked; among them, just how business leaders can be truly transformational.

Against this backdrop, Forum partnered with **Capgemini** to explore how businesses can unlock more transformative project design and decision-making through the lens of greenhouse gas (GHG) reduction.

Our findings were published in September in a thought-leading report — *Measuring impact: a methodology to inform transformative project design* — that laid out a range of practical real-life examples currently helping organisations with more accurate and meaningful measurement and prediction of a project's GHG footprint. The report also allowed us to highlight the growing focus on businesses to move from net to absolute reductions by adopting a systemic and futures lens to measure the impact of their supply chains.

5. THE SCHOOL OF SYSTEM CHANGE

In a world on the brink of collapse, changing so fast and yet in many ways not fast enough, we need broad and deep systems change. The *School of System Change* exists to nurture the work of leaders and changemakers who are embracing complexity and bringing about hopeful futures.

From the basics of *Delta*, a five-week introductory jump into system change, to *Spark*, a five-week intensive dive into leadership, facilitation and practice, the School's courses have supported more than 560 leaders and changemakers from the worlds of business, non-profit, social enterprise, government, funding and consultancy. It's about navigating from overwhelm to agency, recognising that there is no one way to create change but a wealth of tools and frameworks to choose from.

And it's all in support of a compelling vision: to cultivate a global community of changemakers working to tackle sustainability issues.

THE RELATIONSHIP BETWEEN THE SCHOOL AND FORUM

As part of Forum's new strategy, the School and Forum are now more independent from one another, allowing each to flourish and grow. We recognise that while the two have different theories of change, strategies, and ways of working, they strongly complement one another; each utilises systems change approaches - in Forum's case focused on three specific transitions where the School's focus is much broader.

The School is externally independent, presenting as a sister brand to Forum, through a new website and social media channels. Operationally, the two remain part of the same organisation, sharing governance and financial structures as well as dedicated capacity in Forum's Resources team.

PROGRAMME HIGHLIGHTS

LAUNCHING A REFRESHED BRAND AND PROPOSITION AS THE SCHOOL TURNS SIX

The School marked its sixth anniversary in mid-2022 with a renewed strategy and brand proposition expressed through a new, dedicated website and suite of social media channels. The School refreshed its visual language to be more alive, bold and dynamic, and to better highlight the power of networks and interconnections found through the natural world. The School actively engaged its alumni community and contributor network in its relaunch, with more than 560 change practitioners globally marking the celebratory anniversary.

2022 also saw the School shift to become a sister organisation to Forum, with Dr Anna Birney leading the School as its Chief Enabling Officer. The School continues its programming with a bolder ambition to shift the current paradigm to one where *learning is change* — so that people and society can adapt to constantly evolving conditions and build collective capacity to learn in the face of complexity and uncertainty. Part of this means working more with ambitious leaders to create broad and deep change in ecosystems and networks, beyond the boundaries of individual organisations or teams.







BUILDING SYSTEMS CHANGE CAPACITY ACROSS HEALTH AND FINANCE ECOSYSTEMS

The School has been working with **Johnson & Johnson Foundation** since 2021 to bring systems change capacity to the health system. To date, the School has run two cohorts of the *Basecamp for Health System Transformation* programme, directly engaging community health practitioners in Europe, the Middle East and Africa while also delivering on a wider awareness and engagement strategy that has seen the School curate valuable resources, stories and case studies, and build capacity in facilitation.

Looking beyond health, the School took its approach into the finance sector with a pivotal partnership with **Aviva Investors**. Working together, the School and Aviva delivered the *School of System Change in Finance*, engaging a pilot cohort of more than 40 participants in London and globally.

The School holds bolder ambitions in coming years to bring systems change learning and development to more sectors and ultimately bring about large-scale change.

NEW LEARNING AND PRACTICE PARTNERSHIPS

The School is now working with a number of organisations, accompanying and partnering them on their journey, and bringing systems change capacity to their teams.

As part of a long-term relationship, the School supported **Robert Bosch Stiftung** to refresh its strategy in 2020 and we've been working together since. The Foundation had chosen five international change areas to focus on for the next 10 years, and for each, wanted to create systems change strategies that considered what the area meant for the organisation and how it works.

Forum, and now the School, worked with the Migration and Climate Change teams to coach them through a six-month strategy development process and equip them to incorporate system change tools and methodologies throughout. This included coordinating the overall systems change approach across all five strategies in the newly developed department.

The goals that the Foundation is now taking forward are more transformational than ever before. Their strategy setting process is now more fit-for-purpose for the complexity of the problems they are trying to address. They have moved from a linear input, output, outcome impact approach to an emergent strategy, meaning they can respond better to a rapidly changing world. They are also a large influencer in the field of European philanthropy, through the **European Venture Philanthropy Association**, and so have the opportunity to lead by example.

This work has been taken even further with us now working with the organisation's migration team to fine tune and prototype their monitoring, evaluating, accountability and learning framework (MEAL).

Elsewhere, the School continued its work with funders and foundations including **Drosos Foundation** based in Switzerland working on youth potential for economic empowerment and social inclusion. The School partnered with the foundation to support its learning culture in their strategic implementation plan around programme priorities and impact along with its monitoring, evaluation and learning to build partnerships to implement on multiple scales.

EXPANDING OUR OFFER: A NEW '*DELTA*' PROGRAMME IN THE AMERICAS AND EUROPE

The School expanded its courses in 2022 with a new *Delta* programme. Over a five-week period, *Delta* offers new entry into systems change learning by diving into introductory content to systems and change-making with an emphasis on systems tools and frameworks.

The School delivered the *Delta* course in two iterations in both the Americas and Europe, drawing upon a pilot course delivered in collaboration between **MitOst** and **Bosch Alumni Network**.

In its annual programming, the School now offers three courses: *Delta*, *Basecamp* and *Spark*. The range provides various entry points to systems change learning, thereby catering for practitioners at different stages of the challenges they face.



PLANS FOR THE FUTURE

Our 2021 annual report outlined three aspects to our plans for the future: finalising and operationalising our new organisational strategy for 2022-2023 — including defining and honing in on key sustainability transitions, putting a stronger focus on futures and getting clear about what we mean by 'just and regenerative'; strengthening the *School of System Change*, and continuing to build and cultivate strong relationships that help us raise the vital funds needed for our work.

Progress against these areas have been highlighted in this Report. All are set to continue as key priorities in 2023 and beyond. Over the coming year we will particularly focus on:

1. Fully operationalising our new strategy for 2023-2025, including:

- **Defining clear programme portfolios** for the food, energy and business transitions and how we will resource each from our teams in the UK, US, Singapore and India.
- **Rolling out 'Spotlights' and 'Collectives'** — internal groups with clear remits that help Forum staff to upskill themselves in key practice areas of work, from systemic tools and frameworks to innovation and storytelling.
- **Building our futures practice**. Now more than ever, the ability to understand and embrace the disruption cascading around us, to imagine multiple futures, to scope the pathways needed for us to get there and to identify risks and opportunities, will be invaluable in ensuring resilience and adaptability. Forum will continue to reinvigorate its futures practice, not only upskilling Forum staff, but expanding our portfolio of futures projects with both existing and prospective partners.

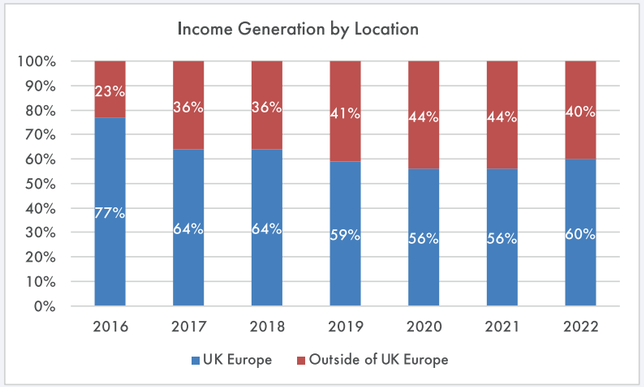
2. Diversifying our income streams. Forum cannot develop or deliver its game-changing programmes without the support of businesses, trusts, foundations and philanthropists. We will continue to create and/or cultivate our relationships with both new and existing funders and partners and as part of this, build a funding pipeline that ensures Forum's resilience and capacity to deliver multi-year programmes, with impact and across multiple markets. In particular, 2023 will see us strengthen our capacity in private sector engagement and fundraising.

FINANCIAL REVIEW

In 2022, Forum's income increased to £6.4m (2021: £5.1m), a 24% increase from 2021.

Forum's income includes substantial grant funding, which in line with SORP accounting requirements is often recognised in advance of expenditure and carried forward as a restricted fund. The timing of these grants is a significant cause of variance in year-to year income recognised from year. If we were to remove this early recognition of grant funding, the underlying performance for Forum shows a 15% growth in income.

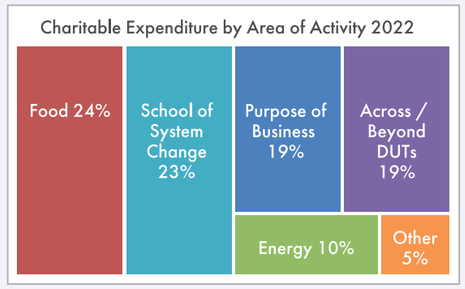
Most of our income continues to be generated in UK & Europe (60%), and this has not changed much since 2017. The next largest location of income generation is the US (23%).

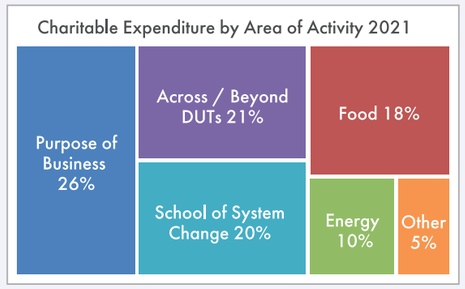


Expenditure increased by 19% to £6.4m (£2021: £5.4m). This reflected a number of factors:

- Primarily reflects an increased level of charitable activity that we have been able to achieve this year.
- Significant inflationary pressures felt in all the locations that we work.
- A weakening of the value of the GBP meant that overseas expenditure increased in pound terms but that that was largely compensated by higher income in GBP terms from income received in other currencies.
- Some additional one-off investments in the new strategy and to strengthen our underlying internal systems.

To align with our new strategy, the accounts this year show the charitable expenditure split by our different Deep and Urgent transition areas. This is presented in graphical form below for 2022 and 2021. The main shift from 2021 was an increase the amount food-related work.





The unrestricted surplus/(deficit) is the key bottom line and Forum had a deficit of £214,000 (2021: £182,000 surplus). This reflects the one-off investments noted above and income growing at a slightly slower rate than planned.

The restricted surplus of £177k on SOFA (2021: £455,000 deficit) reflects the timing of recognition of grant income.

The combined unrestricted and restricted surplus meant that net assets fell by £37k on SOFA to £1,954,000. The reserves position is noted below in the reserves policy section.

Cash continues to remain at a good level, and well above our free reserves, as a result of some of our grant funders paying in advance of expenditure, and at 31 December 2022 was £2.3m (2021: £1.8m).

RESERVES POLICY

The trustee board reviews our reserves policy each year and considers the appropriate level of reserves for the organisation to hold. Trustees consider our current risk profile, balancing the need to reflect that risk whilst making sure we are not holding funds unnecessarily at the expense of committing funds to meet our charitable objectives. They consider the need to cover working capital requirements, the potential for short term reductions in income, and unexpected expenditure.

The policy sets a minimum target for free reserves (unrestricted funds excluding unrestricted tangible fixed assets) of 18% (or 2.2 months) of overall expenditure excluding direct project costs. At 31 December 2022 this minimum target was £990,000 (2021: £824,000). At the end of 2022, our free reserves were below target at £861,000 (2021: £1,025,000). Trustees plan to grow the reserves over the 2023-2025 strategy period to ensure that free reserves move above the minimum target.

GOING CONCERN

Trustees have reviewed the latest versions of the planning scenarios and cash-flows, paying particular attention to the risks to income, reserves, and liquidity levels. They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that Forum for the Future has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

FUNDRAISING

Philanthropic funding and fee for service are both critical to Forum's ability to accelerate the shift to a just and regenerative future, enabling us to drive transformational system change and providing flexibility and freedom in how we achieve our mission. Our fundraising efforts focus on building long-term, strategic partnerships with corporates, trusts and foundations, statutory funders and individual philanthropists who share Forum's vision for a future where people and planet can thrive.

We do not make direct marketing appeals, carry out mass participation fundraising events, street or door-to-door fundraising, or fundraise from vulnerable adults. For this reason, we are not registered with the Fundraising Regulator in the UK or equivalent regulators elsewhere.

However, we ensure the fundraising activities we do carry out comply with the legal and regulatory framework as it applies to charities and fundraising, and all fundraising is carried out by Forum employees in line with our safeguarding, anti-bribery and whistleblowing policies. In 2022 we further strengthened our existing fundraising policy by developing complementary guidance that covers acceptance of gifts to Forum. Fundraising activities include collaborative events focusing on sustainability topics, strategic meetings with foundation partners and thought leadership publications and communications campaigns.

MANAGING OUR ENVIRONMENTAL IMPACT

Whilst working to accelerate a future in which people and planet can thrive, we also recognise the need to manage impacts that might arise from our own operations. Our Sustainability policy is supported by monitoring and evaluation and a drive for continual improvement.

MEASURING OUR IMPACT

In 2022 we were able to measure the carbon emissions across all areas of our business travel, which we believe to be our most significant impact. Collection of data improved thanks to some adjustments to our expenses system, and we have plans to further automate collation of this information in 2023. We are also able to collect information on the energy use of our London office and, for the first time, from our Singapore office which is a shared workspace – we aim to expand this to collect the same data for our India and US offices in 2023 (also shared workspaces).

Forum for the Future - carbon emissions - 2022 (metric tonnes CO2e)[1]

		2017	2018	2019	2020	2021	2022
Scope 2	London office[2]	14	6	10	8	1.97	3.03
Office energy use	Singapore office[3]	NA	NA	NA	NA	NA	0.54
	Flights	185	193	280	35	20	163.01
Scope 3	Train journeys					0.12	0.96[4]
Business travel	Taxi journeys					0.16	1.12
	Total metric tonnes CO2e	**199**	**199**	**290**	**43**	**22**	**169**

NA - Data not currently available - we are looking to source this data for 2023

[1] Defra conversion factors for the year 2022 have been used in all calculations apart from energy use for Singapore office (see note 3)
[2] We also take into account emissions from transmission of electricity used in the London office (officially scope 3 but included in this line for simplicity)
[3] Data provided by landlord who use conversions from IEA (International Energy Agency)
[4] For comparative purposes, one tonne of CO2 is approximately equivalent to the emissions from one person flying from Chicago to London (source, Myclimate Foundation)

As expected during 2022, our carbon emissions arising from travel have increased significantly compared to the previous two years, due to reduced restrictions and concerns about Covid enabling much more 'in-person' activity. This year saw a significant appetite for in-person events, training sessions and meetings as many of our stakeholders (including our own staff) looked forward to working face-to-face again after a two-year hiatus of doing so. It has been important to capitalise on this enthusiasm, to refresh old relationships and build new ones with our funders, delivery partners, collaboration partners and project participants, thereby extending the reach and impact of our work. Encouragingly, the carbon emissions from business travel for 2022 are lower than pre-COVID levels even though our overall income has increased. The ways in which we have expanded our breadth and depth of working virtually over the past few years have helped in this regard and we have still been able to deliver a significant portion of our work online as a result. However, with the potential to travel increasing back to pre-Covid levels, we plan to update and re-promote our own guidance in this area - to remind staff of our policy and guidelines around travelling sustainably but also to ensure we make choosing the most sustainable option as easy as possible.

OUR DIGITAL IMPACT

Information technology can reduce our impact on the planet by enabling virtual working, but we also recognise that natural and human resources are used to produce hardware, run programmes and store data. Although this is a new and evolving area to measure, in 2022, as part of a wider review of our IT, we started looking at what we could evaluate in terms of sustainability.

We identified three areas where we could start to measure/manage our impacts in some way. In 2022 we needed to renew out of date laptops for a third of our staff and though our research found a new scoring system (*Leafscore*) to benchmark the sustainability credentials of different devices. This helped guide our purchasing decision and will inform future spend in this area.

We also noted an increase in the amount of data we have started to store over the past couple of years which, we anticipate, is due to changes in remote working and the increased use of video (and recordings) for workshops and events. A process of archiving has commenced to put much of this data into 'cold storage' which reduces overall storage needs (and thus energy). Staff training on how to use IT services in the most sustainable way (including digital decluttering) is to be rolled out in 2023 to further this work and with the aim of reducing unnecessary storage demands going forward.

CARBON OFFSETTING

We view offsetting as the last step in managing (and importantly, mitigating) our carbon emissions but each year we do so to account for emissions we cannot avoid. In 2022 we offset our emissions through Climate Impact Partners, investing in Gold Standard accredited projects.

OUR PEOPLE

WAYS OF WORKING

2022 has again been a difficult year for our people. With the pandemic effects still being felt in a number of ways, war in Europe and a cost-of-living crisis, we have not been immune to world influences, and yet have remained resilient. There have been conflicting country guidelines for the pandemic, with office closures and restrictions in early 2022 and we have adapted to new ways of working across our four offices. Hybrid working has become our norm with colleagues spending some time in an office and some time at home, with a number of people moving locations and some becoming fully home working employees. We have experimented with new ways of working including embracing different technologies and embedding systems to support better ways of working across time zones, including 'no meeting Wednesdays' experiments and 2022 was an opportunity to consider how we might evolve our organisational design to support our new strategy.

ENGAGEMENT

We were able to host an in person away day in the UK in June, which was a key opportunity to bring together our people for the first time in two years and colleagues were struck by the number of new colleagues and the changing diversity of current Forumite staff members.

A number of different surveys have been run to inform 2023 people plans, this has included reviewing working practices and extending the 'no meetings Wednesday' experiment. In addition, line managers have been surveyed for learning intervention opportunities, and a pulse survey late in the year showed high regard for line managers and provided further data on areas for exploration and improvement.

RECRUITMENT

As of 31 December 2022, we had 79 employees. Twenty new starters joined us in the year and 17 staff left the organisation. Forumites identify as 60% white, 17% Indian, 7% Chinese, 16% other. The majority of Forumites identify as Female (76%).

We continued to use 'Be Applied' for the majority of our roles as our recruitment tool, designed to support fair decision making, removing biases in the sifting process. We continue to receive a high number of applications for our roles from diverse candidates, average time to hire (via Be Applied) was 35 days, 'Be Applied' surveys both successful and unsuccessful candidates, providing us with useful advice and information on how candidates experience the process. Candidates rated us a score of 8 out of 10, similar to last year, with scores dropping slightly for unsuccessful candidates.

Our recruitment was a key part of our strategy to continue to increase the diversity of our people. Our analysis of 2022 campaigns concluded that we are attracting diverse candidates from a range of job boards and they are being selected for interviews when we utilise 'Be Applied'. Our external hires were 64% white, 14% Indian, 9% mixed race, 9% black, 4% other, supporting our ambitions to increase our diversity. The majority of our hires continue to be women.

EQUITY DIVERSITY AND INCLUSION

In 2021 we committed to increasing training opportunities and 2022 saw the board of trustees participate in equity, diversity and inclusion (EDI) training which highlighted the opportunity to increase the ethnic/racial and geographical diversity of our board. This renewed focus on EDI led the way for all Forumites committing to and responding to their own EDI learning and goals (such goals were mandated as part of our performance appraisal process). Most Forumites took up the inquiry of their choosing, focusing on a particular interest area and how it relates to their work. As an organisation, we committed to increasing our ethnic and racial diversity through new hires and supporting the learning and development of our people.

Each month a team of people from across our geographies meet to discuss learning, opportunities and reflect on power and equity and this has paved the way for our 2023 plans with a spotlight on EDI. Our diversity statistics enabled a learning discussion around nomenclature for ethnicity and how we 'label' people's ethnicity in different geographies to enable inclusion, ensuring we are locally relevant and also have international coherence.

Leaders in Forum have also met to discuss their own positionality, power and influence which has shaped and strengthened working relationships across geographies. Locally led discussions have continued to grow awareness and shape action, both in our work internally and through our project opportunities.

RETENTION

During the year we were able to respond in a small way to some of the cost-of-living challenges our staff face by increasing pay outside of the normal annual pay award for our lowest paid staff. There were opportunities for our people, through the exploration of the organisation re-design to support our new strategy, including a number of internal promotions and new opportunities to shape existing roles. In addition, our 2023 plans focus on responding to feedback on the performance/appraisal process, development of career opportunities at Forum (including learning and development) and exploring new ways to work and reward people, along with updating a number of people policies to reflect our current ways of working and the opportunities post-pandemic.

PRINCIPAL RISKS AND UNCERTAINTIES

The risk register remains our primary tool to give the Trustees assurance that key risks are adequately managed. The policy requires that key risks are identified and ranked each year and that each identified risk is assigned to a named risk owner who constructs a risk mitigation strategy and monitors the progress of that strategy.

The Senior Management Team (SMT) reviews the overall register regularly to determine the ongoing risk profile and agree on mitigation strategies. The Audit and Assurance Committee (AAC) then reviews the risk register twice yearly to ensure all risks are captured, monitored and are being adequately mitigated and undertake deep dives into specific topic areas as deemed useful. The full board reviews the risk register at least annually.

The following table sets out the major risks we faced during 2022 into 2023 together with key mitigating actions.

Risk	Mitigating actions
Funding model does not generate sufficient resource to sufficiently fund our work.	In recent years we have diversified our income, increasing the proportion of our funding from trusts & foundations and in the growth of offices in India, South East Asia, and the US. We have clear milestones for income generation, to give an early warning where income may be insufficient and savings may need to be delivered. This is supported by detailed financial reforecasting during the year.
Global economic and geopolitical instability has negative financial impact (e.g. inflation).	Regular forward-looking financial review to recognise risks and take mitigation actions.
Staff turnover as a result of increasingly competitive landscape for talent in the sustainability sector.	Keeping a focus on Forum's values including aiming to be a brilliant place to work, including substantive efforts on staff development and feedback. Benchmarking pay and benefits. Carrying out exit interviews to understand reasons for people leaving and undertaking staff surveys.
Cyber security incident results in data loss causing business interruption and/or reputational damage.	Various controls around key data (e.g. multi-factor authentication), development of a cyber incident response plan, support from third party expertise, chief information security role in place.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNANCE

The governing body of Forum is the Board of Trustees, which meets at least four times a year. The Trustees are responsible for ensuring that Forum abides by its charitable aims, works within the law and delivers its mission effectively. They oversee the policies and objectives of Forum and ensure that the work of the organisation is properly monitored and evaluated.

Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity by the Trustees are set out in note six to the accounts.

The Chair of Trustees, Rita Clifton, CBE leads the Board, which meets at least four times a year and has a number of sub-committees. The Audit and Assurance Committee (AAC) meets at least four times a year to ensure the adequacy of Forum's internal controls, risk and financial management, and considers and evaluates the work of the external auditors. This committee was led by Honorary Treasurer, Fiona Thompson. In October 2022 Emily Bushby joined Forum as a new trustee and took over as Honorary Treasurer in February 2023.

The Remuneration Committee is responsible for assessing the pay and performance of the Chief Executive and Founder Director. This Committee is also responsible, along with the Chief Executive, for assessing the performance of the Senior Management Team and reviewing the overall pay policy of Forum.

The Governance and Nominations Committee has responsibility for reviewing the board's performance against best practice, overseeing the composition of the board and committees, and supporting the appointment of the Chair, Trustees & Chief Executive.

New Trustees are appointed by the Board following open advertisement. 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 receive a comprehensive induction, which introduces Forum and a review of the duties of Trustees as defined by the Charity Commission.

DECISION MAKING

The Board of Trustees is the ultimate decision-making body of Forum. The Board is responsible for ensuring that Forum is solvent, well-run, and delivering the charitable outcomes for which it has been established.

The Board acts in the best interests of Forum; takes decisions about the strategic direction and future of the charity; ensures the organisation remains financially and strategically sustainable and is prepared to face future challenges. They ensure that Forum is working within the law, and exercise sufficient oversight to ensure it is meeting its objectives. They support the Chief Executive and ensure that the board as a whole is working effectively and efficiently.

Although final authority rests with the Trustees, they have delegated certain responsibilities and decision-making powers to the Chief Executive which are documented within governing documents and committee terms of reference. The Chief Executive in turn, further delegates responsibilities to suitably qualified members of staff using a mandate and advice model reflecting the matrix structure of the organisation.

STRUCTURE

Consolidated group accounts have been prepared for 2022 along with UK company accounts. Forum for the Future India Private Limited is a company limited by shares. Our Singapore office is operated out of Forum for the Future Asia Pacific Limited, a company limited by guarantee. Forum for the Future US is an independent 501(c)(3) organisation.

On 20 February 2023, Green Futures Limited, was sold to Jonathon Porritt for £100. Jonathon Porritt was an employee of Forum for the Future at this date. The value of the sale reflected the book value of the entity which had been dormant since incorporation and did not hold any assets.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Trustees (who are also directors of Forum for the Future for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of it winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

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AUDITOR

Our auditor, Sayer Vincent LLP, has expressed its willingness to continue in office.

Approved by the Board of Trustees on 20 June, 2023 and signed on their behalf by:

Emily Bushby, (Director, Trustee and Honorary Treasurer).

REFERENCE AND ADMINISTRATIVE DETAILS

Forum for the Future is a charitable company limited by guarantee and is incorporated in England & Wales (company number 2959712, charity number 1040519). The registered office address is: 3rd floor, 22-26 Paul Street, London, EC2A 4QE, United Kingdom. www.forumforthefuture.org

Trustees and directors
The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2022, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities and the Companies Act 2006.

Trustees who served throughout 2022 and up to the date of this report were as follows:

Rita Clifton CBE (Chair)
Volker Beckers
Emily Bushby (Honorary Treasurer) (from October 2022)
Charlotte Ersbøll
Noa Gafni
Heather Grady
Laura McGonigal
Anita Tiessen
Fiona Thompson (Honorary Treasurer) (until February 2023)
Jonathan Wates
Andrew Winston

Board sub-committees

Audit and Assurance Committee (AAC)
Fiona Thompson (Chair) (until February 2023)
Emily Bushby (Chair) (appointed as trustee October 2022 and as Honorary Treasurer February 2023)
Charlotte Ersbøll
Laura McGonigal
Mandhese Samra (Independent Member)
Jonathan Wates

Remuneration committee
Anita Tiessen (Chair)
Rita Clifton CBE
Heather Grady

Governance & Nominations Committee
Jonathan Wates (Chair)
Rita Clifton
Heather Grady
Anita Tiessen

Company Secretary
Chris Baker

Senior management team
Dr Sally Uren OBE, Chief Executive
Chris Baker, Chief Operating Officer
Caroline Ashley, Global Director of System Change Programmes (until December 2022)
Anna Birney, Global Director of Systems Change Learning
Jane Lawton, Chief Development and Communications Officer (until March 2022)
Ariel Muller, Director, Asia
Hannah Pathak, Director, UK/Europe
Sandra Seru, Director, US

BANKERS AND AUDITORS

Bankers
HSBC Commercial Banking, City of London Commercial Centre, 60 Queen Victoria Street, London, EC4N 4TR.

Triodos Bank, Deanery Road, Bristol, BS1 5AS.

The Co-operative Bank, PO Box 48, 1 Balloon Street, Manchester, M60 1GP.

Auditor
Sayer Vincent LLP, Chartered Accountants and Statutory Auditors, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL.

OUR PARTNERS AND FUNDERS

All of our partners and funders are organisations that made contributions to programmes, or worked with us on projects, designed to accelerate progress towards a just and regenerative future.

The 3M Foundation
AIM-Progress
Air New Zealand
Ahold Delhaize
Amazon
Aviva Investors
Belron International
Bentley Motors
Betty & Taylors of Harrogate
Betty Lawes Foundation, the grant making charity associated with Volac International
BMW Foundation Herbert Quandt
The Body Shop
Burberry
Calouste Gulbenkian Foundation (UK Branch)
Capgemini
Cargill
Chanel
Coca-Cola Europe
The Crown Estate
David Rockefeller Fund
Diageo
Drax
Drosos Foundation
EDF Energy
Estee Lauder Companies
Flipkart
FTI Consulting
Gate One
H&M
Hat Trick Productions
Henkel
The Hershey Company
Inter-American Development Bank
International Biocontrol Manufacturers Association
Jebsen & Jessen Pte Ltd
John Lewis Partnership
Johnson & Johnson
Kering
Kimberly-Clark
KR Foundation
Luminate
Marine Conservation Society
Missouri Foundation for Health
Mondelez
Nestlé
NHS Trust Development Authority
The Norwegian Agency for Development Cooperation (Norad)
Oak Foundation
OFI
Omidyar Network
Oxford Farming Conference
Panorama Global
Pearson
Pfizer
Prorustica Ltd
PSC Consulting
Pukka Herbs
Pure Table Top
The Purpose Factory
Robert Bosch Stiftung
Saint-Gobain
SC Johnson
SED Fund
Siemens
SIG Combibloc
Singapore Economic Development Board
Sir Alan and Lady Jane Parker
Sky
Small Foundation
Social Alpha
Stuart Fletcher
Suma Wholefoods
Textile Exchange
Travalyst
Treebeard Trust
Unilever
Volac
The Waterloo Foundation
Wates
Wates Family Enterprise Trust
Willmott Dixon
WBCSD
WWF
Zalando
Zoological Society of London

We especially want to acknowledge and thank our leading partners and funders whose significant contributions in 2022 supported Forum's ambitious strategy for a socially just and regenerative future.

ALDI SÜD
Bord Bia
Bupa
Co-op Foundation
Dole
Eicher Motors, including Royal Enfield and Eicher Group Foundation
Friends Provident Foundation
Haleon
HSBC
Ingka Group
J&J Foundation
John Ellerman Foundation
Joseph Rowntree Charitable Trust
Lankelly Chase Foundation
Laudes Foundation
MacArthur Foundation
M&S
People's Postcode Lottery
Ramatex
Reckitt
S&P Global Foundation
Target
United Nations Development Programme
The VF Foundation
Walgreens Boots Alliance
Walmart Foundation

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FORUM FOR THE FUTURE

OPINION

We have audited the financial statements of Forum for the Future (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Forum for the Future's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charites Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and assurance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

Date 15 September 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL STATEMENTS

Consolidated statement of financial activities for the year ended 31 December 2022

(Incorporating the income and expenditure account)

	Notes	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
INCOME FROM							
Donations	2	26	15	**41**	125	45	**170**
Charitable activities	3	3,627	2,707	**6,334**	3,270	1,687	**4,957**
Total income		3,653	2,722	**6,375**	3,395	1,732	**5,127**
EXPENDITURE ON							
Raising funds		(206)	-	**(206)**	(290)	-	**(290)**
Charitable activities		(3,667)	(2,545)	**(6,212)**	(2,908)	(2,187)	**(5,095)**
Total expenditure	4-6	(3,873)	(2,545)	**(6,418)**	(3,198)	(2,187)	**(5,385)**
Net income / (expenditure) for the year	8	(220)	177	**(43)**	197	(455)	**(258)**
Foreign exchange gains (losses)		6	-	**6**	(15)	-	**(15)**
NET MOVEMENT IN FUNDS		(214)	177	**(37)**	182	(455)	**(273)**
FUNDS BROUGHT FORWARD		1,117	874	**1,991**	935	1,329	**2,264**
FUNDS CARRIED FORWARD		903	1,051	**1,954**	1,117	874	**1,991**

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20 to the financial statements.

Balances sheets as at 31 December 2022

	Notes	The group 2022 £'000	The group 2021 £'000	The charity 2022 £'000	The charity 2021 £'000
FIXED ASSETS					
Tangible fixed assets	11	**42**	**116**	**35**	**60**
Investments	12	**-**	**-**	**1**	**1**
		42	**116**	**36**	**61**
CURRENT ASSETS					
Debtors	15	**931**	**1,532**	**1,576**	**1,265**
Short term deposits and cash in hand		**2,292**	**1,839**	**1,003**	**1,105**
		3,223	**3,371**	**2,579**	**2,370**
LIABILITIES					
Creditors - due within one year	16-17	**(1,311)**	**(1,488)**	**(1,179)**	**(1,115)**
NET CURRENT ASSETS		**1,912**	**1,883**	**1,400**	**1,255**
Creditors - due after one year	18	**-**	**(8)**	**-**	**-**
NET ASSETS	19	**1,954**	**1,991**	**1,436**	**1,316**
FUNDS					
General funds		**903**	**1,117**	**834**	**714**
Restricted funds	20	**1,051**	**874**	**602**	**602**
TOTAL FUNDS		**1,954**	**1,991**	**1,436**	**1,316**

Approved by the directors on 20th June 2023 and signed on their behalf by

Emily Bushby
Honorary Treasurer

Forum for the Future
Company number: 2959712

Consolidated statement of cash flows for the year ended 31 December 2022

	Notes	2022 £'000	2021 £'000
Cash flows from operating activities	A		
Net cash provided by / (used in) operating activities		**444**	**(631)**
Cash flows from investing activities			
Loss on disposal of fixed assets		**52**	
Purchase of equipment		**(35)**	**(96)**
Net cash provided by / (used in) investing activities		**17**	**(96)**
Cash flows from financing activities			
Cash inflows from new borrowing		**(8)**	**8**
Net cash (used in) provided by financing activities		**(8)**	**8**
Change in cash and cash equivalents in the year		**453**	**(719)**
Cash and cash equivalents at 1 January		**1,839**	**2,558**
Cash and cash equivalents at 31 December	B	**2,292**	**1,839**

A. Reconciliation of net income to net cash flow from operating activities

	2022 £'000	2021 £'000
Net(expenditure)/ income for the period	(37)	(273)
Adjusted for:		
Depreciation charges	57	81
Decrease / (increase) in debtors	601	(751)
Increase / (decrease) in creditors	(177)	312
Net cash (used in)/ provided by operating activities	**444**	**(631)**

B. Analysis of cash and cash equivalents

	2022 £'000	2021 £'000
Cash at bank and in hand	2,292	1,839
Total cash and cash equivalents	**2,292**	**1,839**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1. ACCOUNTING POLICIES

Statutory information
The Forum for the Future is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is 3rd Floor, 22-26 Paul Street, London EC2A 4QE.

Basis of accounting
The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Basis of consolidation
These financial statements consolidate the results of the charitable company and its wholly-owned or controlled subsidiaries Forum for the Future Asia Pacific Limited, Forum for the Future India Private Limited and Forum for the Future US Inc. on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. The amounts due to/from The Forum for the Future and its subsidiaries are disclosed in aggregate in notes 15 and 16. Separate statements of financial activities, on income and expenditure accounts, for the subsidiaries are not presented because they have taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Public benefit entity
The charitable company meets the definition of a public benefit entity under FRS 102.

Accounting estimates and assumptions
The Trustees do not consider that there are any estimates and assumptions at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Going concern
The financial statements have been prepared on the going concern basis. An organisation is considered a going concern if it is expected to continue its operations for the next twelve months. The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern.

In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider Forum to be a going concern for the foreseeable future.

Income
Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred. Income that is not yet received but meets the recognition criteria is accrued.

When there are any performance conditions attached to the grant agreements, the grant income is recognised when there is sufficient evidence that these conditions have been met.

Donated gifts and services are measured at their monetary value to the organisation and included under donations. An equal amount is included under the relevant expenditure category so the net income is nil.

Expenditure
Expenditure is accounted for on an accrual basis when there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds relate to the costs incurred by the charitable company in generating voluntary income and any other costs related to the fundraising activities.

Expenditure on charitable activities includes the costs of delivering programmes and educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as incurred and included in the support costs except for those which are grant funded where VAT is charged directly to the projects.

Staff untaken holiday and untaken paid sabbaticals were calculated at staff actual salary rates as at the end of December 2022 and provided for in the statement of financial activities.

Grants given
Forum can only make grants to other organisations where these are in support of our charitable activities. At present these grants are limited to circumstances where we act as lead partner in relation to a particular programme of work and this has been agreed with the funder. The expenditure is recognised when the criteria for a constructive obligation has been met, payment is probable, it can be measured reliably and there are no conditions attached which limit its recognition.

Allocation of support costs
Support costs are apportioned to Forum's programmes in line with the direct spend on each programme. The type of costs that are allocated in this way include all office and technology costs, finance and people related costs.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting
Restricted funds represent income received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the restricted fund.

Unrestricted funds represent the income received to pursue the general charitable objectives of the charity.

Foreign exchange
Expenditure in foreign currency is accounted for at the xe.com rates which are updated each month. The same treatment is applied to the income received. The balance sheet is revalued quarterly including at 31 December.

Operating leases
Rental charges are charged on a straight line basis over the term of the lease.

Tangible fixed assets
Tangible fixed assets are stated at cost.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Fixed assets over the value of £500 are capitalised and the depreciation is charged on a straight-line basis over the asset's estimated useful life:

Improvements to leasehold properties	5 years
Furniture and fittings	5 years
Software development	5 years
Computers and office equipment	3 years

All fixed assets more than six years old are treated as having been disposed of in the financial statements.

Investments in subsidiaries
Investments in subsidiaries are recorded at cost.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments, which are payments received in advance, are valued at the net amount prepaid.

Cash at bank and in hand
Cash at bank and cash in hand consists of cash only.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions
The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the statement of financial activities in the periods to which they relate. The charity has no liability under the scheme other than for the payment of those contributions.

2. DONATIONS

	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Donations	26	-	**26**	87	18	**105**
Government job retention grants	-	15	**15**	-	27	**27**
Donated goods and services	-	-	**-**	38	-	**38**
	26	**15**	**41**	**125**	**45**	**170**

Government job retention grants included £15,000 (S$20,000) from the Singaporean government.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Programme grants	-	2,707	2,611	-	1,687	1,687
Programme service contracts	3,487	-	3,733	3,073	-	3,073
Basecamp and Spark participant fees	139	-	139	194	-	194
Other income	1	-	1	3	-	3
	3,627	**2,707**	**6,418**	**3,270**	**1,687**	**4,957**

Income from charitable activities by programme and geography:

2022

	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2022 Total £'000
Purpose of Business	1,318	150	128	162	1,758
Food	525	303	-	911	1,739
Energy	351	81	17	147	596
Across/Beyond DUTs	807	310	-	23	1,140
School of System Change	573	-	-	145	718
Other	269	66		48	383
	3,843	**910**	**145**	**1,436**	**6,334**

DUTs are "deep and urgent transition areas" of Forum's strategy – these are the Purpose of Business, Food, and Energy.

2021

	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2021 Total £'000
Purpose of Business	1,130	302	121	290	1,843
Food	321	105	-	413	839
Energy	114	17	10	251	392
Across/Beyond DUTs	880	155	-	186	1,221
School of System Change	189	-	-	186	375
Other	150	37	11	89	287
	2,784	**616**	**142**	**1,415**	**4,957**

2021 comparatives have been revised to reflect Forum's new charitable activities which reflects the categorisation of work in Forum's new 2023 to 2025 strategy.

4. TOTAL EXPENDITURE

	Charitable activities						
	Programmes	**Communications**	**Total**	**Raising funds**	**Support costs**	**2022 Total**	**2021 Total**
	£'000	£'000	£'000	£'000	£'000	**£'000**	**£'000**
Staff costs	3,219	369	3,588	145	662	**4,395**	3,772
Project costs	992	82	1,074	9	2	**1,085**	889
People	-	-	-		131	**131**	88
Office & technology	-	-	-	-	654	**654**	482
Finance	-	-	-	-	89	**89**	109
Governance	-	-	-	-	64	**64**	45
Total	**4,211**	**451**	**4,662**	**154**	**1,602**	**6,418**	**5,385**
Support costs apportioned:	1,401	149	1,550	52	(1,602)	**-**	-
Total expenditure	5,612	600	6,212	206	-	**6,418**	5,385

The support costs are apportioned to programmes on the basis of the total direct costs for each area of work.

	Charitable activities					
2021	**Programmes**	**Communications**	**Total**	**Raising funds**	**Support costs**	**2021 Total**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Staff costs	2,749	244	2,993	201	578	3,772
Project costs	811	59	870	19	-	889
People	-	-	-	-	88	88
Office & technology	-	-	-	-	482	482
Finance	-	-	-	-	109	109
Governance	-	-	-	-	45	45
Total	3,560	303	3,863	220	1,302	5,385
Support Costs	1,135	97	1,232	70	(1,302)	-
Total expenditure	4,695	400	5,095	290	-	5,385

Governance costs are further analysed below:

	2022	2021
	£'000	£'000
Trustee meetings and expenses	**7**	-
Audit fees	**42**	38
Indemnity insurance	**15**	7
	64	45

5. CHARITABLE EXPENDITURE BY PROGRAMME

	Programme costs	**Grants given**	**Support costs**	**2022 Total**	**Programme costs**	**Grants given**	**Support costs**	**2021 Total**
	£'000	£'000	£'000	**£'000**	**£'000**		**£'000**	**£'000**
Purpose of Business	842	93	231	**1,166**	1,003	97	328	**1,428**
Food	1,211	-	300	**1,511**	699	0	229	**928**
Energy	465	-	113	**578**	376	-	123	**499**
Across/Beyond DUTs	875	-	318	**1,193**	726	-	237	**963**
School of System Change	1,001	-	448	**1,449**	751	-	246	**997**
Other	175	-	140	**315**	211	-	69	**280**
	4,570	**93**	**1,550**	**6,212**	3,766	97	1,232	**5,095**

6. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

	2022	**2021**
	£'000	**£'000**
Salaries and wages	**3,730**	**3,194**
Redundancy and termination costs	**14**	**-**
Social security costs	**354**	**292**
Employer's contribution to pension schemes	**297**	**286**
	4,395	**3,772**

Staff based outside of the UK have salaries denominated in their local currency. In 2022 the GBP cost of salaries increased as the pound was weaker against these currencies.

The following number of employees received total employee benefits (excluding employer pension costs) within each of the following bands:

	2022	2021
	£'000	£'000
£60,000 - £69,999	**6**	**5**
£70,000 - £79,999	**2**	**1**
£80,000 - £89,999	**2**	**4**
£90,000 - £99,999	**3**	**-**
£100,000 - £109,999	**1**	**-**
£110,000 - £119,999	**1**	**4**
£130,000 - £139,999	**1**	**-**

The key management personnel of Forum are the members of the Senior Management Team, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Development and Communications Officer, Director of System Change Programmes, Director of System Change, Learning and Community, Director of UK/Europe, Director of Asia and Director of US. The total pay including employer's pension contributions to the senior management team in the year was £884,488 (2021: £875,990).

Total travel and subsistence expenses claimed by the trustees in 2022 were £6955.31 (2021: £0).

Pension scheme:
Forum for the Future operates a contract based, individual money purchase arrangement with Aviva. As at 31 December 2021 there was one month payment owed to Aviva for the total of £17,600 (2021: £18,300) which was paid on 10 January 2023. There were 49 (2021: 52) staff enrolled on the pension scheme at the end of December 2022. Pension arrangements in APAC for Singaporeans are obligatory statutory payments to the Central Provident Fund. In the US the pension is arranged with TransAmerica and is a defined contribution scheme. There is no statutory obligation in India to provide a pension scheme for an organisation with under 20 staff.

7. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was 80 (2021: 76). The average full-time equivalent analysed by function was as follows:

	2022	**2021**
	No.	**No.**
Raising funds	**2.2**	3.0
Programmes	**50.7**	52.0
Communications	**7.0**	4.4
Support	**12.4**	11.6
Governance	**0.5**	0.4
	72.8	**71.4**

8. NET EXPENDITURE FOR THE YEAR

	2021	2020
	£'000	£'000
This is stated after charging:		
Depreciation	**58**	81
Operating lease rentals:		
l property	**159**	174
Forum for the Future Group auditors' remuneration (excluding VAT):		
l audit fee	**22**	17
l grant audit	**1**	-
Forum for the Future Asia Pacific Limited auditors' remuneration:		
l audit	**7**	5
Forum for the Future India Private Limited auditors' remuneration:		
l audit	**2**	4
Forum for the Future US Inc. auditors' remuneration:		
l audit	**11**	8
Foreign exchange gains/(losses)	**(6)**	15
Removal of lease capitalisation	**(52)**	-

9. RELATED PARTY TRANSACTIONS

A donation of £418 was received from a trustee in 2022. (2021: £8,000).

Jonathan Wates is a trustee of Forum for the Future and is a director of the Wates Family Group. Forum received a donation of £10,000 from The Wates Family Entity in 2022. (2021: £5,000).

Andrew Winston is a director and founder of Andrew Winston LLC. Forum paid £2,000 to Andrew Winston LLC in 2022 for consultancy services (2021: nil). These goods were purchased on an arm's length basis and the costs were fully passed through to a funding partner. There were no amounts outstanding to or from the company at the period end (2021 – nil).

Forum for the Future has taken the exemptions conferred by paragraph 33 1A of FRS 102 in respect of disclosing transactions with group entities on the basis that the subsidiaries are wholly controlled and group accounts are prepared.

10. TAXATION

The charity is exempt from UK corporation tax as all its income is charitable and is applied for charitable purposes.

Forum for the Future India Private Limited, which is registered in India, is liable for the income tax on profits. The provision for 2022 is £46,000 (2021: £7,000).

11. TANGIBLE FIXED ASSETS

The group:	**Improvements to Leasehold Property £'000**	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost				
At the start of the year	81	3	270	354
Additions in year	-	-	35	35
Disposals in year	(81)	-	-	(81)
At the end of the year	-	3	305	308
Depreciation				
At the start of the year	29	-	208	238
Charge for the year	-	1	57	57
Disposals in year	(29)	-	-	(29)
At the end of the year	-	1	208	266
Net book value				
At the end of the year	**-**	**2**	**40**	**42**
At the start of the year	52	3	62	116

All the assets are used for charitable purposes.

The charity:	**Improvements to Leasehold Property £'000**	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost				
At the start of the year	-	3	238	**241**
Additions in year	-		31	**31**
Disposals in year	-		-	**-**
At the end of the year	-	3	269	**241**
Depreciation				
At the start of the year	-	-	180	**181**
Charge for the year	-	1	56	**56**
Disposals in year	-		-	**-**
At the end of the year	-	1	236	**237**
Net book value				
At the end of the year	**-**	**2**	33	**36**
At the start of the year	-	3	58	60

12. INVESTMENTS

The charity investments consist of the following entities:

Entity	**Type**	**No of shares/ cost**
Forum for the Future Asia Pacific Limited	subsidiary charitable company	-
Forum for the Future India Private Limited	subsidiary limited company	9,999 shares at £0.1 (INR 10) Dilutive earning per share £0.1084
Forum for the Future US Inc.	subsidiary not for profit	-
Green Futures Limited	dormant trading company	2 shares at £1 each

On 20 February 2023, Green Futures Limited, was sold to Jonathon Porritt for £100. Jonathon Porritt was an employee of Forum for the Future at this date. The value of the sale reflected the book value of the entity which had been dormant since incorporation and did not hold any assets.

13. SUBSIDIARY UNDERTAKINGS

Forum for the Future Asia Pacific Limited

The charitable company is the sole member of Forum for the Future Asia Pacific Limited, a company limited by guarantee, registered as a company and a charity in Singapore. All activities have been consolidated on a line by line basis in the statement of financial activities. The company accounts for Forum for the Future Asia Pacific Limited are audited separately by Moore Stephens LLP. The figures are then consolidated into the group accounts. Although this subsidiary has negative reserves, this remains supported by the parent and a going concern.

	2022 £'000	**2021 £'000**
Income	**969**	**744**
Direct costs	**(814)**	(658)
Net income	**155**	86
Administrative expenses	**(287)**	(173)
Deficit for the year	**(132)**	(87)
Foreign exchange gains/(losses)	**17**	(10)
Deficit for the year	**(115)**	**(97)**

The aggregate of the assets, liabilities and funds was:

Assets	**494**	**417**
Liabilities	**(682)**	(490)
Funds	**(188)**	**(73)**

Forum for the Future has awarded Forum for the Future Asia Pacific Limited a £188k grant equal to the negative funds of the subsidiary at 31 December 2022. This has been accrued for in the UK entity results but has not been recognised by the subsidiary until after the 31 December 2022 year end.

Forum for the Future India Private Limited

The charitable company owns 99.99% of the issued ordinary share capital of Forum for the Future India Private Limited, a company limited by shares and registered in India. The company accounts for the period from 1 April 2021 to 31 March 2022 were audited by Kumar Gandhi and Associates. Interim unaudited accounts for the period 1 January 2022 – 31 December 2022 were prepared and results consolidated into the group accounts.

	2022	**2021**
	£'000	**£'000**
Income	**385**	253
Direct costs	**(154)**	(162)
Net income	**231**	91
Administrative expenses	(140)	(65)
Provision for taxes	-	(6)
Profit for the year	**91**	20
Foreign exchange losses	**(37)**	(13)
Profit for the year	**54**	7

The aggregate of the assets, liabilities and funds was:

Assets	**272**	**257**
Liabilities	**(50)**	(89)
Share capital	**(1)**	(1)
Funds	**221**	167

Forum for the Future US Inc

The US operation is a not-for-profit under Section 501(c)(3) of the Internal Revenue Code. The accounts are separately audited by Skody Scot & Company and consolidated as part of the Forum Group.

	2022	**2021**
	£'000	**£'000**
Income	**1,572**	**1,602**
Direct costs	**(1,304)**	**(1,412)**
Net income	**268**	**190**
Administrative expenses	**(543)**	**(487)**
Deficit for the year	**(275)**	**(297)**
Foreign exchange losses	**3**	**19**
Deficit for the year	(272)	(278)

The aggregate of the assets, liabilities and funds was:

Assets	**527**	**774**
Liabilities	**(217)**	(192)
Funds	**310**	**582**

14. PARENT CHARITY

The parent charity's gross income and the results for the year are disclosed as follows:

	2022	2021
	£'000	£'000
Gross income	**5,423**	**4,637**
Surplus for the year	**121**	**95**

15. DEBTORS

	The group		**The charity**	
	2022	**2021**	**2022**	**2021**
	£'000	**£'000**	**£'000**	**£'000**
Trade debtors	**661**	1,108	**463**	867
Other debtors and prepayments	**215**	174	**89**	80
Amounts due from subsidiaries	**-**	-	**991**	255
Accrued income	**55**	250	**33**	63
	931	**1,532**	**1,576**	**1,265**

16. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	The group		**The charity**	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Trade creditors	**50**	78	**46**	37
Other creditors	**171**	275	**136**	193
Amounts due to subsidiaries	**-**	-	**337**	138
Accruals	**216**	236	**169**	187
Deferred income	**874**	899	**491**	560
	1,331	1,488	**1,179**	1,115

17. DEFERRED INCOME

Movements on deferred income were as follows:

	The group		**The charity**	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Deferred income brought forward	899	775	560	337
Amount released to income in the year	(899)	(775)	(560)	(337)
Amount deferred in the year	874	899	491	560
Balance at the end of the year	**874**	**899**	**491**	**560**

18. CREDITORS DUE AFTER ONE YEAR

	The group		The charity	
	2022	2021	**2022**	2021
	£'000	£'000	**£'000**	£'000
Creditors - due after one year	**-**	8	**-**	-
	-	8	**-**	-

19.CURRENT YEAR ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted	**Restricted**	**Total funds**
	£'000	**£'000**	**£'000**
Tangible fixed assets	42	-	**42**
Net current assets	861	1,051	**1,912**
Net assets at the end of the year	**903**	**1,051**	**1,954**

Prior year analysis of group net assets between funds

	Unrestricted	**Restricted**	**Total funds**
	£'000	**£'000**	**£'000**
Tangible fixed assets	92	24	**116**
Net current assets	1,025	850	**1,875**
Net assets at the end of the year	**1,117**	**874**	**1,991**

20. MOVEMENT IN RESTRICTED FUNDS

	Note	**At the start of 2022**	**Income**	**Expenditure**	**At the end of 2022**
		£'000	£'000	£'000	**£'000**
Funding by programme					
Purpose of Business	a	63	344	(343)	**64**
Food	b	547	1,235	(1,030)	**752**
Energy	c	56	429	(339)	**146**
Across/Beyond DUTs	d	91	509	(542)	**58**
School of System Change	e	91	130	(190)	**31**
Other		26	60	(86)	**-**
Job retention schemes		0	15	(15)	**-**
		874	**2,722**	**(2,545)**	**1,051**

a) This represents the funding received carried forwards from Laudes Foundation for the Cotton 2040 project (£64,000)

b) The funding carried forward included funds from Co-Op Foundation (£70,000), David Rockefeller Foundation (£41,000), John Ellerman Foundation (£70,000), Peoples Postcode Lottery (£31,000), Sequoia Climate Foundation (£171,000), VF Foundation (£114,000), and Walmart Foundation (£255,000).

c) The funding carried forward included funds from MacArthur Foundation (£72,000) and SED Fund (£74,000)

d) The funding carried forward included from Friends Provident Foundation (£29,000) and Joseph Rowntree Charitable Trust (£17,000)

e) This represents the funding carried forward from Lankelly Chase Foundation for Illuminate field building project.

Movement in restricted funds 2021:

	At the start of 2021	**Income**	**Expenditure**	**At the end of 2021**
	£'000	£'000	£'000	**£'000**
Funding by programme				
Purpose of Business	163	479	(579)	63
Food	721	273	(447)	547
Energy	0	415	(359)	56
Across/Beyond DUTs	67	442	(418)	91
School of System Change	378	56	(343)	91
Other	0	27	(1)	26
Job retention schemes	0	40	(40)	-
	1,329	**1,732**	**(2,187)**	**874**

21. OPERATING LEASE COMMITMENTS

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

	Property	
	2022	2021
Payments due:	**£'000**	£'000
Within one year	117	53
Within two to five years	197	59
	314	**112**

22. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

FORUM FOR THE FUTURE

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn and Twitter and Facebook. Sign up for our newsletter.

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Charity Number: 1040519

FORUM FOR THE FUTURE

England & Wales - Charity number 1040519

Accounts

Company number: 2959712
Charity Number: 1040519

Forum for the Future

Annual report and financial statements
for the year ended 31 December 2021

Forum for the Future is an international non-profit organisation with a purpose to accelerate the transformation toward a more just and regenerative future. We operate in four offices located in the UK, US, Singapore and India. This Annual Report gives an overview of our ongoing work with business, government and wider civil society, with the dual purposes of catalysing change in global systems and building capacity among individuals and organisations to act systemically.

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn, Twitter and Facebook. Read the latest from our *Future of Sustainability* campaign, *Looking Back to Go Forward*, which highlights lessons learned - good and bad - from three decades of sustainability efforts and explores what it all means for what's next.

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Message from the Chair and Chief Executive

2021: marking our 25th anniversary and laying the groundwork for a new strategic direction

2021 was Forum for the Future's 25th anniversary year - a natural inflection point for us to step back and challenge ourselves to be even more ambitious given the growing urgency of our climate, biodiversity and social crises. The unsettled times we continue to live in are laying bare the need for people and organisations to equip themselves with the capacity to embrace uncertainty, navigate change, and develop future-fit strategies with the potential to transform how we live and work.

It's against this backdrop that Forum carried out its own strategic review - beginning to refine our role in creating transformation, and developing a new strategic direction set to come into play in Summer of 2022. Our new strategy will hone in on the major transitions already identified around the world and enable us to more concertedly focus our efforts to ensure these transitions run deep, and with real transformative potential to tackle the root causes of our most critical challenges as urgently as we all need.

Alongside this, Forum refined its organisational mission, setting our sights well beyond conventional (and no longer sufficient) visions of a 'sustainable' future to a truly 'just and regenerative' one. We have doubled down on our calls for a reset in ambition across the sustainability movement, to work with all our partners and associates for truly just transitions that leave no one behind, and systemic approaches that break down the silos which can currently ring-fence environmental and social efforts. What's needed is nothing less than wholescale system change, with interventions designed in integrated ways capable of delivering multiple benefits across multiple systems. We are proud that at Forum we have developed the thinking, track record and practical tools to make a unique contribution.

This thinking is already rippling across our programmatic work, particularly in: the launch of Forum's thought-leading *Compass for Just and Regenerative Business* report; our ongoing efforts through the *Responsible Energy Initiative* to ensure India's energy transition to renewables is both deep and just; our *Growing our Future* collaboration with key players across the US agriculture system to scale the adoption of regenerative approaches; and in our continued work as part of the *Cotton 2040* initiative to mainstream sustainable cotton. Highlights from these programmes and more are captured in this Report.

We also used our 25th anniversary to look back at 25 years of the sustainability movement and consider what has and hasn't worked – and why, sharing our insights in our latest *Future of Sustainability* thinking. Here we explored the biggest questions facing the movement right now, along with the implications of all we've learned for what's next. With new analysis and insights from both leaders and lesser-heard voices, we took a hard look at how the world has changed since we were founded, and what it will take to move beyond the shallow transitions we're seeing across multiple sectors to deep transformational change.

From vested interests perpetuating the status quo to a focus from multiple players on the maximisation of short-term value over longer-term human and planetary health, it's clear that wide-ranging barriers have held sustainability back. Forum is particularly well-placed to address three of these barriers: the development of piecemeal 'solutions' that fail to address the root causes of our challenges; the lack of integration of social justice considerations; and siloed approaches that have unintended consequences or fail to address the root causes of issues.

It's also clear that real hope remains, if only we begin to think and act differently. Forum will hone its strengths on six things that we believe can propel the sustainability movement forward: driving a socially just transition; multiple actors stepping up at scale and pace; shifting our mindsets to work *with,* not against, turbulence, while embracing long-term thinking over short-term gain; drawing on niche innovations; not giving up and not getting stuck; and lastly, facing up to some very tough choices in the fundamentals - from why our businesses and organisations are really here, to how our economies operate. It's in these areas that we feel uniquely placed to use our skills and experience to add real value.

Elsewhere, 2021 saw a myriad of moments in which the sustainability movement came together – from the UN Food Systems Summit to COP26. Forum leveraged these to challenge key players to do more, and quickly. For decades, we have all gathered around conference tables but, now more than ever, action needs to swiftly follow talk. Our work to influence these moments will continue in 2022.

Internally, we have continued to strengthen the organisation, bringing on board 31 new colleagues, reflecting both organic growth and natural attrition, to support and deliver increasingly ambitious programmes running out of offices in London, New York, Singapore and Mumbai. Meanwhile we are reaffirming our commitment to equality, diversity and inclusion, not only in how we design and deliver our programmes but in the people we hire and the Forum culture that our team continues to both create and cultivate.

We very much want to acknowledge and thank our trusted partners and supporters across business, government and civil society. Our long-standing partnerships are delivering hugely impactful programmes and we hope you are as proud as we are of the impact we are having, together.

In the 25 years since Forum was founded, the world has radically changed, but our mission to reimagine the way it works is as relevant as the day we first opened our doors. Going into our 26th year, we're confident Forum's continued adaptability, resilience and resolve – underpinned by a new strategy - will help ensure we go from strength to strength.

Rita Clifton CBE 7 June, 2022

Chair, Forum for the Future

Dr Sally Uren OBE 7 June, 2022

Chief Executive, Forum for the Future

Trustees' report

Introduction

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2021, which have been prepared in accordance with the requirements of a directors' report, as required under company law, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities, the SORP applicable to charities preparing their accounts in accordance with FRS 102. This report incorporates the Companies Act 2006 strategic report requirements.

Overview - our mission

Forum for the Future's mission is to accelerate transformation to a more just and regenerative world by catalysing change in key systems – from food to apparel and energy – and by cultivating the capacity for individuals and organisations to act more systemically.

From offices in London, New York, Singapore and Mumbai, we are delivering on this mission by:

- facilitating collaborative action that unlocks new approaches
- supporting and stretching organisations with ambitious strategies
- building capacity to act systemically
- scanning horizons and reimagining the future.

Where we focus

Forum is focused on playing a role in addressing three key global challenges: sustainable food, sustainable livelihoods and value chains, and keeping the world within 1.5°C net global warming. In each area of work we are developing and delivering a portfolio of projects capable of demonstrating that creating a more just and regenerative future, underpinned by a fairer and more distributive economic system, *is* possible. As part of this, we're making the case to move from an economic system that is fundamentally extractive in nature to one that balances the needs of nature, individuals and economy.

As we do this, we are also working to push the future edges of sustainability – to unlock new approaches and identify areas of potential for change. And we are actively working to build the field of system change – developing and sharing learnings in collaboration with a wide range of partners.

Our work continues to be driven by a focus on where we believe Forum can add the most value: building and leveraging our deep relationships with global organisations across all sectors, and across both the for profit and non-profit worlds, strengthening our geographic presence in key global markets and above all, demonstrating and harnessing our expertise in systems change and futures.

Objectives and activities

Summary of memorandum and articles of association

As a charity, Forum for the Future is required to operate in line with its memorandum and articles of association and to demonstrate public benefit from its activities. This section sets out how it fulfils that duty.

Public benefit

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of Forum and planning its future activities. The Trustees confirm that they have complied with the duty in section four of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining how planned activities will contribute to the aims and objectives that have been set.

Forum for the Future in the UK is a registered educational and sustainable development charity, and a company limited by guarantee and not having share capital. Its governing documents are the Memorandum and Articles of Association. Its 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 interrelationship with ecology, the natural world, health, technology, agriculture, sustainable development, philosophy and psychology.

· 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;
- relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
- promotion of sustainable means of achieving economic growth and regeneration.

Forum's work provides direct public benefit by catalysing solutions to complex global challenges. This happens through our collaborative projects which bring together stakeholders from different sectors to discuss strategic responses to challenges, as well as to develop common methodologies and approaches.

We also work with organisations in the private and public sectors to help them provide public benefit, by putting sustainability at the heart of their strategies and developing products and services that are environmentally sound, economically viable and socially just. And we educate people to make those changes, improving capacity for the organisations they deal with to provide public benefit.

Forum also aims to benefit the public by providing information about the path to a sustainable future. We communicate widely about our work through free events, free publications, our website, our annual *Future of Sustainability* report, and our digital Futures Centre platform, where we build communities and discussions to accelerate change. Here, we share 'sense making' analysis and signals of change sourced through our projects, resources that we recommend, and thoroughly researched and referenced futures trends. We also strive for coverage of our projects in media across the globe as another way of sharing our work and influencing the sustainability narrative.

Forum has continued to deliver against these charitable objects in 2021.

Summary of activities and achievements in 2021

Forum is working with its partners, funders and collaborators on three key challenges: sustainable food, sustainable livelihoods and value chains, and keeping the world within 1.5°C net global warming. As part of this, we are building the capacity for systems change for sustainability, challenging and supporting organisations to drive ambitious change, and reimagining the future. Here, we summarise key 2021 activities for these six programmatic areas.

1. SUSTAINABLE FOOD

Food systems took centre stage in 2021. The UN Food Systems Summit in particular galvanised the sustainability movement around the critical need to reinvent how we produce and consume food in order to tackle not just the climate crisis, but also growing inequality.

2021 saw us advance our work on sustainable food systems through a number of collaborative projects focused on regenerative agriculture and sustainable protein, and through work with major food companies.

Examples include:

- ***Growing our Future***, a collaborative programme looking at how we can scale regenerative agriculture in the United States. In 2021, with funding from the **Walmart Foundation**, **VF Foundation** and **Nestlé**, *Growing our Future* brought together stakeholders from more than 100 organisations to design ways to drive tangible action at scale and pace. Work is now underway in three focus areas with high potential for impact: policy change, financing the transition and creating pathways to market.

- ***scaling regenerative agriculture in the UK***. The scale of farming transformation required to meet carbon and biodiversity goals requires significant investment and practice change. With funding from the **John Ellerman Foundation** and **People's Postcode Lottery**, Forum aims to unlock the potential for food companies to support farmers, overcome barriers to action, and create a more coherent path for others to follow. We are partnering with **Soil Capital** (agronomists), retailer **M&S**, one of its suppliers and 20 of its potato farmers to pilot interventions towards regenerative agriculture and better understand impact. With M&S funding, Soil Capital's benchmarking tools will generate on-farm data on soil health, carbon emissions, and the impacts of changes farmers make. Pilot intervention design and baseline data were completed in 2021, and we will facilitate the pilots in 2022-2024. Initial insights will be shared widely with the food and agriculture sector in 2022.

- ***Protein Challenge Southeast Asia***, which aims to ensure that any interventions on the protein challenge enable both social justice and environmental regeneration as part of successfully building resilience. We know that harnessing the unprecedented dynamism around protein innovation and sustainable livestock production could drive multiple benefits and help deliver wider shifts in the food system in the region. However, Forum's 'case for action', published in October, revealed that the prevailing mindset favours mechanistic or technological interventions to scale up low-carbon solutions, drive efficiency and improve food security, and does not support solutions that address the wider social, economic, and environmental challenges in food production.

  With funding from **Path Foundation**, **People's Postcode Lottery** and the **Singapore Economic Development Board**, we are focused on advocating for just and regenerative outcomes for ecosystems, smallholders and food sector workers in Southeast Asia's protein system.

- the ***Great Protein Transformation Challenge***, which is asking often-overlooked questions in food systems transformation - particularly how all the energy and investment flowing into protein transition can support regenerative agriculture, food equity, nutrition and health, and a just rural transition. Recognising the importance of bringing together diverse voices to visualise the future

and identify routes to action, we tested a new model of 'Action Sprints', courtesy of our funders Nestlé Research, Hershey's and Volac. Our first Sprint on 'Better Plant' allowed us to test a time-bound, hackathon-style approach while answering the question of how plant-based innovation can support better access to good food for all. This process generated a 'checklist' for those working in research and development / start-ups to ensure their innovations are 'just'. Our findings also presented a wider call to action of the industry to collaborate moving forward. Building on this, we have begun to plan for our second Sprint, supported by **WWF-UK**, which is set to explore a shared, ambitious action agenda around salmon feed.

- the ***Food Systems Gamechangers Lab***, funded by the **Rockefeller Foundation** and in partnership with **EAT**, **IDEO** and **Thought for Food**, which enabled more than 400 organisations with innovative ideas for food system transformation to come together to create coherent strategies for scaling their solutions. These covered 24 diverse food system intervention areas, from food loss and waste to alternative proteins, to regionalised food hubs. The resulting solutions were taken to the UN Food Systems Summit to be matched with potential donors and investors.

  Working with the School of System Change, Forum designed the systemic strategy design process which underpinned the project and coached the project's facilitators on systems and future-thinking over a three-month period. Ultimately, this helped ensure the ideas pitched had systemic, long-lasting potential, considered the need for a just transition that leaves no-one behind and were truly ambitious given the scale of the global food challenge. Feedback was positive, with participants saying they grew their capability through the process and felt more empowered to develop their solutions systemically. More details on the programme and its outcomes can be found online.

2. SUSTAINABLE VALUE CHAINS AND LIVELIHOODS

Another year of pandemic disruption coupled with political uncertainty and extreme weather events meant that the vulnerability of our current supply chains made headlines throughout 2021.

Alongside key partners, Forum has for years been working to make supply chains more sustainable. In 2021, we advanced this work through:

- ***Cotton 2040***, an ongoing programme that engages nearly 90 organisations to mainstream sustainable cotton production and use. Participants include over 40 value chain actors (producers organisations, agribusiness, manufacturers, traders, brands and retailers), finance, membership organisations, standards/certification, research, civil society and public sector. This initiative moved into new territory in 2021. A landmark report, published in June, provided a first-of-its-kind global analysis of climate risks to cotton production. Supported by **Laudes Foundation** and conducted by *Cotton 2040* partner and climate-risk specialists, **Acclimatise** (part of **Willis Towers Watson**'s

Climate and Resilience Hub), the ***Physical climate risk assessment for global cotton production*** report revealed high risks for at least half of all cotton growing regions. It also demonstrated how unprepared the cotton industry is for the threat climate change poses to crops, farmer livelihoods and the wider cotton value chain. Following the publication of the report, Forum convened across the sector to raise awareness of the need to think about adaptation at the systems level. This led to five potential models for piloting solutions, including an ecosystem services approach that will be tested in 2022.

- our ***Tackling Microfibres at Source*** project. With funding from **UNDP** and the **Singapore Economic Development Board (EDB)**, and in partnership with **Ramatex**, **Nanyang Environment and Water Resources Institute**, and **Universiti Teknologi Malaysia**, Forum is working to develop solutions to reduce microfibre shedding during the manufacturing process - ultimately helping tackle plastic pollution in our oceans and enable a circular economy in fashion. As part of this, Forum is bringing together manufacturers, members of the scientific community and key players in the fashion industry to collaborate and co-create solutions - building off the insights gathered through Forum's *Circular Leap Asia* programme on scaling circular solutions in the fashion industry.

3. KEEPING GLOBAL WARMING TO 1.5°C

The depth of the climate crisis hit home in 2021, with the launch of the IPCC's Sixth Assessment Report and the long-awaited COP26 in Glasgow. Forum focused on running multi-year collaborative projects designed to ensure that the rapid energy transition we're currently seeing is truly just and transformative, leaving no-one behind. We also aimed to ensure that key stakeholders engage with the idea that the climate crisis is deeply connected to other global crises and that solutions must drive co-benefits for both people and nature. Activities included:

- launching the first report from our ***Responsible Energy Initiative***. Titled *Renewable to Responsible Energy: A Call to Action,* the report launched in March and provides a broad understanding of the environmental and social impacts being generated by the Indian renewable energy (RE) sector, and the extent to which these impacts are currently being governed, managed and mitigated. Recognising that the challenges we face are systemic - affecting multiple sectors and requiring international alliances - the report provides a strong foundation for the next stage of the inquiry, where ambitious RE developers, investors, financiers, procurers, policy-makers and civil society will collaboratively set new norms for a responsible RE system in India.

  The *Responsible Energy Initiative* in India is delivered in partnership with the **World Resources Institute** (WRI) India and **The Energy and Resources Institute** (TERI) as core partners, and with

support from **Business and Human Rights Resource Centre** (BHRRC), **Landesa** and **WWF India** as expert partners. The programme is supported by the **MacArthur Foundation**, **S&P Global Foundation**, **UK Foreign Commonwealth & Development Office (FCDO) India,** and **SED Fund.**

- partnering with UK public participation charity, **Involve**, to pilot **community-led just transitions in the UK** and support a positive narrative on the transition to net-zero economies. Funded by Centrica's **Energy for Tomorrow Fund**, **Friends Provident Foundation**, **Joseph Rowntree Charitable Trust** and **Treebeard Trust**, this initiative saw its first pilot - 'Our Zero Selby' - launch in September, followed by community engagement on five topics the community identified as important: buildings, nature, food, travel and waste. We have also engaged local businesses, civil society and the public sector to support the community in taking forward its transition plans, while a second pilot is currently being scoped.

  Beyond the pilots, we aim to support scaling of community-led just transitions by engaging civil society, policymakers and the public sector, funding and business organisations, to set out a future vision, potential intervention areas, and make recommendations.

- launching a major new report to urge businesses to tackle climate and health crises *simultaneously*, and in integrated - rather than siloed - ways. In partnership with **Bupa**, **GSK Consumer Healthcare** and **Walgreens Boots Alliance**, the *Driving Co-Benefits for Climate and Health* report recognises the intrinsic links between planetary and human health, and provides guidance and a series of recommendations for businesses on how to leverage their net zero strategies in a way that accelerates change across *both* interlinked challenges.

4. BUILDING THE CAPACITY FOR SYSTEMS CHANGE FOR SUSTAINABILITY

Forum launched the *School of System Change* five years ago to inspire change-makers and provide them with the capabilities to lead system change initiatives. Through learning offerings involving high-level international thinkers and practitioners, the School equips people from NGOs, social enterprises, businesses, governments, philanthropy and more to navigate and address complex challenges. We produce a wide array of learning experiences, tools and case studies, and amplify others' work in a global field of system change practice. We also support organisations to design and embed systems change strategies. In 2021, activities included:

- welcoming 100+ changemakers into our School of System Change community through several editions of our six-month ***Basecamp*** programme in the US, in Europe in partnership with **DRIFT**, our first cohort in Eastern Europe and Central Asia in partnership with **MitOst**, a new thematic

cohort focused on health systems transformation in partnership with **J&J Foundation**, as well as two shorter ***Spark*** cohorts exploring systems change facilitation.

- launching a new modular ***Investors in Change*** course for funders from philanthropy, impact investment and public sector bodies - in partnership with **Catalyst 2030**, **Ashoka**, **Lankelly Chase** and other pioneer systems change funders.

- leading the **Illuminate Network**'s efforts to visualise the field and practice of systems change internationally by creating a network affinity map of more than 400 practitioners. We know that collaboration and coordination is key to systems change yet the field is fragmented. The map aims to tackle this by creating stronger connections among people, organisations and the resources they need. Initiated in 2020, the map's first full iteration is now live and in 2022, it is set to become a growing tool, invaluable to those working on system change.

5. CHALLENGING AND SUPPORTING ORGANISATIONS TO DRIVE AMBITIOUS CHANGE

Forum has built a reputation for acting as a critical friend to major global corporations, challenging them to stretch their ambition, to become leaders, and to influence change in the systems they are part of. In 2021 these engagements included working with:

- the CEO-led World Business Council for Sustainable Development (**WBCSD**) and wide-ranging partners to launch a new report and set a new bar for corporate sustainability efforts. ***A Compass for Just and Regenerative Business*** outlines the business imperative to shape a just and regenerative future, presents a working definition of what it means to be 'just' and 'regenerative', and introduces a new 'Business Transformation Compass' tool to help leaders navigate the shifts needed.

- **Target** to develop its *Target Forward* sustainability strategy. This saw us engage key teams within the US retail business on what their vision of co-creating an equitable and regenerative future would mean for setting their strategy. As a critical friend, we then inputted to their draft 2030 targets to ensure they are commensurate with what their operating context needs.

- the **Kering Group** to shape and deliver the meetings of their internal sustainability teams across its brands, and to design and facilitate their annual sustainability conference for sustainability teams and other key stakeholders throughout the Group. These gatherings are key to developing and communicating best practice and thought leadership. This year's conference focused on the intersection of luxury fashion and sustainability and took a dive deep into the topics of centring human rights in brand strategy and engaging with Kering's consumers on its sustainability journey.

- **Co-op Food**, one of the UK's major food retailers, to shape their approach to building biodiversity into their food strategy. Forum synthesised the latest thinking on business and biodiversity impacts

and facilitated Co-op in exploring its potential to support biodiversity net gain across its operations, building and supply chain. This included using Forum's Feed Compass framework to increase uptake of sustainable animal feed to inform their feed strategy. The Co-op team described the process as one of the most stretching and exciting they had engaged in, and will take the work further towards strategy in 2022.

- motorcycle brand **Royal Enfield** on a robust futures-into-strategy process. Through a series of workshops with the executive and senior leadership teams, we explored futures trends, industry and issue insights, while also running a capability building programme to equip the organisation's leaders with the understanding needed to set a trailblazing sustainability strategy.
- semi-state agency, **Bord Bía** (The Irish Food Board), which commissioned us to support the establishment and facilitation of their *Origin Green Global Council*. As well as helping design and input to this, we supported the organisation to set its 2030 vision and strategy, and to clarify what a focus on sustainable nutrition would mean in the Irish context.

6. RE-IMAGINING THE FUTURE

Creating a better future starts with imagining what multiple futures could look like, and the various pathways that get us there. Forum is a leading practitioner in futures thinking and 2021 saw us:

- launch the ***Future of Sustainability: Looking Back to Go Forward*** campaign, which put the spotlight on what lessons have been learned from 25+ years of sustainability efforts, and how they can help us in pursuit of a more just and regenerative future. In a first, the campaign offered a platform well beyond Forum, engaging both mainstream and lesser-heard voices working at the forefront of sustainability to: understand what has (and has not) worked to date - and why; explore some of the biggest questions proliferating across the sustainability movement right now; and present a series of implications for what's next *(see more, page 16).*
- continue to build Forum's innovative **Futures Centre**, funded by Omidyar Network. Beyond a focus on maintaining an engaging, open-source and participatory platform, we diversified our outreach activities to engage audiences in leading futures practice. This saw us launch the *Futuring Podcast*, through which we invite wide-ranging leaders from the world of sustainability to explore multiple futures in the decade of disruption.
- launch a series of dialogues with **Johnson & Johnson's Center for Health Worker Innovation** focused on the role of community health in building a vision for a resilient health future for all. Engaging health practitioners, community health workers, health policymakers and tech innovators, we explored what's waning in our current health systems, what future is being shaped, and what innovations and mindset shifts are needed to create the future we want.

Hosted on the Futures Centre, 'Live Research' models such as these allow a concerted focus on key sustainability questions and an opportunity to galvanise audiences around them, crowdsourcing insights and challenges that we otherwise could not achieve alone. It is a model we will further develop in 2022.

- partner with a multinational bank on their social impact strategy. Through a future scenarios process, the project aims to provide the bank with strategic focus areas and an overall narrative for its positive social impact, including key considerations around how a financial institution implements a global social impact strategy in different regions, particularly in Asia. Forum is working closely with the highest-level decision makers in the bank, bringing an opportunity to shift its position on how it aligns social and environmental principles and potential for significant impact.

The Future of Sustainability - Looking Back to Go Forward - lessons from our exploration of what the past can teach us about the future

In November 2021, Forum launched *The Future of Sustainability: Looking Back to Go Forward*, a unique opinion and commentary series spanning six months that:

- explored lessons learned from the last 25 years in the sustainability movement; where have we succeeded in creating real change and where have we failed? And what does that tell us about how we need to do things differently?
- synthesised exclusive insights from diverse voices across the sustainability movement to examine how the world is responding to today's multifaceted challenges and opportunities, and what pivots might be needed
- considered what this all means going forward. How can we drive greater change at pace and scale? And how can we encourage the adoption of new mindsets and approaches critical to creating what's really needed: a truly just and regenerative future?

In a first for Forum, we used the *Future of Sustainability* not just for our own thought leadership, but as a platform for both mainstream and lesser-heard voices working at the forefront of sustainability - resulting in wide-ranging perspectives on where the sustainability movement has been, and where it's going. Below provides a snapshot of just some of what was heard:

"The past is all around us. It shapes the institutions that we work in, the societies that we live in, and the language that we use to conceptualise our problems. The past is part of who we are and how we understand the present and future that we face." - **Dr Nandini Pandey, Associate Professor of Classics at Johns Hopkins University**

"The mess we are currently in is because of our inability to truly acknowledge the past and to stop the unfortunate events in history that occur over and over and over again. I have learned from spending a lot of time imagining alternative futures that really there's so much work to do in uncovering the past…. so that we can move forward." - **Nour Batyne, Producer and Creative Director of Resilience 2032, social media theater about the future**

"If governments really want to start doing a better job, they need to maximise ways in which community-led organisations can change people's lives for the good. This is a huge combined resource - and we need to give it what it needs to prosper and thrive." - **Jonathon Porritt, environmental activist, author**

and Co-Founder of Forum for the Future

"During these 25 years, we've seen extraordinary advances in our understanding of how our planet is a self-regulating system, where the living systems – the biology, the biosphere – interact with the chemistry and physics of ice sheets, of atmosphere, of oceans. And at the same time, we've seen this dramatic, exponential rise in unsustainable pressures on the planet – and that has occurred right in this period, right in the last three decades." **- Johan Rockstrom, Director of the Potsdam Institute for Climate Impact Research and former Director of the Stockholm Environment Institute and Stockholm Resilience Centre**

"It is not just about what indigenous people do – it's about what indigenous people are. Our whole world view is different from the developed world view. There is such a difference between those who prioritise the health of nature, and those who are focused on so-called development. When people speak of development, it is really important to ask: 'Development by whom, for whom, and for what?'" **- Archana Soreng, a member of the UN Youth Advisory Group on Climate Change and an activist on the environment and indigenous rights in India**

"Given the complexities of the tasks we face, we can't achieve the richest outcomes we want on our own, and we shouldn't even try. We need one another. And that is where agency lies." **Aaron Maniam, a Singaporean civil servant currently serving as Deputy Secretary (Industry and Information), Ministry of Communications and Information**

"We have a proverb in Cameroon which says, 'If you train a man, you have just trained one person. If you train a woman, you have trained a nation'.... As the years go by, more and more women are becoming involved in environmental programmes, and at the pace we are moving, I think by 2025 they will occupy 20% of leadership positions." - **Stephanie Lamma Ewi. Based in Cameroon, Lamma works with youth, women and community groups on climate adaptation and advocacy**

"As the system starts to break up around us, [we have to ask] now what? What are we now trying to build? And I find that both exciting and terrifying in equal measure….. I think we're right on the cusp of things potentially changing. But the question is, do they go in our direction – or somewhere else?" **- John Elkington, Founder and Chief Pollinator at Volans and one of the original founders of the sustainability movement**

"We need everyone to come to the table and find ways of building trust, because all of us are interested in the same results. We are all interested in a better environment, we are all interested in economies that can survive and that can assure the prosperity of our environment as well. That balance has to be found, and the private sector has a huge part to play in doing so." **- Dr. Agnes Kalibata, UN Special Envoy to the Food Summit**

Sustainability, today

The campaign's second phase explored some of the biggest questions facing the movement right now. How has the world continued to respond to the extreme turbulence wrought by COVID-19? What is system change? Is our food system set to unravel or transform? What is meant by the 'just transition'? What alternative economic models are bubbling in the niche with potential to challenge long-standing economic assumptions? How and why is the role of business, the finance and the philanthropic sectors changing?

Based on these insights, we believe three things have held progress back: piecemeal ‘solutions’, the absence of social justice in interventions, and siloed approaches that have driven unintended consequences. But hope remains, and we feel six things will propel the movement forward: driving a truly socially just transition; multiple actors stepping up to help create and seize opportunities to drive change; shifting mindsets to build synergies, prioritise the long-term and work with turbulence; drawing on energy and innovation at the niche; not giving up, and not getting stuck; and, lastly, facing up to tough choices in shifting the fundamentals of how we live and work.

Through the *Future of Sustainability*, Forum is calling on key players to reset their ambition, focus on ensuring just transitions that leave no one behind, and using systemic approaches that break down the silos ring fencing environmental and social efforts. We will also continue to offer a platform to lesser-heard voices - those who are often excluded from the decisions that most impact them.

With thanks to our partners
Looking Back to Go Forward was made possible thanks to the generous support from our partners: Laudes Foundation, GSK Consumer Healthcare, Target, M&S, Capgemini, Bupa, 3M, the Cosmetic Toiletry & Perfumery Association (CTPA), Burberry, Olam Food Ingredients, and in particular our headline sponsor, SC Johnson.

Plans for the future

Our 2020 Annual Report outlined four aspects to our plans for the future: reviewing and refining Forum's three-year strategy; focusing on priority areas of work that demonstrate change; creating new tools and approaches to support ambition and transformation among our partners and the wider world; addressing ongoing and emerging dynamic themes; and generating income while fine-tuning our business model.

Progress against these areas have been highlighted in this Report. All are set to continue as key priorities in 2022 and beyond. Over the coming year we will also add new key areas of focus including:

1. **Finalising and operationalising our new organisational strategy for 2022-2025,** including:
    a. ***defining and honing in on key sustainability transitions***. We will work to ensure deep transformation rather than a shallow transition in 3-5 key shifts already underway - and in doing so, have - and enable - greater impact on our environmental and social issues.
    b. ***putting a stronger focus on futures***. Forum is a leading thinker in the field of futures and foresight and it is clear that, now more than ever, the ability to understand and embrace the disruption cascading around us, to imagine multiple futures, to scope the pathways needed for us to get there and to identify risks and opportunities, will be invaluable in ensuring resilience and adaptability. Forum will reinvigorate its futures practice, not only upskilling Forum staff, but expanding our portfolio of futures projects with both existing and prospective partners.
    c. ***getting clear about what we mean by a 'just and regenerative' future.*** For too long, environmental and social interventions have been designed and implemented in silo from one another, yet there is momentum building for a 'just' *and* 'regenerative' future - one that meets the needs of both people *and* the planet, underpinned by solutions capable of benefiting both simultaneously. While there is a lot of energy in this space, there is not yet a clear definition of what a just and regenerative future really means or looks like, and there is little alignment around how we get there. In 2022, Forum will clearly define and advocate for a just and regenerative future, making it the centre of our programmatic work and thought leadership.

2. **Strengthening the School of System Change**. 2022 will mark five years of the School of System Change and we will be taking the opportunity to develop the School's proposition based on how the landscape has evolved over this time. As part of this, we will better clarify the School's position in the multiple markets it operates in, while also better defining, articulating and communicating its unique offer to attract and retain participants. Longer-term, we will build the capacity of more and more people to develop systemic solutions to the challenges they face.

3. **Income generation.** Forum cannot develop or deliver its game-changing programmes without the support of others, from businesses and trusts to foundations and philanthropists. We will continue to create and/or cultivate our relationships with both new and existing funders and partners and as part of this, build an income pipeline that ensures Forum's resilience and capacity to deliver multi-year programmes, with impact and across multiple markets. We will also take an agile approach to embrace short-term projects where there is a clear opportunity for partnership and immediate impact.

Financial review

Despite the continuing challenges and impacts of the COVID-19 pandemic our finances remain resilient and the modest growth in our unrestricted reserves means we are starting 2022 in a stronger position than at the start of the pandemic.

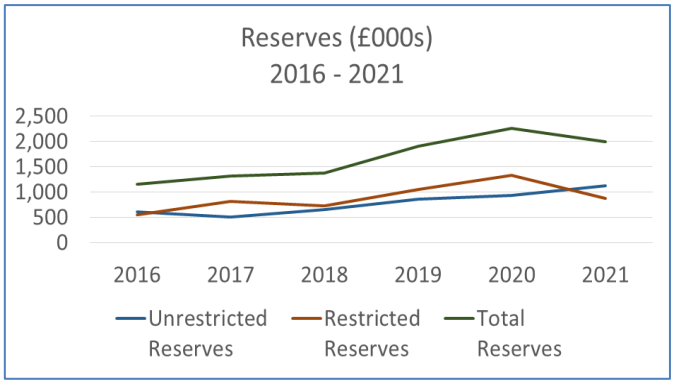
Our overall income fell to £5.1m from £5.8m, but this mainly reflects the timing of recognition of restricted funding. We had a large grant receipt late in 2020 that was recognised as income (in line with accounting standards) in that year, carried forward as a restricted fund and then spent over 2021 and 2022. Overall expenditure for 2021 was £5.4m, in-line with 2020.

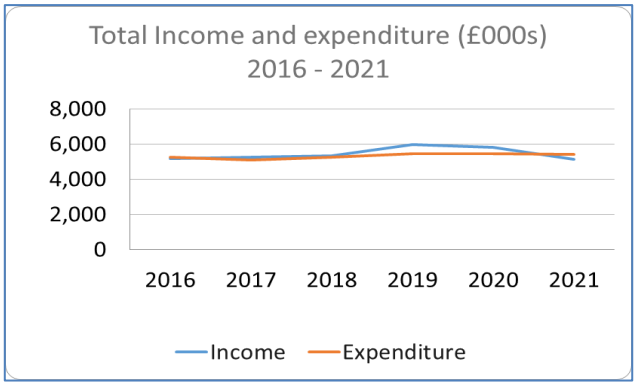
Our key bottom line is our unrestricted position, and we generated an unrestricted surplus of £182,000 (2020: £76,000) and increased our unrestricted funds to £1,117,000.The ongoing pandemic does continue to have some impacts on our ability to generate and grow income but a positive financial result has been achieved despite this due to careful cost management.

The timing of this income recognition means that we had, as expected, a restricted deficit for the year of £456,000 (and overall deficit of £273,000), compared with the restricted surplus in 2020 of £285,000.

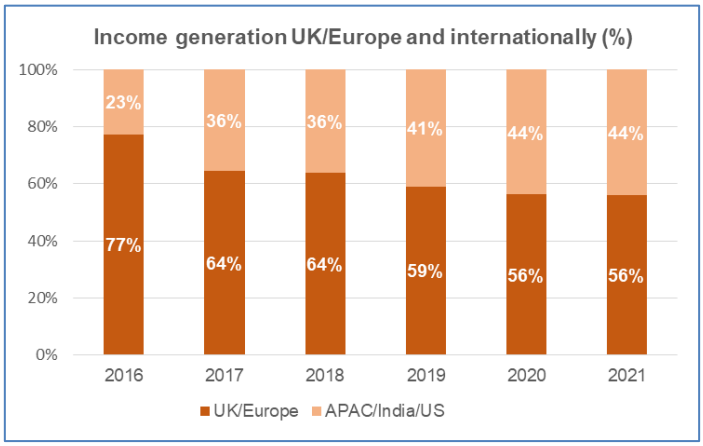
Our year end cash balance remains in a good position at £1.8m at 31 December 2021. As expected, this was a reduction from £2.6m at 31 December 2020, which was temporarily inflated due to the large receipt noted above.

The graphs below show the movements in our reserves, income and expenditure in recent years.

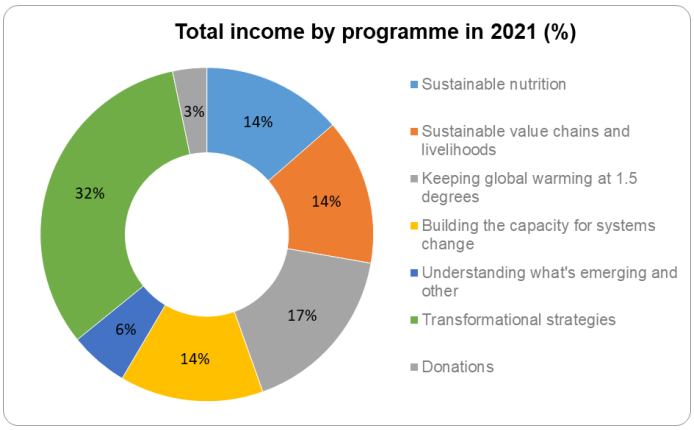


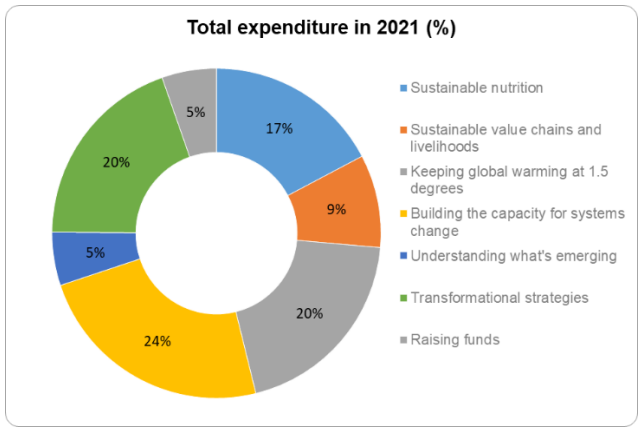


The proportion of our income from outside of the UK remained steady, after recent years of increase. Our gross income in the US, Singapore and India now represents 44% of our overall income (2020: 44%).



The split of income by type and expenditure by programme area is shown below:





Reserves policy

The trustee board reviews our reserves policy each year and considers the appropriate level of reserves for the organisation to hold. Trustees consider our current risk profile, balancing the need to reflect that risk whilst making sure we are not holding funds unnecessarily at the expense of committing funds to meet our charitable objectives. They consider the need to cover working capital requirements, the potential for short term reductions in income, and unexpected expenditure.

As a result of this year's review the trustee board, advised by the audit and assurance committee and considering Charity Commission published guidance, decided to make two minor amendments to the policy. The definition of free reserves was adjusted to exclude fixed assets from unrestricted funds, and the reserves policy was worded to make clear the target was a *minimum* reserves target (i.e. we will not automatically aim to reduce down where we are above).

The policy is now to set a minimum target for free reserves (unrestricted funds excluding unrestricted tangible fixed assets) of 18% (or 2.2. months) of overall expenditure excluding direct project costs. At 31 December 2021 this minimum target was £824,000.

At the end of 2021, our free reserves had increased to £1,027,000 (2020 on previous basis: £935,000).

Going concern

Trustees have reviewed the latest versions of the planning scenarios and cash-flows, paying particular attention to the risks to income, reserves, and liquidity levels. They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that Forum for the Future has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

Fundraising

Philanthropic funding is critical to Forum's ability to create a shift to more sustainable world, enabling us to drive transformational system change and providing flexibility and freedom in how we achieve our mission. Our fundraising efforts focus on building long-term, strategic partnerships with corporates, trusts and foundations, statutory funders and individual philanthropists who share Forum's vision for a sustainable future.

We do not make direct marketing appeals, carry out mass participation fundraising events, street or door-to-door fundraising, or fundraise from vulnerable adults. For this reason we are not registered with the Fundraising Regulator in the UK or equivalent regulators elsewhere.

However, we ensure the fundraising activities we do carry out comply with the legal and regulatory framework as it applies to charities and fundraising, and all fundraising is carried out by Forum employees in line with our safeguarding, anti-bribery and whistleblowing policies. Fundraising activities include collaborative events focusing on sustainability topics, strategic meetings with foundation partners and thought leadership publications and communications campaigns.

Managing our own social and environmental impacts

Forum's key purpose is to accelerate a shift to a more sustainable future and we further these aims through the programmes we work on with our various stakeholders across the globe. We also recognise that we need to lead by example when managing the impacts of our own operations.

Forum has a Sustainability Policy that is supported by an ongoing programme of monitoring, evaluation and improvement.

Summary of our environmental footprint

We measure our carbon emissions from business travel and office energy use on an annual basis and these are shown in the table below alongside data from previous years. In 2021 we were able to measure emissions from all flights taken as well as for train and taxi journeys. We are only able to calculate approximate emissions from operating our London office (where 62% of our staff are based) as other offices are in serviced buildings and the landlords do not currently provide relevant data.

	2017	2018	2019	2020	2021
Scope 1 & 2 emissions:					
Tonnes CO_2e [1] from energy use in London office	14	6	10	8	1.97
Scope 3 emissions (business travel):					
Tonnes CO_2e from flights	185	193	280	35	19.66
Tonnes CO_2e from train journeys [2]					0.12
Tonnes CO_2e from taxi journeys [3]					0.16
Total measured emissions (tonnes CO_2e)	**199**	**199**	**290**	**43**	**21.90**
Offsets purchased (tonnes carbon)	**281**	**300**	**400**	**400**	**400**

Business travel, in particular flights, make up the largest segment of Forum's measurable carbon emissions and as can be seen from previous years this is usually a substantial proportion of the total. Carbon emissions for 2021 are of a similar level to those in 2020, reflecting the limited opportunities for travel during the year due to various COVID-19 restrictions in place across the globe and concerns about safety. We would expect to see an increase in the amount of travel in 2022 as restrictions relax and some large events start to switch to in-person (or hybrid) gatherings.

[1] CO_2 equivalent (CO_2e) emissions are a way of accounting for the impact of different greenhouse gases, expressed as the amount of CO_2 that would produce the equivalent amount of warming. We calculate these emissions by applying the UK government's carbon conversion factors.

[2] 2021 was the first year for which we were able to capture this data separately

[3] 2021 was the first year for which we were able to capture this data separately

How we are managing our impacts

Business Travel

Our travel policy encourages staff to use the lowest carbon impact route and mode of transport and our main travel agent provides clear information on the carbon impact of each flight option on offer. During 2021 we made adjustments to our expense systems allowing staff to add clearer information on journeys taken. This will make data collection easier for us and is also a useful way to engage with staff on our monitoring of this impact.

Forum has offices in four countries spanning three continents and our partners are often multinational operations themselves. Our knowledge and skills sharing structure means that many Forum staff work closely with colleagues, partners and stakeholders around the globe. The COVID-19 pandemic has shown us how effectively we can operate using virtual technology and our skills in delivering every aspect of our work this way have increased hugely as a result. At the same time, a lack of face-to-face meetings has also brought to light the value that a certain level of in-person interaction can bring - to help build relationships with our colleagues, partners, potential funders and other organisations that may help further our work. We therefore accept that a certain level of travel is necessary for us to drive the change we want to see in the world - whilst at the same time remaining committed to working innovatively and virtually wherever we can.

Our offices

Forum moved into a new London office space in May 2021 and now rents one floor of a building. The offices were refurbished in 2020 and during that time a number of resource saving measures were installed such as low energy and movement sensor lighting, water efficient taps and replacement of the gas boiler with a new heating system. We have access to electricity use data for the building but our floor is not sub-metered and so we estimate our own usage as a proportion of the space that we occupy. The building is not currently supplied through a renewable energy tariff and we have requested the building manager consider switching to one – the current contract expires in late 2022 and the intention is to switch to a renewable supplier then.

We do not have the same level of control over energy management in our hired office spaces in India, Singapore and US, however, we acknowledge the responsibility for continuous engagement with our landlords to influence these choices. We have recently managed to secure a limited amount of energy data from our Singapore landlord and also engaged with them on supporting their own sustainability plans.

During its refurbishment our London office had showers and a bike store installed and we encouraged the landlords to additionally fit bike racks and keys for staff to make the facility more secure. This

infrastructure encourages employees in our London office to cycle to work and is complemented by promotion of the ‘Cycle to Work’ bike loan scheme.

The London office was kept open at safe COVID-19 occupation levels (a maximum of 15 staff using it at one time) with an average occupancy of 50%. A workstation booking system was introduced allowing us to manage occupancy and encourage social distancing. On days with very little demand for office desks the office was closed.

The proportion of home working has increased greatly during the pandemic. We do not currently include staff home-working emissions as part of our footprint but as more methodologies become available to estimate these emissions we will look to do so.

Other areas

An environmental working group (with representatives from a number of our geographies) has been formed to ensure continual ‘on the ground’ support of our sustainability policy and action plan. An accompanying staff slack channel was also created to share news on developments in this area.

Our procurement policy sets out clear priorities when it comes to sustainability. We are also committed to taking a strong stand against modern slavery at Forum and have a policy in place that sets our commitments in relation to our staff, our partners and suppliers.

Carbon offsetting

We view offsetting as the last step in a mitigation strategy for carbon emissions with a hierarchy of avoiding or reducing emissions wherever possible first.

In 2021 we worked with ClimateCare to continue our investment in a Gold Standard accredited project that supplies fuel-efficient cooking stoves to families in Ghana, reducing carbon emissions and also reducing toxic fumes, saving families money and creating local jobs. In line with our thinking on best practice in this area we have investigated the option of splitting our offsetting investment between projects that reduce emissions and projects that remove emissions from the atmosphere. However, as the amount that we offset translates to a relatively small investment, we are focusing this towards one project to maximise efficiency and impact.

Each year we offset over and above our measured emissions to reflect that we have areas of impact we cannot currently measure accurately. We also want to ensure that we are providing long term support for projects and so during the two years of substantially smaller measured emissions (2020 and 2021) we have continued to invest in a similar value of offsets in the Gyapa Stoves project.

Our people

Our people are guided by our values – **courageous** – rising to the urgency and scale of the sustainability challenges we face; **adaptive** – constantly sensing the world around us and changing for maximum impact; **empathetic** – understanding ourselves as connected to others and embedded in wider ecosystems; **inquisitive** – using inquiry to diagnose and solve complexity; **playful** in our learning and creativity, and **respectful** – building trust-based relationships that drive constructive action. We also expect all our people to adhere to our Code of Conduct which summarises a number of our policies that inform our organisational working practices and sets out expected standards of behaviour including: safeguarding, bullying & harassment, conflicts of interest and bribery and corruption. The Code of Conduct can be found on our website *https://www.forumforthefuture.org/organisational-policies*.

At 31 December 2021 we had 77 employees (2020: 74) across our four offices in London, Mumbai, New York and Singapore.

Staff wellbeing

We recognise that the ongoing pandemic can impact wellbeing and the ability to build social connection with colleagues in the remote world of working. In all our locations, our staff continue to create structured and informal opportunities to foster team connection and social cohesion, including team building activities and social touch points.

Regular pulse surveys allow us to track changes in staff morale and measure trends, as well as ask other key questions, to which we can respond swiftly. On the whole, a significant majority of staff express positive satisfaction with wellbeing support provided by their line manager and in the organisation as a whole with the supportive culture of Forum.

Our staff benefit from flexible working opportunities and have a number of different contractual working patterns that support their work-life balance. This is reflected in 28% of employees working less than full time hours.

We kept three of our offices open and functioning as much as was feasible during the year, with the London office open throughout the year fully compliant with any government restrictions and prioritised for staff who otherwise would not be able to work productively from home. There has been no mandate for staff to attend any of our workplaces in person but we were keen to maintain an office facility for staff, where possible.

The ongoing global pandemic meant that staff in all geographies still spent the majority of time working from home and in the summer of 2021 we asked all staff to complete a guided self-assessment of their home workspace and feedback the results to us with any requests for additional support in this area. We

continue to promote our Employee Assistance Programme which provides access to professional counselling services alongside other self-guided wellbeing support resources.

During 2021 we embarked on developing our new strategy at Forum and staff engagement in this process was paramount. Staff were able to feed their own ideas into the process through a number of different working sessions and feedback points and were also kept up to date on how the process was being run, who was involved and who they could contact with any queries. Importantly, we made every effort, though there is always room for improvement, to create open and safe spaces for people to discuss tensions and concerns that they hold, and for those insights to inform both the process and the content of the strategy.

Safeguarding

Although we do not generally work directly with children or vulnerable adults we recognise the importance of having a clear Safeguarding & Whistleblowing policy in place. In 2021, we had no reported safeguarding or whistleblowing cases.

Diversity and Inclusion

At 31 December 2021 women represented 73% of our workforce (2020: 71%). Staff are predominantly (76%) between 25 to 44 years old, with about 6% of us aged over 55. The majority (75%) of our staff are of white ethnic backgrounds.

We have made a stated commitment to becoming a more inclusive organisation, committed to anti-racism, equity, diversity and inclusion and during 2021 we implemented a number of new initiatives to support this process as well as building on some others introduced the previous year. Our Chief Operating Officer leads on this initiative working closely with our HR Manager, the Senior Management Team and others across the organisation.

Recruitment of new staff is a cornerstone of developing a more diverse and inclusive workforce. 2021 was a year of high recruitment for Forum and gave us the opportunity to fully embed a recruitment platform introduced the previous year, designed to remove unconscious bias from hiring decisions. We received a total of 776 applications for 25 job vacancies in 2021 and of these the vast majority of candidates found the process fair and enjoyable (on average scoring it 8.5 out of 10).

We continue to have open conversations with our staff around the themes of power, influence, equity and positionality, both with respect to how we deliver our programmes and how we run our own organisation and this reflection and learning has taken place through external training and also internally run sessions.

During 2021 the senior management team participated in training around equity and diversity from an external facilitator. Specialised, US-focused, training also commenced for staff working on projects in this

region, covering process design and facilitation through an anti-racist lens. More externally facilitated training is planned for 2022 with sessions for our board of trustees set up for early in the year.

Our staff have also set up events with and for colleagues, covering topics such as how to engage marginalised voices in collaborative projects or sharing experiences of working with certain project stakeholders (for example, coffee workers). Project teams have worked hard to guide their work through the lens of equity and power and have developed tools to aid this, such as a guidebook on power and equity co-created by the School team. Over the year, preparation work carried out as part of the development of the *Business Transformation Compass Report* (which has a focus on social justice) sparked multiple cross-organisation conversations about our definition of a socially just and equitable future for all and the principles that should underpin both our work and our recommendations to our partners.

Work is collated, shared and built upon through a dedicated slack channel as well as a working group composed of staff from across the organisation that meets on a monthly basis to discuss progress in these areas. Another slack channel is in place for those staff identifying as BIPOC (Black, Indigenous and People of Colour), to share and explore their own experiences at home, around the world and in our own organisation.

Staff reward, development and retention

As part of our commitment to staff development and retention we offer free places for eligible staff on our own system change learning programmes, *Basecamp*, *Spark* and *Investors in Change*. These courses offer colleagues the chance to join external participants in an immersive learning experience aimed to further expand their systemic capabilities and practice. During 2021, 12 of our staff were able to take part in these programmes.

In 2021 we appointed internally three colleagues into newly created or vacant jobs following the competitive recruitment process, created three acting-up opportunities and promoted seven colleagues based on their achievement of stretch targets over the previous year.

Forum aims to pay competitively relative to other international non-profits located in the relevant city (London, Mumbai, New York, Singapore) of a comparable size and in determining pay bands we will also take into account benefits packages frequently offered. Our UK pay ratio highest to lowest is 4.5 to 1 (excluding temporary staff) with the highest paid members of staff being those on the Senior Management Team. We pay all our employees above the minimum wage.

We continue to be committed to opening up routes to careers in sustainability for young people and in 2021 Forum participated in the government funded Kickstart scheme and provided job placements for 3 young people paying them a London Living Wage. Forum also hosted 5 internships in our UK/Europe

team via the University-approved work placement scheme and we engaged the services of seven affiliates.

In 2021, Forum's Asia-Pacific Singapore office launched its inaugural Sustainable Futures Fellowship programme, offering a professional development opportunity to a recent graduate from Nepal to build up his skills to enter the job market in the sustainability field in Singapore or the Southeast Asian region. As a full-time employee for a one year period, the Fellow has been involved in a range of projects that tackle complex sustainability challenges through systems change and futures-thinking approaches, contributing to securing a just and regenerative future for all. Forum is currently seeking sponsorship to extend this opportunity to additional recent graduates from Singapore-based universities.

Principal risks and uncertainties

The risk register remains our primary tool to give the Trustees assurance that key risks are adequately managed. The policy requires that key risks are identified and ranked each year and that each identified risk is assigned to a named risk owner who constructs a risk mitigation strategy and monitors the progress of that strategy.

The Senior Management Team (SMT) reviews the overall register regularly to determine the ongoing risk profile and agree on mitigation strategies. The Audit and Assurance Committee (AAC) then reviews the risk register twice yearly to ensure all risks are captured, monitored and are being adequately mitigated and undertake deep dives into specific topic areas as deemed useful. The full board review the risk register at least annually.

The following table sets out the major risks we faced during 2021 into 2022 together with key mitigating actions.

Risk	**Mitigating actions**
Funding model does not generate sufficient resource to sufficiently fund our work.	In recent years we have diversified our income, increasing the proportion of our funding from trusts & foundations and in the growth of our non-UK offices. We have clear milestones for income generation, to give an early warning where income may be insufficient and savings may need to be delivered. This is supported by detailed financial reforecasting during the year. Reserves have been increased to above target level to give some buffer for negative shocks.
Global economic and geopolitical instability has negative financial impact (e.g. inflation)	Regular forward looking financial review to recognise risks and take mitigation actions.
Staff turnover as a result of increasingly competitive landscape for talent in the sustainability sector	Keeping a focus on Forum's values. Aiming towards creating a brilliant place to work, including substantive efforts on staff development and feedback. Benchmarking pay. Carrying out exit interviews to understand reasons for people leaving.

Risk	Mitigating actions
Staff wellbeing, resilience and morale	The impacts of COVID-19 continue to impact the wellbeing of staff. The staff wellbeing section under the *Our People* section of this report sets out the actions we have taken and continue to implement.
Cyber security incident results in data loss causing business interruption and/or reputational damage	Various controls around key data (e.g. multi-factor authentication), development of a cyber incident response plan, support from third party expertise.

Structure, governance and management

Governance

The governing body of Forum is the Board of Trustees, which meets at least four times a year. The Trustees are responsible for ensuring that Forum abides by its charitable aims, works within the law and delivers its mission effectively. They oversee the policies and objectives of Forum and ensure that the work of the organisation is properly monitored and evaluated.

Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity by the Trustees are set out in note six to the accounts.

The Chair of Trustees, Rita Clifton, CBE leads the Board, which meets at least four times a year. The Honorary Treasurer, Fiona Thompson, elected from the Trustees, leads the Audit and Assurance Committee (AAC), which meets at least four times a year to ensure the adequacy of Forum's internal controls, risk and financial management, and considers and evaluates the work of the external auditors. In 2021, in order to enhance the independence and expertise of the AAC, a non-trustee Independent Member of the AAC was recruited and joined the committee in September of the year.

The Remuneration Committee is responsible for assessing the pay and performance of the Chief Executive and Founder Director. This Committee is also responsible, along with the Chief Executive, for assessing the performance of the Senior Management Team and reviewing the overall pay policy of Forum.

A Governance and Nominations Committee was set up during 2021, with the first formal meeting taking place in February 2022. The Committee has responsibility for reviewing the board's performance against best practice, overseeing the composition of the board and committees, and supporting the appointment of the Chair, Trustees & Chief Executive

New Trustees are appointed by the Board following open advertisement. 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 receive a comprehensive induction, which introduces Forum and a review of the duties of Trustees as defined by the Charity Commission.

Decision making

The Board of Trustees is the ultimate decision-making body of Forum. The Board is responsible for ensuring that Forum is solvent, well-run, and delivering the charitable outcomes for which it has been established.

The Board acts in the best interests of Forum; takes decisions about the strategic direction and future of the charity; ensures the organisation remains financially and strategically sustainable and is prepared to

face future challenges. They ensure that Forum is working within the law, and exercise sufficient oversight to ensure it is meeting its objectives. They support the Chief Executive and ensure that the board as a whole is working effectively and efficiently.

Although final authority rests with the Trustees, they have delegated certain responsibilities and decision-making powers to the Chief Executive which are documented within governing documents and committee terms of reference.

The Chief Executive in turn further delegates responsibilities to suitably qualified members of staff using a mandate and advice model reflecting the matrix structure of the organisation.

Structure

Consolidated group accounts have been prepared for 2021 along with UK company accounts.

Forum for the Future India Private Limited is a company limited by shares. Our Singapore office is operated out of Forum for the Future Asia Pacific Limited, a company limited by guarantee. Forum for the Future US is an independent 501(c)(3) organisation.

Statement of directors' responsibilities

The Trustees (who are also directors of Forum for the Future for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of it winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditor

Our auditor, Sayer Vincent LLP, has expressed its willingness to continue in office.

Approved by the Board of Trustees on 7 June 2022 and signed on their behalf by:

Fiona Thompson - Director, Trustee and Honorary Treasurer

Reference and administrative details

Forum for the Future is a charitable company limited by guarantee and is incorporated in England & Wales (company number 2959712, charity number 1040519). The registered office address is: 3rd floor, 22-26 Paul Street, London, EC2A 4QE, United Kingdom. www.forumforthefuture.org

Trustees and directors

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2021, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities and the Companies Act 2006.

Trustees who served throughout 2021 were as follows:
Rita Clifton CBE (Chair)
Volker Beckers
Charlotte Ersbøll
Noa Gafni
Heather Grady
Laura McGonigal
Anita Tiessen
Fiona Thompson
Jonathan Wates
Andrew Winston

Audit and Assurance Committee (AAC)

Fiona Thompson (Chair)
Charlotte Ersbøll
Laura McGonigal
Jonathan Wates
Mandhese Samra Independent Member (appointed Sept 2021)

Remuneration committee

Anita Tiessen (Chair)
Heather Grady
Rita Clifton CBE

Company Secretary

Jenny Natasha Clayton (resigned December 2021)

Senior management team

Dr Sally Uren OBE, Chief Executive

Jenny Natasha Houseman, Chief Operating Officer (left Forum June 2021)

Chris Baker, Chief Operating Officer (joined Forum November 2021)

Caroline Ashley, Global Director of System Change Programmes

Anna Birney, Global Director of Systems Change Learning

Jane Lawton, Chief Development and Communications Officer

Ariel Muller, Director, Asia

Hannah Pathak, Director, UK/Europe

Sandra Seru, Director, US

Bankers and auditors

Bankers	HSBC Commercial Banking City of London Commercial Centre 60 Queen Victoria Street London EC4N 4TR
	Triodos Bank Deanery Road Bristol BS1 5AS
	The Co-operative Bank PO Box 48 1 Balloon Street Manchester M60 1GP
Auditors	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House 108-114 Golden Lane London EC1Y 0TL

Independent auditor's report to the members of Forum for the Future

Opinion

We have audited the financial statements of Forum for the Future (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Forum for the Future's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charites Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and assurance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

- We reviewed any reports made to regulators.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)
17 August 2022
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Financial statements

Consolidated statement of financial activities for the year ended 31 December 2021

(Incorporating the income and expenditure account)

				2021			2020
	Notes	Unrestricted £'000	Restricted £'000	**Total £'000**	Unrestricted £'000	Restricted £'000	Total £'000
INCOME FROM							
Donations	2	125	45	**170**	195	256	451
Charitable activities	3	3,270	1,687	**4,957**	3,143	2,215	5,358
Total income		3,395	1,732	**5,127**	3,338	2,471	5,809
EXPENDITURE ON							
Raising funds		(290)	-	**(290)**	(195)	-	(195)
Charitable activities		(2,908)	(2,187)	**(5,095)**	(3,009)	(2,186)	(5,195)
Total expenditure	4-6	(3,198)	(2,187)	**(5,385)**	(3,204)	(2,186)	(5,390)
Net income/ (expenditure) for the year	8	197	(455)	**(258)**	134	285	419
Foreign exchange losses		(15)	-	**(15)**	(58)	-	(58)
NET MOVEMENT IN FUNDS		182	(455)	**(273)**	76	285	361
FUNDS BROUGHT FORWARD		935	1,329	**2,264**	859	1,044	1,903
FUNDS CARRIED FORWARD		1,117	874	**1,991**	935	1,329	2,264

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 20 to the financial statements.

Balance sheets for the year ended 31 December 2021

	Notes	The group 2021 £'000	The group 2020 £'000	The charity 2021 £'000	The charity 2020 £'000
FIXED ASSETS					
Tangible fixed assets	11	**116**	101	**60**	100
Investments	12	**-**	-	**1**	1
		116	101	**61**	101
CURRENT ASSETS					
Debtors	15	**1,532**	781	**1,265**	992
Short term deposits and cash in hand		**1,839**	2,558	**1,105**	842
		3,371	3,339	**2,370**	1,834
LIABILITIES					
Creditors - due within one year	16-17	**(1,488)**	(1,176)	**(1,115)**	(714)
NET CURRENT ASSETS		**1,883**	2,163	**1,255**	1,120
Creditors - due after one year	18	**(8)**	-	**-**	-
NET ASSETS	19	**1,991**	2,264	**1,316**	1,221
FUNDS					
General funds		**1,117**	935	**714**	736
Restricted funds	20	**874**	1,329	**602**	485
TOTAL FUNDS		**1,991**	2,264	**1,316**	1,221

Approved by the directors on 7 June 2022 and signed on their behalf by

Fiona Thompson
Honorary Treasurer

Company number: 2959712

Consolidated statement of cash flows for the year ended 31 December 2021

	Notes	**2021**	2020
		£'000	£'000
Cash flows from operating activities	A		
Net cash **(used in)** / provided by operating activities		**(631)**	1,194
Cash flows from investing activities			
Purchase of equipment		**(96)**	(58)
Net cash used in investing activities		**(96)**	(58)
Cash flows from financing activities			
Cash inflows from new borrowing		**8**	**-**
Net cash provided by (used in) financing activities		**8**	**-**
Change in cash and cash equivalents in the year		**(719)**	1,137
Cash and cash equivalents at 1 January		**2,558**	1,422
Cash and cash equivalents at 31 December	B	**1,839**	2,558

A. Reconciliation of net income to net cash flow from operating activities

	2021	**2020**
	£'000	£'000
Net(expenditure)/ income for the period	(273)	361
Adjusted for:		
Depreciation charges	81	56
(Increase) / decrease in debtors	(751)	1,090
(Increase) / decrease in creditors	312	(313)
Net cash (used in)/ provided by operating activities	**(631)**	**1,194**

B. Analysis of cash and cash equivalents

	2021	**2020**
	£'000	£'000
Cash at bank and in hand	1,839	2,558
Total cash and cash equivalents	**1,839**	**2,558**

Notes to the financial statements for the year ended 31 December 2021

1. Accounting policies

Statutory information

The Forum for the Future is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is 3rd Floor, 22-26 Paul Street, London EC2A 4QE.

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Basis of consolidation

These financial statements consolidate the results of the charitable company and its wholly-owned or controlled subsidiaries Forum for the Future Asia Pacific Limited, Forum for the Future India Private Limited and Forum for the Future US Inc. on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. The amounts due to/from The Forum for the Future and its subsidiaries are disclosed in aggregate in notes 16 and 17. Separate statements of financial activities, on income and expenditure accounts, for the subsidiaries are not presented because they have taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

Accounting estimates and assumptions

The Trustees do not consider that there are any estimates and assumptions at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Going concern

The financial statements have been prepared on the going concern basis. An organisation is considered a going concern if it is expected to continue its operations for the next twelve months. The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern.

In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider Forum to be a going concern for the foreseeable future.

Income

Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred. Income that is not yet received but meets the recognition criteria is accrued.

When there are any performance conditions attached to the grant agreements, the grant income is recognised when there is sufficient evidence that these conditions have been met.

Donated gifts and services are measured at their monetary value to the organisation and included under donations. An equal amount is included under the relevant expenditure category so the net income is nil.

Expenditure

Expenditure is accounted for on an accrual basis when there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds relate to the costs incurred by the charitable company in generating voluntary income and any other costs related to the fundraising activities.

Expenditure on charitable activities includes the costs of delivering programmes and educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as incurred and included in the support costs except for those which are grant funded where VAT is charged directly to the projects.

Staff untaken holiday and untaken paid sabbaticals were calculated at staff actual salary rates as at the end of December 2021 and provided for in the statement of financial activities.

Grants given

Forum can only make grants to other organisations where these are in support of our charitable activities. At present these grants are limited to circumstances where we act as lead partner in relation to a particular programme of work and this has been agreed with the funder. The expenditure is recognised when the criteria for a constructive obligation has been met, payment is probable, it can be measured reliably and there are no conditions attached which limit its recognition.

Allocation of support costs

Support costs are apportioned to Forum's programmes in line with the direct spend on each programme. The type of costs that are allocated in this way include all office and technology costs, finance and people related costs.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting

Restricted funds represent income received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the restricted fund.

Unrestricted funds represent the income received to pursue the general charitable objectives of the charity.

Foreign exchange

Expenditure in foreign currency is accounted for at the xe.com rates which are updated each month. The same treatment is applied to the income received. The balance sheet is revalued quarterly including at 31 December.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Tangible fixed assets

Tangible fixed assets are stated at cost.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Fixed assets over the value of £500 are capitalised and the depreciation is charged on a straight-line basis over the asset's estimated useful life:

Improvements to leasehold properties	5 years
Furniture and fittings	5 years
Software development	5 years
Computers and office equipment	3 years

All fixed assets more than six years old are treated as having been disposed of in the financial statements.

Investments in subsidiaries

Investments in subsidiaries are recorded at cost.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments, which are payments received in advance, are valued at the net amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand consists of cash only.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the statement of financial activities in the periods to which they relate. The charity has no liability under the scheme other than for the payment of those contributions.

2. Donations

	2021			2020		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Donations	87	18	**105**	158	-	158
Government job retention grants	-	27	**27**	-	256	256
Donated goods and services	38	-	**38**	37	-	37
	125	**45**	**170**	195	256	451

Donated goods and services included pro-bono facilitation of School of System Change Basecamp 9 programme in US for the total of £38,000 ($50,000).

Government job retention grants included £15,000 from the UK government, and £12,000 (S$23,000) from the Singaporean government.

3. Income from charitable activities

	2021			2020		
	Unrestricted	**Restricted**	**Total**	Unrestricted	Restricted	Total
	£'000	**£'000**	**£'000**	£'000	£'000	£'000
Programme grants	-	1,687	1,687	-	2,215	2,215
Programme service contracts	3,073	-	3,073	2,958	-	2,958
Basecamp and Spark participant fees	194	-	194	179	-	179
Other income	3	-	3	6	-	6
	3,270	**1,687**	**4,957**	3,143	2,215	5,358

Income from charitable activities by programme and geography:

	UK/Europe	Asia Pacific	India	US	2021 Total
	£'000	£'000	£'000	£'000	£'000
Sustainable nutrition	245	65	-	388	**698**
Sustainable value chains and livelihoods	567	19	-	139	**725**
Keeping global warming at 1.5 degrees	392	123	44	302	**861**
Building the capacity for systems change	360	8	10	337	**715**
Understanding what's emerging	20	123	-	-	**143**
Transformational strategies	1,107	229	88	243	**1,667**
Other	92	49	1	6	**148**
	2,783	**616**	**143**	**1,415**	**4,957**

2020

	UK/Europe	Asia Pacific	India	US	2020 Total
	£'000	£'000	£'000	£'000	£'000
Sustainable nutrition	398	18	-	934	**1,350**
Sustainable value chains and livelihoods	585	21	-	188	**794**
Keeping global warming at 1.5 degrees	361	108	57	54	**580**
Building the capacity for systems change	786	14	-	250	**1,050**
Understanding what's emerging	15	170	-	-	**185**
Transformational strategies	770	166	71	317	**1,324**
Other	40	21	1	13	**75**
	2,955	**518**	**129**	**1,756**	**5,358**

4. Total expenditure

	Charitable activities						
	Programmes	Communications	Total	Raising funds	Support costs	2021 Total	2020 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	2,749	244	2,993	201	578	**3,772**	3,968
Project costs	811	59	870	19	-	**889**	764
People (HR)	-	-	-	-	88	**88**	21
Office & technology	-	-	-	-	482	**482**	504
Finance	-	-	-	-	109	**109**	74
Governance	-	-	-	-	45	**45**	59
Total	**3,560**	**303**	**3,863**	**220**	**1,302**	**5,385**	**5,390**
Support cost apportioned:	1,135	97	1,232	70	(1,302)	-	
Total expenditure	**4,695**	**400**	**5,095**	**290**	**-**	**5,385**	**5,390**

The support costs are apportioned to programmes on the basis of the total direct costs for each area of work.

2020	Charitable activities					
	Programmes	**Communications**	**Total**	**Raising funds**	**Support costs**	**2020 Total**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Staff costs	2,901	343	3,244	148	576	**3,968**
Project costs	657	105	762	2	-	**764**
People	-	-	-	-	21	**21**
Office & technology	-	-	-	-	504	**504**
Finance	-	-	-	-	74	**74**
Governance	-	-	-	-	59	**59**
Total	**3,558**	**448**	**4,006**	**150**	**1,234**	**5,390**
Support Costs	1,056	133	1,189	45	(1,234)	-
Total expenditure	**4,614**	**581**	**5,195**	**195**	**-**	**5,390**

Governance costs are further analysed below:

	2021	2020
	£'000	£'000
Staff cost	**-**	21
Audit fees	**38**	33
Indemnity insurance	**7**	5
	45	59

5. Charitable expenditure by programme

	Programme costs	**Grants given**	**Support costs**	**2021 Total**	Programme costs	Grants given	Support costs	2020 Total
	£'000	£'000	£'000	**£'000**	£'000		£'000	£'000
Sustainable nutrition	701	-	229	**930**	621		190	811
Sustainable value chains and livelihoods	297	97	97	**491**	488	126	149	763
Keeping global warming at 1.5 Degrees	802	-	262	**1,064**	759		233	992
Building the capacity for systems change	963	-	315	**1,278**	1,031		316	1,347
Understanding what's emerging	212	-	69	**281**	275		84	359
Transformational strategies	791	-	260	**1,051**	706		217	923
	3,766	**97**	**1,232**	**5,095**	**3,880**	**126**	**1,189**	**5,195**

6. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£'000	£'000
Salaries and wages	**3,194**	3,360
Redundancy and termination costs	**-**	15
Social security costs	**292**	312
Employer's contribution to pension schemes	**286**	281
	3,772	3,968

In addition, the cost of agency staff in the year was £61,000 (2020: £4,000).

The following number of employees received total employee benefits (excluding employer pension costs) within each of the following bands:

	2021	**2020**
	£'000	£'000
£60,000 - £69,999	**5**	-
£70,000 - £79,999	**1**	1
£80,000 - £89,999	**4**	3
£90,000 - £99,999	**-**	1
£100,000 - £109,999	**-**	1
£110,000 - £119,999	**4**	2

The key management personnel of Forum for the Future are the members of the Senior Management Team, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Development and Communications Officer, Director of System Change Programmes, Director of System Change, Learning and Community, Director of UK/Europe, Director of Asia and Director of US. The total salary cost including employer's pension contributions and employer's national insurance contributions for the senior management team in the year was £876,000 (2020: £838,000).

Jonathon Porritt continued to serve as a trustee of Forum for the Future, with the consent of the Charity Commission, until 3 June 2020, and continued to be paid as an employee throughout 2020 and 2021.

	Salary and Employer Pension	
	2021	2020
	£'000	£'000
Jonathon Porritt	**67**	63
	67	63

Total travel and subsistence expenses claimed by the trustees in 2021 were £0 (2020: £0).

Pension scheme

Forum for the Future UK operates a contract based, individual money purchase arrangement with Aviva. As at 31 December 2021 there was one month payment owed to Aviva for the total of £18,300 (2020: £19,057) which was paid on 6 January 2022. There were 52 (2020: 53) staff enrolled on the pension scheme at the end of December 2021. Pension arrangements in APAC for Singaporeans are obligatory statutory payments to the Central Provident Fund. In the US the pension is arranged with TransAmerica and is a defined contribution scheme.

7. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 76 (2020: 79). The average full-time equivalent analysed by function was as follows:

	2021	2020
	No.	No.
Raising funds	**3.0**	3.0
Programmes	**52.0**	53.2
Communications	**4.4**	5.2
Support	**11.6**	10.8
Governance	**0.4**	0.4
	71.4	72.6

8. Net income for the year

	2021	2020
	£'000	£'000
This is stated after charging:		
Depreciation	**81**	56
Operating lease rentals:		
l property	**81**	174
Forum for the Future Group auditors' remuneration (excluding VAT):		
l audit fee	**23**	17
l grant audit	**1**	-
Forum for the Future Asia Pacific Limited auditors' remuneration:		
l audit	**4**	5
Forum for the Future India Private Limited auditors' remuneration:		
l audit	**2**	4
Forum for the Future US Inc. auditors' remuneration:		
l audit	**8**	8
Foreign exchange losses	**15**	58

9. Related party transactions

A donation of £8,000 was received from a trustee in 2021 (2020: £366 ($500)).

Jonathan Wates is a director of the Wates Family Group. Forum received a donation of £5,000 from The Wates Family Trust in 2021 (2020: £0).

Laura McGonigal was previously an employee of People Against Dirty Limited - Forum's Pioneer Partner who paid £0 (2020: £23,000) for services provided in 2021.

Volker Beckers is the Chair of the Advisory Board of PriceWaterhouseCoopers UK. Forum received £0 (2020: £18,000) from PwC UK who administered the funding from the former Department for International Development received towards our Tea Swaps project in Kenya.

Forum for the Future has taken the exemptions conferred by paragraph 33 1A of FRS 102 in respect of disclosing transactions with group entities on the basis that the subsidiaries are wholly controlled and group accounts are prepared.

10. Taxation

The charity is exempt from UK corporation tax as all its income is charitable and is applied for charitable purposes.

Forum for the Future India Private Limited is a private limited company and as such is liable for tax on any taxable profits it has made. The provision for taxation due in relation to 2021 is £7,000 (2020: £10,000).

11. Tangible fixed assets

The group	Improvements to leasehold property	Furniture and fittings	Computer, office equipment & software	Total
	£'000	£'000	£'000	£'000
Cost				
At the start of the year	63	19	543	**625**
Additions in year	81	3	12	**96**
Disposals in year	(63)	(19)	(285)	**(367)**
At the end of the year	81	3	270	**354**
Depreciation				
At the start of the year	63	19	442	**524**
Charge for the year	29	1	51	**81**
Disposals in year	(63)	(19)	(285)	**(367)**
At the end of the year	29	1	208	**238**
Net book value				
At the end of the year	**52**	**2**	**62**	**116**
At the start of the year	-	-	101	101

All of the assets are used for charitable purposes

The charity	Improvements to leasehold property	Furniture and fittings	Computer, office equipment & software	Total
	£'000	£'000	£'000	£'000
Cost				
At the start of the year	63	19	515	**597**
Additions in year	-	3	8	**11**
Disposals in year	(63)	(19)	(285)	**(367)**
At the end of the year	-	3	238	**241**
Depreciation				
At the start of the year	63	19	415	**497**
Charge for the year	-	1	50	**51**
Disposals in year	(63)	(19)	(285)	**(367)**
At the end of the year	-	1	180	**181**
Net book value				
At the end of the year	**-**	**2**	58	**60**
At the start of the year	-	-	100	100

In 2017 the charity secured funding from Laudes Foundation for the development of the project management system (PSA) and accounting software (Financial Force). As of 31 December 2021 the net book value of the software was £24,000 which is included in the restricted funds (2020: £50,000).

12. Investments

The charity investments consist of the following entities:

Entity	Type	No of shares/ cost
Forum for the Future Asia Pacific Limited	subsidiary charitable company	-
Forum for the Future India Private Limited	subsidiary limited company	9,999 shares at £0.1 (INR 10) Dilutive earning per share £0.1084
Forum for the Future US Inc.	subsidiary not for profit	-
Green Futures Limited	dormant trading company	2 shares at £1 each

13. Subsidiary undertakings

Forum for the Future Asia Pacific Limited

The charitable company is the sole member of Forum for the Future Asia Pacific Limited, a company limited by guarantee, registered as a company and a charity in Singapore. All activities have been consolidated on a line by line basis in the statement of financial activities. The company accounts for Forum for the Future Asia Pacific Limited are audited separately by Moore Stephens LLP. The figures are then consolidated into the group accounts. Although this subsidiary has negative reserves, this remains supported by the parent and a going concern.

	2021	2020
	£'000	£'000
Income	**744**	690
Direct costs	**(658)**	(574)
Net income	**86**	116
Administrative expenses	**(173)**	(156)
Deficit for the year	**(87)**	(40)
Foreign exchange losses	**(10)**	(3)
Deficit for the year	**(97)**	(43)
The aggregate of the assets, liabilities and funds was:		
Assets	**417**	265
Liabilities	**(490)**	(242)
Funds	**(73)**	23

Forum for the Future India Private Limited

The charitable company owns 99.99% of the issued ordinary share capital of Forum for the Future India Private Limited, a company limited by shares and registered in India. The company accounts for the period from 1 April 2020 to 31 March 2021 were audited by Kumar Gandhi and Associates. Interim unaudited accounts for the period 1 January 2021 – 31 December 2021 were prepared and results consolidated into the group accounts.

	2021	2020
	£'000	£'000
Income	**253**	241
Direct costs	**(162)**	(117)
Net income	**91**	124
Administrative expenses	(65)	(70)
Provision for taxes	(6)	(10)
Profit for the year	**20**	44
Foreign exchange losses	**(13)**	(15)
Profit for the year	**7**	29

The aggregate of the assets, liabilities and funds was:

Assets	**257**	215
Liabilities	**(89)**	(54)
Share capital	**(1)**	(1)
Funds	**167**	160

Forum for the Future US Inc.

The US operation is a not-for-profit under Section 501(c)(3) of the Internal Revenue Code. The accounts are separately audited by Skody Scot & Company and consolidated as part of the Forum Group.

	2021	2020
	£'000	£'000
Income	**1,602**	1,988
Direct costs	**(1,412)**	(1,164)
Net income	**190**	824
Administrative expenses	**(487)**	(435)
Deficit for the year	**(297)**	389
Foreign exchange losses	**19**	(24)
Deficit for the year	(278)	365

The aggregate of the assets, liabilities and funds was:

Assets	**774**	1,548
Liabilities	**(192)**	(688)
Funds	**582**	860

14. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2021	2020
	£'000	£'000
Gross income	**4,637**	3,751
Surplus for the year	**95**	10

15. Debtors

	The group		**The charity**	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Trade debtors	**1,108**	412	**867**	297
Other debtors and prepayments	**174**	165	**80**	88
Amounts due from subsidiaries	**-**	-	**255**	463
Accrued income	**250**	204	**63**	144
	1,532	781	**1,265**	992

16. Creditors: amounts due within one year

	The group		**The charity**	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Trade creditors	**78**	15	**37**	15
Other creditors	**275**	68	**193**	45
Amounts due to subsidiaries	**-**	-	**138**	57
Accruals	**236**	318	**187**	260
Deferred income	**899**	775	**560**	337
	1,488	1,176	**1,115**	714

17. Deferred income

Movements on deferred income were as follows:

	The group		The charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Deferred income brought forward	775	1,049	337	506
Amount released to income in the year	(775)	(1,049)	(337)	(506)
Amount deferred in the year	899	775	560	337
Balance at the end of the year	**899**	**775**	**560**	**337**

18. Creditors due after one year

	The group		The charity	
	2021	2020	**2021**	2020
	£'000	£'000	**£'000**	£'000
Creditors - due after one year	**8**	-	**-**	-
	8	-	**-**	-

19. Current year analysis of group net assets between funds

	Unrestricted	Restricted	Total funds
	£'000	**£'000**	**£'000**
Tangible fixed assets	92	24	**116**
Net current assets	1,025	850	**1,875**
Net assets at the end of the year	**1,117**	**874**	**1,991**

Prior year analysis of group net assets between funds

	Unrestricted	Restricted	Total funds
	£'000	**£'000**	**£'000**
Tangible fixed assets	51	50	**101**
Net current assets	884	1,279	**2,163**
Net assets at the end of the year	**935**	**1,329**	**2,264**

20. Movement in restricted funds

	Note	At the start of 2021	Income	Expenditure	At the end of 2021
		£'000	£'000	£'000	**£'000**
Funding by programme					
Sustainable nutrition	a	721	234	(409)	**546**
Sustainable value chains and livelihoods	b	1	437	(381)	**57**
Keeping global warming at 1.5 Degrees	c	66	736	(695)	**107**
Building the capacity for systems change	d	378	152	(412)	**118**
Understanding what's emerging	e	-	56	(56)	**-**
Other projects	f	-	60	(26)	**34**
Organisational development	g	163	17	(168)	**12**
Job retention schemes	h	-	40	(40)	**-**
		1,329	**1,732**	**(2,187)**	**874**

a) This represents the funding received from Laudes Foundation for the Cotton 2040 project (£437,000)

b) The funding included grants from McArthur Foundation India (£270,000), S&P Global Foundation (£57,000) and SED fund (£19,000) towards the Responsible Energy Initiative. There was also £107,000 received from DFID India for Net Positive Renewable Energy. Boundless Roots project continued to receive funding from KR Foundation (£31,000). We also secured new funding towards UK Local Just transition Challenge from Friends Provident Foundation (£76,000), Joseph Rowntree Charitable Trust (£63,000), Energy for Tomorrow £40,000) and the Treebeard Trust. Other funding included is monies received from WWF Mexico and People's Postcode Lottery.

c) In 2021 we received funds to support our School of System Change from: Lankelly Chase Foundation (£101,000) and Garfield Foundation (£2,000). We also received funding to support our coaching projects from Calouste Gulbenkian Foundation (£30,000), Zoological Society of London (£12,000) and National Lottery Community Fund (£10,000).

d) The funding included monies received from United Nations Development Programme (£56,000).

e) Other projects includes a UK Government Kickstarter Grant (£13,000) and funds from the Lankelly Chase Foundation towards Systemic Governance Project (£31,000).

f) This includes funds towards Forum's organisational development including £12,000 from BUPA.

g) We received the total of £27,000 from the governments in UK and Singapore salary costs of our staff as part of the COVID-19 related schemes.

Movement in restricted funds 2020:

	At the start of 2020	Income	Expenditure	At the end of 2020
	£'000	£'000	£'000	**£'000**
Funding by programme				
Sustainable nutrition	235	735	(249)	**721**
Sustainable value chains and livelihoods	0	367	(366)	**1**
Keeping global warming at 1.5 Degrees	147	399	(480)	**66**
Building the capacity for systems change	263	543	(428)	**378**
Understanding what's emerging	0	72	(72)	**-**
Other projects	0	84	(84)	**-**
Organisational development	399	15	(251)	**163**
Job retention schemes	0	256	(256)	**-**
	1,044	**2,471**	**(2,186)**	**1,329**

21. Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

	Property	
	2021	2020
Payments due:	**£'000**	£'000
Within one year	112	53
Within two to five years	304	59
	416	112

22. Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

FORUM FOR THE FUTURE

England & Wales - Charity number 1040519

Accounts



FORUM FOR THE FUTURE

ANNUAL REPORT

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020





Forum for the Future is an international non-profit organisation with a purpose to accelerate the transformation toward a more just and regenerative future. We operate in four offices located in the UK, US, Singapore and India. This annual report gives an overview of our ongoing work with business, government and wider civil society, with the dual purposes of catalysing change in global systems and building capacity among individuals and organisations to act systemically.

Find out more about our work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn, Twitter and Facebook. Download our latest Future of Sustainability report, From System Shock to System Change - Time to Transform - for our unique analysis on how the world is responding to COVID-19.

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MESSAGE FROM THE CHIEF EXECUTIVE

2020: A PROFOUND YEAR OF DISRUPTION AND POTENTIALLY, THE CATALYST FOR TRANSFORMATION TOWARDS A JUST AND REGENERATIVE FUTURE

For too long, the climate crisis has escalated faster than the world's readiness and ability to respond. Cue 2020, which brought with it widespread expectation for the hopefully-named 'decade of delivery' in which ambitious sustainability strategies would be put into action.

Instead, what happened last year was well beyond what anyone, anywhere, imagined. Far from being a year of delivery, it was one of profound disruption which continues to fundamentally challenge many of the certainties on which we have built our collective response to sustainability issues. Assumptions we previously made about how the decade of delivery would play out are no longer valid; instead, COVID-19 has given us a devastating warning sign of shocks to come.

The pandemic has laid bare just how interconnected the key global systems on which we rely are. It has exposed a truth, always there, but not widely accepted pre-pandemic: planetary health equals human health. Illegal wildlife trading and deforestation are root causes of the world's most significant public health crisis since the Second World War.

The pandemic also showed us that current systems are neither capable of delivering the solutions we need for our grand challenges, be that structural inequality or the climate crisis, nor are they resilient. In fact COVID-19 has shown us just how vulnerable civilisation is when a shock hits. In many ways, the health, economic, social, political and environmental fallout of the pandemic can be considered a dress rehearsal for what's to come if the climate crisis remains unchecked. And with a dress rehearsal comes a series of invaluable lessons. So what has the global response to COVID-19 taught us?

First. Businesses and governments have shown themselves capable of acting decisively at scale and pace to fundamentally change the way in which we live and work.

Second. We are all capable of remarkable solidarity, adaptation and resilience when facing a common threat and that we are able to meet immense uncertainty with innovation and creativity.

Third. More than a decade of delivery, the 2020s will be a decade of transitions - for good or ill. How we respond to COVID-19 and to the issues of inequality that have become so apparent over the past year will, in a large part, determine our ability to deliver the ambition of the Sustainable Development Goals.

As economic recovery plans gain momentum, we stand at a crossroads: will we take our opportunity to invest in deep transformation - reconfiguring the systems we rely on to place goals of equity, sustainability and resilience at their heart? Or will we lock in a series of shallow transitions which do not address root causes of the challenges we face?

Deep transformation will require deep systemic change. It is time to reconfigure our underlying systems such that the goals of these systems include positive environmental and social change. This is why, at Forum, we have pushed our articulation of sustainability one step further, to speak to outcomes that are regenerative and just. We believe that we must enhance the underlying capacity of all individuals, communities and ecosystems, to be healthy, to keep evolving and to keep fulfilling their potential.

In other words, the need for systemic approaches capable of delivering multiple benefits across multiple systems has become even stronger, and as a unique expert in system change and futures thinking, Forum is well placed to meet this need.

Our work has taken on a new urgency and relevance. More than ever before, we are embracing change to explore the root causes and unintended consequences of the issues we face.

We are integrating this thinking into major multi-year programmes. Programmes we feel will catalyse the change needed to support the transition to a more just and regenerative future, and which will also provide proof points for how systemic change happens. A number of these programmes, from the *Responsible Energy Initiative* in Asia to the *Growing our Future* regenerative agriculture collaboration in the US are highlighted in this report. We are also exploring how to scale new approaches to change through our growing relationships with networks and other collaborative organisations such as the World Business Council for Sustainable Development and the World Benchmarking Alliance. At the same time, we are continuing to work with our partners to help them imagine what multiple post COVID-19 futures could look like, to navigate uncertainty and to understand their role in transforming the future.

Internally, we have focused on ensuring our own resilience - both financially and in terms of staff wellbeing. With the majority of our team working from home for much of 2020, we embraced online working to innovate and trial new tools and techniques. Our international working has emerged stronger from this, bolstered by seven new members of staff as we continue to build our capacity beyond our UK roots.

Elsewhere, we continued to bring in new skills, experiences and insights to strengthen our Leadership Team and in November we welcomed our new Chair, Rita Clifton. Rita's extensive experience in the private, public and non-profit sectors - as well as her long-standing commitment to sustainability - will add huge value to Forum as it looks to engage business, civil society, investors, government and philanthropic organisations across multiple markets.

I want to take this opportunity to thank our previous Chair, Keith Clarke who, over eight years oversaw Forum's ongoing growth in the US, Singapore and India; the strategic development of new areas of work focused on climate and energy, sustainable food systems and sustainable value chains and the significant growth in Forum's School of System Change.

I also want to thank our trusted partners across business, government and civil society. Our long-standing relationships have only grown stronger through crisis and without their ongoing support, our work would not be possible.

While the 'decade of delivery' has begun with an extreme shock, our expectation to deliver remains and the stakes could not be higher. The pandemic has brought tragic consequences for millions of people. Its legacy must be to catalyse deep transformation and the reinvention of the way the world works. We look forward to continuing to work with you all to make this legacy a reality.



Dr Sally Uren OBE
Chief Executive, Forum for the Future
22 June, 2021



MESSAGE FROM THE CHAIR

This is my first Annual Report as Chair, and it's obviously difficult to overstate the impact of the momentous events of the past year.

When I took up the role in December 2020, Joe Biden had just been confirmed as the next US President, capping a year of political turmoil as well as major social change. The murder of George Floyd may have happened in Minneapolis, but protest about the injustice spread to over 60 countries. We recorded the hottest decade on record. Old as well as emerging superpowers and competitive nations faced up against each other in both trading ambitions and political models. The pandemic crippled economies and health systems as well as devastated families, and it's far from over.

2020 felt like a difficult time to be an optimist, to say the least.

And yet, 2020 was also a time when we've seen the prospect of global cooperation on COVID-19 and shared resources; where we have shown what can be achieved in speed and response to crisis with willing nations; where we have now realised we can build relationships, businesses and understanding without always having to be in the same room physically. We are seeing real change in attitudes to diversity and inclusion across organisations around the world. We've seen a drop in carbon emissions (even if not always deliberate), and the resilience of nature when humans contain their activities. We've even managed to fly a mini-helicopter on Mars, although hopefully, the human race won't actually get to need another planet if we do the right things now.

Change can indeed happen...and we certainly need a lot of it – and fast - in our collective quest for a sustainable future for all. At Forum for the Future, we go further to describe our ambition for a regenerative and just future, that seeks to bring business, government and non-profit sectors together in a really practical way to define the future that's needed, to heal environmental, social and economic fractures - and to change systems to make the world work better. It could not be a more important time for this work and there is such limited time for change. Having been involved with the green and sustainability movement for the best part of forty years, it's gratifying to report new levels of awareness and willingness to embrace this future across so many commercial, government and NGO sectors, as well as real passion amongst young people and communities around the world. It is less clear how this sustainable future can best happen, and how best to involve all the many different stakeholders in the systems change to enable it. This is where I am proud to say Forum for the Future excels, and this expertise in systems change and futures has been highlighted so meaningfully in the latest Future of Sustainability report: **From System Shock to System Change.**

I have been a huge admirer of Forum for the Future for a long time, and it is a privilege to take up the Chair role at such an important moment. It has also been a privilege to meet so many of Forum's supporters and stakeholders across the world in my induction conversations, who have spoken so warmly about the success of Forum's work, about its specialness and its extraordinary impact. We are truly grateful for people's support and partnership, and here's to an extraordinary next decade of change working together. 2021/22 is certainly shaping up to be a 'super year' for collective international commitments on climate change and sustainability. At Forum, we look forward to developing our new three-year strategy, and how we can use all our expertise to greatest effect.

I am also very grateful for all the time and commitment shown by Sally and Forum's senior management and teams across the world. It has been inspiring to see how our people have innovated and adapted to the challenges of COVID-19 and shown such resilience and energy. I have been blown away by the level of expertise and care.

And also, a huge thank you to all our Trustees, who have welcomed me to the Board and continue to contribute so much to Forum's strategy and governance. In particular, I want to recognise Jonathon Porritt and Kelvyn Derrick, both long-standing Board members who stepped down as Forum Trustees in 2020 having provided a wealth of expertise and counsel over many years and through a key period of growth for the organisation. As Forum's visionary co-founder, I am delighted that Jonathon continues to work with Forum, overseeing a range of our major partnerships. My final thanks of course go to my predecessor, Keith Clarke, who since July 2012 has so passionately guided Forum through intense challenges and opportunities, not least Forum's expansion into new markets. As part of our handover, Keith's insights on the climate and social crises we face have underscored the critical nature of this moment in time, and the vital nature of Forum's role in contributing to a just and regenerative future.

So, a pivotal moment for us all, and so much to do. I am very much looking forward to it, and to meeting many more of Forum's friends, current and future partners over the next months and year.



Rita Clifton CBE
Chair, Forum for the Future
22 June, 2021

TRUSTEES REPORT

INTRODUCTION

The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2020, which have been prepared in accordance with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities, the SORP applicable to charities preparing their accounts in accordance with FRS 102. This report incorporates the Companies Act 2006 strategic report requirements.

OVERVIEW – OUR MISSION

Poverty, malnutrition, inequality, crashing biodiversity, civil unrest: the world today is facing complex challenges because our fundamental systems are not set up to deliver sustainable development.

Climate change has emerged as the defining issue of our times, with climate breakdown and ecological crisis already underway. Tackling such intricate, complex and significant challenges cannot be achieved by any one party alone or through isolated or incremental changes that collectively, do not add up to deliver lasting, transformative change.

Add to this, the first major shock of the 2020s, COVID-19, whose impact has rippled around the globe, impacting every one of the key systems on which we rely, both natural and manmade.

COVID-19 has laid bare the significant need to equip people and organisations with the capacity to embrace uncertainty, navigate disruption and change, and develop future-fit strategies with the potential to transform the ways we live and work at scale and at pace. It has exposed the inflexible nature of market mechanisms and underpinned the urgent need to re-align our economy behind truly long-term sustainable goals as opposed to short-term profit maximisation.

Even before the pandemic, the need for new ways of doing business that are more equitable (with fairer distribution of value and risk between stakeholders), and "regenerative" (rather than just "less extractive") was undeniable. What's now come into even starker focus is the need for this transition to be just, leaving no-one behind. Forum for the Future's mission is to accelerate transformation to a more just and regenerative world by catalysing change in key systems – from food to apparel and energy – and by cultivating the capacity for individuals and organisations to act more systemically.

From offices in London, New York, Singapore and Mumbai, we are delivering on this mission by:

- facilitating collaborative action that unlocks new approaches
- supporting and stretching organisations with ambitious strategy
- building capacity to act systemically
- scanning horizons and reimagining the future

OUR FOCUS

Forum is focused on playing a role in addressing three key global challenges: sustainable food, sustainable livelihoods and value chains, and keeping the world within 1.5°C net global warming. In each area of work we are developing and delivering a portfolio of projects which demonstrate that creating a more just and regenerative future is possible and ultimately that will help lead to the creation of a regenerative, distributive economic system that works for both people and planet. By this we mean a system that moves away from being extractive in nature to one that balances the needs of nature, individuals and economy, offering equitable benefits to each.

As we do this, we are also working constantly to push the future edges of sustainability - to unlock new approaches and identify areas of potential for change. And we are actively working to build the field of system change – developing and sharing learnings in collaboration with a wide range of partners.

Our work continues to be driven by a focus on where we believe Forum can add the most value: building and leveraging our deep relationships with global organisations, strengthening our geographic presence in key global markets and above all, demonstrating and harnessing our expertise in systems change and futures.



SYSTEMS CHANGE AND FUTURES

SYSTEMS CHANGE

Many of our fundamental systems are not set up to deliver sustainable development. We are seeing unintended consequences and growing global challenges which necessitate new approaches of a scale and complexity never previously experienced. This is where systems change practice comes in.

Unless we can understand the bigger picture, the challenges in our systems and the root causes of these challenges, we will only end up mitigating problems or providing superficial solutions.

Forum has proven expertise and innovation in practical systems change for sustainability. We successfully use systems approaches to understand the web of interrelations that create complex problems, anticipate unintended consequences and identify how and where to take action to drive sustainable development. Systems change practice teaches us to see how issues and challenges, along with individuals, places, businesses, actions and innovations are all interconnected. It is our way to respond to a complex, changing world – and the only way we will deliver a just transition to a regenerative future.

DEFINING TERMS

A **system** is a configuration of parts connected by a web of relationships towards a purpose. It can be an ecosystem, such as the marine environment and the food system, or socially created systems such as education and health.

A **systems approach** shifts the focus from individual parts to how the parts are organised, recognising that interactions are not static and constant but dynamic and fluid. This means we help to diagnose the challenge, determine transformational and systems changing strategies and support collaboration so that we can innovate and learn how to address key issues.

Systems change enables us to respond to a complex, changing world. There are many definitions of systems change and Forum works with the one that considers it a process designed to change how a system behaves so that a new, sustainable pattern can emerge. Systemic practices enable transformational, not incremental change.

FUTURES

Given the uncertainty of the societal and economic response to some of the key trends impacting our world right now, it is not wise or even possible to predict the future. However, we can shape the future and the best way to start is by imagining the future we want to see.

We use futures to help organisations and collaborations grapple with uncertainty and change. By revealing the complex interplay of dynamic trends around us and identifying risks, opportunities and powerful innovations, **our futures work helps organisations to discover where to act for long-term success within the systems they operate in.**

We are leaders in **applied futures for sustainability**, known for using trends, visions and scenarios to create concrete, practical solutions and build the capacity of our partners for long-term thinking.

Systems change and futures go hand in hand. We have a global reputation for futures work and over the last two decades, have designed and delivered a huge range of futures projects and thought leadership. To do this, we use a range of different futures tools and methodologies, from horizon-scanning and frameworks such as the **Three Horizons** to a variety of scenario-building and visioning techniques. Our work is qualitative, grounded in thorough research, and enables key decision makers to think **very differently** about their responses to current challenges.

Our unique application of futures for sustainability enables us to challenge an organisation's assumptions about the world and help **map out routes to a sustainable future**. Now more than ever, it is key to understanding how the world may emerge from COVID-19 and what the risks and opportunities for the sustainability movement may be.

Our activities - whether multi-stakeholder initiatives or coaching specific organisations or individuals - help drive change in systems and build a better future in four ways:

- Reframing the diagnosis of problems and the shaping of solutions
- Catalysing new and deeper connections, that enable relationships to be rewired and new working to be built
- Testing and demonstrating 'proof points' of new ways of operating
- Increasing the willingness and capacity to act among change-makers, so as to build a just and regenerative future.

OBJECTIVES AND PROGRAMME HIGHLIGHTS

SUSTAINABLE FOOD

Overview of our work

Lesley Mitchell, Associate Director – Sustainable Food



"The pandemic has brought into stark focus the fragility of food supply chains, and our dependence on often invisible growers and workers in ensuring we all have healthy and safe food. The need to reset the workings of a food system that still leaves more than one in 10 people undernourished, drives almost a third of all greenhouse gases, and does not value the ecosystems on which production depends, has never been clearer.

Through 2020 we have seen fresh shoots of hope, with Forum focused on enabling companies and multi-sector collaborations to design transformative strategies, build new ways of working together and create ambitious routes to action.

In particular, Forum's *Protein Challenge* aims to shift the food system toward healthy and sustainable diets for all, with a priority focus on rebalancing protein in healthy diets and increasing animal feed sustainability. This has included a collaborative project focused on the potential for change in the US school lunch system, and a major focus on chef training in the UK in partnership with the University of West London and many businesses across the sector. In the five years since its inception, we've seen a seismic shift in the landscape of plant-based protein and public understanding of the impacts of food choices on the planet.

Since 2017, we've been looking at the role of regenerative agriculture as a way to reshape the goals of the food system to deliver healthy food in ways that restore the planet, value ecosystems and reward growers equitably. This work also supports the outcomes we are looking to achieve across climate and sustainable value chains.

As the links between the climate emergency, public health, social justice and environmental action have become clearer, our food systems approach is more important than ever. 2021 will see the acceleration of attention to climate change and a global focus on the UN Food Systems Summit - bringing even more opportunities to grow our work to catalyse action for change."



PROGRAMME HIGHLIGHTS

GROWING OUR FUTURE: REGENERATIVE AGRICULTURE IN THE UNITED STATES

Agriculture sits at the nexus of some of the world's most pressing challenges – from the need to reduce carbon emissions to ensuring healthy, resilient food supplies.

In 2020, with support from the Walmart Foundation, Forum launched ***Growing our Future***, a pioneering collaboration that brought together key players from across the food system to understand the barriers to scaling regenerative practices, and where leaders from wide-ranging sectors and industries could build on current momentum and work together effectively to drive systemic change.

The collaboration resulted in a flagship report that identified seven leverage points integral to transforming our agricultural system from an extractive to a regenerative one; from creating financial mechanisms and market structures that support regenerative outcomes; to empowering farmers to enable grassroots coalition building and shaping policy to build a resilient agricultural economy.

Forum is launching the second stage of the project in 2021, focusing on galvanizing action around the leverage points identified, and on equipping people to make strategic decisions on how to best direct their resources.

Download the ***Growing our Future*** report.

A SUSTAINABLE FUTURE FOR ANIMAL FEED: NAVIGATING A NEW STRATEGY

The impacts of our food choices are often hard to see – for example, did you know that, on average, more than two thirds of the carbon emissions of the pigs and poultry we eat come from what they are fed?

Through the ***Feed Compass*** project, Forum has developed tools to help businesses navigate animal feed sustainability and make more environmentally friendly choices. In 2020, we worked with UK retailer and long-term partner, The Co-op, to use the Feed Compass tools to shape a new and ambitious feed sustainability strategy. Our work helped Co-op build an overarching framework of outcomes, encompassing key elements of environmental, climate and animal welfare impacts. Forum benchmarked Co-op's performance and identified opportunities where they could provide leadership across the sector.



SUSTAINABLE VALUE CHAINS AND LIVELIHOODS

Overview of our work

Charlene Collison, Associate Director – Sustainable Value Chains and Livelihoods



"For years, Forum has been working to help build the sustainability of the value chains and livelihoods that sit behind some of the world's most used land-based commodities - from tea and coffee to cotton and palm oil. While we are all well aware of how much these commodities enrich our daily lives, scratch the surface or look behind the label and deeply entrenched systemic issues - often hidden - quickly emerge. These include environmental degradation, poor working conditions and worker rights violations, unequal profit distribution, the inefficient use of resources, and, too often, a lack of transparency to make these issues visible.

Add to that COVID-19, which has drawn global attention to livelihood issues and the disproportionate impact social and economic crises can have based on who or where you are. It's exposed the at-times precarious nature of employment, and forced us to redefine what we value and how. It's also surfaced some very uncomfortable truths about what and who we value and/or class as 'essential'.

But the pandemic has also sparked innovation in supply chains the likes of which we haven't seen before. It has shown us how quickly businesses can pivot their production to deliver what's urgently needed and that governments are capable of acting quickly to radically change the way we live and work.

While the pandemic continues to rewrite all the rules, Forum's focus remains on helping transform value chains to be net positive (putting back more than they take out). Our priorities include scaling sustainable production practices in commodity supply chains, enabling decent livelihoods for producers and workers throughout the value chain, and transforming business models.

Last year saw us make good progress, whether through our collaborative programmes such as *Cotton 2040* and *Circular Leap Asia* or our work directly with partners such as Diageo and Target. Just some of this progress is highlighted in this report.

As 2021 gathers pace, three things will be central to our work: how to build supply chains that are regenerative and just; the potential of regenerative approaches to transform not just agriculture, but people's livelihoods; and lastly, how we can all challenge our assumptions about how global supply chains work.

Long-standing models have buckled under COVID-19 disruption and as we build back better, it's time to truly reimagine what they could look like. The outcome will be future-fit value chains that can balance the needs of people, economy and nature."

HIGHLIGHTS

BUILDING RESILIENCE IN THE COTTON SECTOR

Cotton 2040 is a pre-competitive initiative launched in 2017 to bring together leading brands and retailers, sustainable cotton standards, existing industry initiatives and other stakeholders across the value chain to support the shift to a sustainable global cotton industry.

With funding from Laudes Foundation, Cotton 2040 contributes to transitions toward a cotton sector which is resilient in a changing climate, uses business models that support sustainable production and livelihoods and where sustainably produced cotton is the norm. In 2020, Forum engaged more than 180 stakeholders from over 60 organisations across the globe to progress work towards these outcomes.

Specifically, we generated a comprehensive set of data that provides a basis for building resilience in a changing climate. These insights illustrate the impact of a changing climate on cotton globally and in particular on value chains in India. In 2021 this data will support industry convening with key stakeholder groups to increase appetite within the sector to advance the conversation on climate change adaptation and implementation, and enable informed decision-making on adaptation actions.

Forum has also worked with 12 leading fashion brands to build buy-in and capacity for increasing the uptake of sustainable cotton. This includes Arvind Brands in India, Miki House in Japan, Reiss and River Island in the UK, and LVMH, the parent company of over 60 luxury brands such as Christian Dior. These brands are expected to have developed a sourcing implementation plan by early 2022.



CIRCULAR LEAP ASIA: MAKING THE LEAP TO CIRCULAR FASHION

The fashion industry is estimated to account for 4% of global GHG emissions, and if its emissions reduction efforts continue on the current trajectory, the sector is on course to miss the 1.5°C pathway by 50%. The explosive expansion of fast fashion is also leading to exponential increases in the production and consumption of clothing, resulting in overconsumption of natural resources, shocking amounts of waste and negative impacts on community health.

It's clear that the fashion industry's dominant business model of "cheaper, faster, better" production is no longer an option, and the sector is under pressure to place circular models at the heart of its transformation.

Manufacturers are well-positioned to drive this transformation. Most of the fashion industry's emissions come from upstream activities, such as materials production, preparation, and processing. And manufacturers know what it means to shift a sector. Yet despite their unique position, their role is often overlooked in sustainability debates and circular initiatives are mostly driven by fashion brands who - when attempting to innovate - are faced with the limitations of a compliance-driven approach.

From 2018 to 2020, with funding from Laudes Foundation, Forum led the ***Circular Leap Asia*** programme, which focused on empowering fashion manufacturers in Asia to lead the adoption and scaling of circular solutions. We worked with leading fashion manufacturers Cobalt Fashion (part of the Fung Group), Ramatex Group and Yee Chain International on tackling the high-impact challenges of reducing microfibre shedding, building the reverse supply chain for clothing recycling, and reducing fabric material waste in footwear production.

In September, this culminated in the publication of *Making the leap to circular fashion*, a new report which shines a light on the huge untapped potential of fashion manufacturers to contribute to circular transformation. It calls on, and provides recommendations to, brands, retailers and other stakeholders to step up efforts to include supply chain voices in the sectors' drive to transform how fashion items are designed, made, sold and used.

In 2021, we will build on this programme by working with major textile manufacturing firms in Southeast Asia to improve industry understanding and awareness of microfibre shedding, promote the implementation of manufacturing processes that reduce shedding, and catalyse industry action for the branding of products with low microfibre shedding properties.

Download the ***Making the leap to circular fashion*** report.



KEEPING GLOBAL WARMING TO 1.5°C



Overview of our work

Martin Hunt, Associate Director – Climate



"Our planet's living systems are under severe stress from the destruction of biodiversity, rampant mismanagement of freshwater resources and climate breakdown. Our sea levels are rising, temperatures are shifting, reliable rains are failing, and extreme weather events are becoming more frequent.

We know that key systems like energy, mobility, the built environment and more are no longer fit for purpose. We're also finally recognising that change must be systemic and transformational; not incremental, or short-term.

But with this recognition comes the question: just *how* can we deliver transformational change at scale and pace? We are in the midst of a great transition to a net zero world. But this transition needs to be a just one – where the benefits and burdens of this massive industrial and societal transition are shared equally, avoiding the harmful impacts and injustices that have blighted previous industrial change. Many developments give us hope: a Green New Deal has emerged within Europe (with growing support for the idea in the US); the US announced its intention to re-join the Paris Agreement; a newfound sense of agency is galvanizing communities to put sustainability at the heart of how we live and work.

Against this backdrop, Forum's work remains focused on demonstrating *how* change happens. Our vision is a just and regenerative future created through a transition that respects planetary boundaries while leaving no-one behind. Our transition must recognise and respect the culture, origins and heritage associated with long-standing (but now no longer fit-for-purpose) industries such as coal, while building new approaches and solutions suited to a net zero economy. This thinking informed much of our work in 2020, from grassroots initiatives such as *Boundless Roots* and *Power Paired* to multi-sector, pre-competitive projects such as the *Responsible Energy Initiative*.

In many circles, there remains a focus on the financial, regulatory and technological shifts needed. But given the depth of transformation required, citizens and communities have an equally important part to play. In the UK, through conversation and practical action within communities faced with significant change, we want to show that the long-term benefits of net-zero can be felt by everyone.

Over the course of 2021 and 2022, we will be working within two communities and with key local actors to better understand how the net zero transition relates to them and their everyday needs; what a vision of a just or fair transition looks like for them and how it might be realized; and to leverage the commitments, resources and funding needed to catalyse the behaviours, practices and projects they would like to see happen. Through a new project, the *Local Just Transition Challenge*, we want to learn how we might scale place-based, citizen-led practices so that every community can benefit from the transition ahead of us.

The world is already 1°C warmer than pre-industrial levels due to man-made greenhouse gas emissions. Looking ahead, we're marching closer to an irreversible tipping point - beyond which we will enter a radically unstable biosphere unlike anything we've ever seen.

Unfortunately, at the time of writing, there remains a significant gap between what the best available science tells us and current governmental and institutional commitments. It is with this in mind that we redouble our efforts to raise the ambition and action of our partners. We will continue to advocate for and catalyse changes that not only make deep cuts in greenhouse gas emissions, but recognise other planetary boundaries and deliver positive social outcomes."

HIGHLIGHTS

POWER PAIRED - SCALING COMMUNITY RENEWABLE ENERGY

Community energy projects have an important role to play in ensuring a transition to a net zero world that benefits everyone. They raise awareness of climate change; generate affordable, reliable, easily accessible clean energy; enable communities to develop and own their own renewable energy; and generate income which can support local causes.

Despite the positive potential, getting community energy projects live is difficult. One of the biggest barriers for community groups is finding a willing owner or operator of land or buildings that could host a community energy project. For asset owners, the biggest challenge is finding a group to work with when they don't have the time or expertise in this space.

No one was addressing this gap. That's why, with funding from People's Postcode Lottery, Forum launched **Power Paired**. This world-first and unique online platform bridges the gap between the owners of land and buildings and community energy groups that want to develop clean energy projects.

Since its launch in December 2019, over 100 Community Energy Groups have registered with the platform with 35 different asset owners listing over 100 different types of assets potentially suitable for community energy projects - from land to churches, offices, fire stations, schools and more.

In the past year, Power Paired has achieved a critical mass in terms of its credibility, reputation, resources and strategic alliances. Having established the feasibility of the innovative programme, Forum has now passed it to Community Energy England, Community Energy Wales and Community Energy Scotland to take forward. These organisations are set to catalyse the next wave of community energy projects by integrating Power Paired within their services.





ENSURING RENEWABLE ENERGY IS ALSO RESPONSIBLE ENERGY

The rapid rise of renewable energy is key to the transition to a low carbon economy. Renewables bring significant benefits beyond emissions reduction, such as expanding access to affordable, clean energy, creating jobs and helping economies to thrive, and reducing air pollution. Yet simultaneously, there are significant risks emerging in the renewable energy industry and its supply chains.

As the industry grows, these risks may grow with it, bringing wide-ranging negative impacts including land and labour rights issues, livelihood challenges, toxic waste and the unsustainable use of raw materials. Now is the time for the sector to take action to ensure not just a rapid, but a just transition.

Set up in 2020, with funding from S&P Global Foundation and the UK Foreign, Commonwealth & Development Office, the ***Renewable Energy to Responsible Energy Initiative*** is a multi-year programme working to ensure renewable energy in Asia achieves its full potential for positive environmental and social outcomes. Forum, in collaboration with a group of local partners, will deliver these outcomes through three futures-led collaborative inquiries in different Asian regions between 2020 and 2025. The first is taking place in India, in collaboration with World Resources Institute India (WRI India); The Energy and Resources Institute (TERI); Landesa and World Wide Fund for Nature, India (WWF-India).

Together, we focused in 2020 on building the case for greater and more collaborative action and analysed the environmental and social risks and impacts associated with the production and deployment of renewable energy through select technologies. These insights were generated through a comprehensive literature review, semi-structured interviews with industry, investors, civil society and government experts, and onsite visits.

Our 'call to action' report will launch in 2021, inviting renewable energy companies, investors, large procurers and other sector stakeholders to join the Initiative to better understand the challenges and opportunities, and to set and act on a collective vision for a just and regenerative renewable energy sector in India.

BUILDING THE CAPACITY FOR SYSTEMS CHANGE FOR SUSTAINABILITY

Overview of our work

Dr Anna Birney, Director of Systems Change Learning and Community



"In the face of complex challenges, there are not enough people or organisations operating with the capacity to shift systems or to adapt to current and potential issues – including the need to transform the way we live our lives, the way we do business and the way we organise.

'Systems change' is a globally emerging area of practice, meaning people need to learn from one another's experience. At Forum, we believe that growing a global community of change agents with the motivation, know-how and influence to drive change at scale and at pace is our best chance to accelerate a transition to a sustainable future.

That's where our School of System Change comes in. The School supports people to navigate multiple approaches, tools and methods for systems change. It's bringing together both accomplished and aspiring change agents in a unique programme that provides access to experts, peers and the latest approaches. It allows participants to build their awareness and understanding of how change happens, and to put theory into practice – better equipping them to navigate turbulent times.

Since its launch in 2016, the School has gone from strength to strength and 2020 saw some significant shifts and achievements for us: moving all of our courses online in light of COVID-19; doubling the number of facilitators involved in delivering our courses thanks to new partnerships across many geographies; the launch of in-house Basecamp programmes.

We've also continued to coach and work with ambitious organisations to develop their sustainability strategies, for example with the Bosch Foundation, while launching three 'Stories of Change' resource packages that bring to life systemic frameworks through three historic moments, among them the rise of the civil rights movement. These packages vividly demonstrate how change happens and have been used to engage representatives of more than 300 organisations through open webinars.

Throughout 2020, we continued to have full sign-ups in our programmes, showing that the desire for systemic thinking with the potential to drive transformational change has never been stronger. In 2021, we will continue to diversify both our learning offers and our partners. We will also address equity and diversity in our programmes and are looking to engage with the field across Asia to explore opportunities. Just as the need to drive systemic change is gaining stronger recognition, Forum has never been better placed to help meet it."

HIGHLIGHTS

THE SCHOOL OF SYSTEM CHANGE: BASECAMP

Despite a year of significant disruption, Forum's School of System Change quickly transitioned to virtual programming and delivered more courses and programmes than previous years.

The School offered three **Basecamps**: Basecamp#8 Europe which launched in-person in January and transitioned to virtual for the remainder of 2020, as well as Basecamp#9 Americas and Basecamp#10 UK which delivered the first fully virtual offerings in both geographies. All Basecamp courses ran with full enrolment, illustrating the demand for systems learning is more relevant than ever whether in-person or virtually.

In the autumn of 2020 the School kicked off the second offering of the Spark! programme, adapted online for systems change facilitators for participants from the US, UK and continental Europe. Spark! is a three-month facilitated learning experience for intermediate system change practitioners which creates the space for peer-learning with an international network. It provides 1-to-1 coaching as well as a tailored online learning environment and set of resources to equip people on their sustainability journey.





EQUIPPING THE BOSCH FOUNDATION WITH SYSTEMIC APPROACHES

At Forum, we strive to build the capacity of other organisations to think and act systemically and in 2020, worked with the Bosch Foundation to **create system change strategies** in two of their global areas of focus: climate change and migration.

Our partnership involved coaching the Migration and Climate Change teams on a strategy development process and equipping them to incorporate system change tools and methodologies. We then worked to coordinate embedding a system change approach across all of the Bosch Foundation's global issues teams: Climate, Conflict, Migration and Inequality.

As a result, the Foundation's goals are now more transformational, underpinned by a strategic approach more suited to the complexity of the problems they are trying to address. Their approach to impact has moved from a linear model of input, output and outcome to something much more emergent, meaning they can respond better to a rapidly changing world.

SUPPORTING WWF TO DELIVER SYSTEMIC IMPACT IN WILDLIFE CONSERVATION

We know that wildlife conservation is a complex challenge, requiring not just an understanding of ecosystems, but of the social and political dynamics at play across multiple national and international levels.

That's why, in 2020, Forum's **School of System Change** partnered with the World Wildlife Fund (WWF) in the US. Through an in-house Basecamp programme tailored to WWF's needs, our aim was to embed system change capabilities amongst the team to enable them to create deeper and more systemic impact. Positioned as a professional development opportunity, the course was designed for practitioners to better understand the complex interactions between ecosystems, people, market forces, power dynamics and climate, and how these interactions may perpetuate problems or solve them.

The pilot saw 23 of WWF's team take part in a 12-week intensive curriculum and eight-week practicum in specific challenge areas - resulting in a new handbook on building more systemic theories of change specific to conservation.

CHALLENGING AND SUPPORTING ORGANISATIONS TO DRIVE AMBITIOUS CHANGE



Overview of our work

James Payne, Associate Director – Transformational Strategies



"For years, it has been difficult to really articulate the disruption that will be caused as a consequence of inaction on the key crises we face, from inequality to climate, poverty to biodiversity. But by March, as COVID-19 effectively shut down any sense of 'normal' operations for businesses across the globe, the severity of shocks caused by an existential threat became all too real.

Last year was - and for many continues to be - a time of upheaval and crisis. Yet it also cast businesses in a new light: they showed themselves capable of rapid resilience, adaptation and innovation. Innovation that has played a key role in our response to COVID-19 - from the rapid retooling of factories to produce personal protective equipment to the unprecedented speed at which the first vaccine was approved for public use.

As we emerged from the initial shock, we saw a number of key shifts: previously unrecognised supply chain weaknesses were starkly called into question; ambition to target net zero became increasingly common, with leaders focusing on net positive and even regenerative goals; the importance of ESG (Environmental, Social and Corporate Governance) factors for mainstream investors grew; young people became louder, using their voices to call time on unsustainable, unjust and unethical practices.

There has also been a sobering realisation that only well-prepared businesses, mindful of risk and opportunity in future crises, can weather the intense storm heading our way. COVID-19 has strengthened the business case for robust, future-fit sustainability strategies and we've seen a surge in organisations using applied futures to understand the implications of uncertainty on their operations.

Forum works with businesses to help ensure they are able to not only navigate tough times, but can come out on top. This is vital as we believe businesses have a critical role in driving change. To this end, futures thinking was at the heart of Forum's work with Amazon, Henkel, Diageo, Pearson and more in 2020.

As eyes turn to COVID-19 recovery plans, we need to capitalise on our unique but time-bound opportunity to genuinely future-proof businesses - ensuring they are climate positive and underpinned by equitable, distributive business models. And that they have bold, ambitious leadership teams at the helm who will act decisively to trial new things, learn quickly and create real change.

At Forum, we're well placed to support leaders on this journey. As a critical friend, we remain focused on working with partners to understand the sustainability challenges they face, their root causes, and the implications for the strategies being set. In 2020, we continued doing this with longstanding partners such as Unilever as they prepared to launch their Compass, fully integrating sustainability into core business strategy. More recently, we worked with Pearson to explore the systems changing potential of education to address structural inequalities and accelerate sustainable development. We've also supported Henkel and Indian headquartered conglomerate Aditya Birla Group to use applied futures to help navigate the COVID-19 crisis. Elsewhere, our work with Burberry and Target has focused more on advising and coaching teams to embed strategic approaches that have systemic potential, capable of delivering multiple benefits across multiple systems.

Looking to 2021, we'll also be exploring and reimagining what it really means to be a trailblazing business set on driving transformational change as the decade of delivery gathers pace. And as the idea of business's role in catalysing regeneration and greater equity becomes mainstream, we'll challenge ourselves to stay at the forefront of sustainability with an eye on what's next.

The decade of delivery may not have begun how any of us anticipated, but the heightened sense of expectation, hope and ambition it has brought with it remains stronger than ever. We have a chance to create a new norm, with sustainable businesses at its heart."

HIGHLIGHTS

EMBRACING AN INNOVATION GAP WITH DIAGEO

In 2020, Forum worked with one of the world's largest producers of spirits and beers, Diageo, to develop and launch its new 10-year sustainability action plan. ***Society 2030: Spirit of Progress*** focuses on three core areas - promoting positive drinking, championing inclusion and diversity and pioneering grain-to-glass sustainability – we also worked with teams across the business to sense check ambition and to embed systemic thinking in the strategy's design.

Through desktop analysis, research and workshops with Diageo's leaders across multiple geographies, we supported the company to: develop future-fit goals commensurate with the challenges we face; aim for deep, structural change that embraces collaboration and leverages Diageo's brand-led business as way of shaping culture and the mindsets so key to enabling change; and lastly to make transformative choices easier both within the business and for consumers.

At the heart of this work was an appreciation of a necessary 'innovation gap' - Diageo did not let an understanding of what's achievable and affordable today constrain their ambition and thinking. Appreciating this innovation gap is vital if we're to empower people to use their ingenuity and creativity to find new and transformative opportunities.





SUPPORTING THE WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT IN ITS VISION 2050 REFRESH

Throughout 2020, we worked in partnership with the World Business Council for Sustainable Development (WBCSD) on its refresh of ***Vision 2050***, a framework for action to support business in leading the transformations needed to realize a world in which more than nine billion people are able to live well, within planetary boundaries, by 2050.

Through a series of workshops, we engaged with WBCSD teams to ensure that the transformation pathways developed as part of Vision 2050 were robust, challenging and rooted in the principles of systems change. We also contributed our thinking to the articulation of the mindset shifts that will be needed to deliver Vision 2050, specifically around what it means to think regeneratively. We will work in continued partnership with the WBCSD as a route to scale and amplify the work of both organisations.



REIMAGINING THE FUTURE

Overview of our work

Ivana Gazibara, Associate Director – Futures



"We know that the world is on a dangerously unsustainable path and that we need to rapidly change the ways in which we live and work. But key to making that happen is building an understanding of just how the world around us is changing right now, and what that might mean for the future.

This is where Forum's applied futures practice comes in - a rapidly-growing aspect of our work which explores wide-ranging questions: What should our future look like? What do we all need to do today, to put us on a more sustainable path? And how can we possibly prepare for uncertainty and disruption?

Forum's work in applied futures has become more relevant and important than ever before. As the pandemic hit and shocks gathered pace across the globe - we rapidly took stock of how the world was responding - from new opportunities and powerful innovations to dangerous trends. We also analysed how this might all play out moving forward.

Much of this analysis was captured in Forum's latest *Future of Sustainability* report, which was launched alongside our newly revamped *Futures Centre* platform.

Last year saw Forum invest heavily in futures - building a momentum set to continue in 2021 and beyond. With a sharpened focus, and a strong team in place, we will be confronting organisations and individuals ambitious for change with the question 'what if'? We'll work with them to imagine what a transformative future looks like and enable mindset shifts about what is both possible and desirable. We will build resilience in the decade of delivery, using futures tools to help people and organisations navigate complexity in a non-linear, disruptive future. We'll also explore new risks and opportunities and, ultimately, build the capacity for systems thinking and innovation.

The result? Prepared minds, willing and ready to embrace lasting change."



HIGHLIGHTS

RELAUNCHING OUR PARTICIPATORY FUTURES PLATFORM, THE FUTURES CENTRE

Originally launched in 2015 to build an engaged online community, Forum's **Futures Centre** is a unique digital participatory futures site that draws on the latest signals of change, trends and tools to help individuals and organisations grapple with uncertainty and change. It encourages people to imagine 'what if?' and explore the complex interplay of dynamic trends around us. It considers what these might mean for risk analysis, opportunity and innovation - leading to better decision-making on how to act for long-term success.

With funding from the Omidyar Network, we relaunched the Futures Centre in 2020 to place users at the heart of the platform. Taking advantage of the latest developments in website functionality, the site now offers bespoke experiences tailored to both desktop and mobile. It allows users to explore, track and share signals of change to help make sense of the world; access new and exclusive futures-focused insights and resources to help create a more sustainable future; and join us in building a global community working together on key challenges.

Longer-term, our priorities for the Futures Centre include building an engaged community, refining our 'Live Research' proposition (participatory futures research projects dedicated to diving into specific questions and challenges through online dialogue), and developing our partnership and business model. We will also evolve our work from articulating not only what *is* changing but also what *should* be changing: what does a just and regenerative future look like and how do we catalyse its creation?

Meanwhile, insights gathered through the site continue to inform our annual flagship publication, *The Future of Sustainability*.

TIME TO TRANSFORM: THE FUTURE OF SUSTAINABILITY 2020

Entitled *From System Shock to System Change - Time to Transform*, Forum's 2020 **Future of Sustainability report** explored the interconnected nature of the key dynamics impacting our potential to create a more just, resilient and sustainable future. Based on new insights into how the world is responding to COVID-19, it also highlighted four possible trajectories forward from the pandemic based on the mindsets we are seeing proliferate right now.

While there are light and dark sides to all the trajectories, we also see the potential to use the moment of disruption caused by the COVID crisis to drive a trajectory toward transformation. This 'Transform' trajectory is based on a mindset that planetary health and human wellbeing come first, and are interconnected; that deep change to reset the system is possible, desirable and happening; and that we can't go back to 'before'.

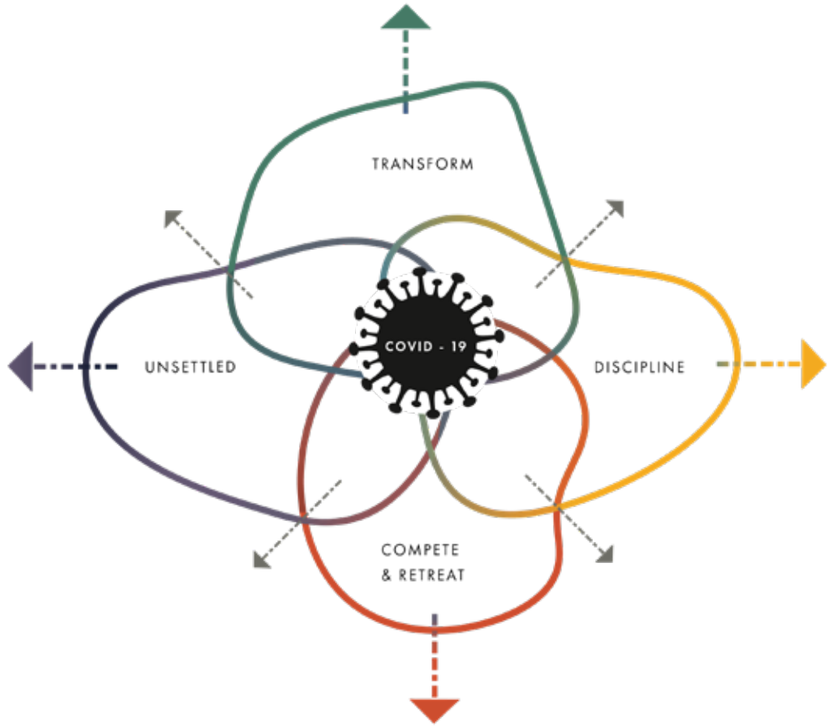
Transform is characterised by the harnessing of the recovery from the pandemic as a 'reset' to accelerate a fair and equitable zero-carbon transition, and to create new business models based on resilience and regenerative thinking. It is the trajectory Forum continues to advocate for, challenging our partners to take truly transformative action as the world looks to build back from COVID-19.

The report and trajectories framework has proved a very valuable tool in informing our work and in challenging organisations to understand their own mindsets and approaches. It continues to be used with many of our strategic partners, including Amazon, Target, Henkel and more, to encourage long-term thinking and preparation, build ambitious strategies and catalyse stronger innovation.

The *Future of Sustainability* was made possible through the generous support of our partners: Amazon, Kimberly-Clark, Unilever, the People's Postcode Lottery, Laudes Foundation, Capgemini, Diageo, Olam, Target, Wagamama, Pearson, ABN-Amro, General Mills and L'Oréal.

Download the ***Future of Sustainability 2020*** report

Explore the four trajectories



PUBLIC BENEFIT

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the aims and objectives of Forum and planning its future activities. The Trustees confirm that they have complied with the duty in section four of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission in determining how planned activities will contribute to the aims and objectives that have been set.

Forum for the Future in the UK is a registered educational and sustainable development charity, and a company limited by guarantee and not having share capital. Its governing documents are the Memorandum and Articles of Association. Its 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 interrelationship with ecology, the natural world, health, technology, agriculture, sustainable development, philosophy and psychology.

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;
- Relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities;
- Promotion of sustainable means of achieving economic growth and regeneration.

Forum's work provides direct public benefit by catalysing solutions to complex global challenges. This happens through our collaborative projects which bring together stakeholders from different sectors to discuss strategic responses to challenges, as well as to develop common methodologies and approaches.

We also work with organisations in the private and public sectors to help them provide public benefit, by putting sustainability at the heart of their strategies and developing products and services that are environmentally sound, economically viable and socially just. And we educate people to make those changes, improving capacity for the organisations they deal with to provide public benefit.

Forum also aims to benefit the public by providing information about the path to a sustainable future. We communicate widely about our work through events, publications, our website, our annual *Future of Sustainability* report, and our digital Futures Centre platform, where we build communities and discussions to accelerate change. Here, we share 'sense making' analysis and signals of change sourced through our projects, resources that we recommend, and thoroughly researched and referenced futures trends. We also strive for coverage of our projects in media across the globe as another way of sharing our work.

Forum has continued to deliver against these charitable objects in 2020.

Examples of progress against the three global challenges we are currently focusing on have been presented in this report. We have also provided examples of where we have built the capacity of people and organisations to act systemically, and to understand emerging trends, risks and opportunities in the world around us.



PLANS FOR THE FUTURE

Our 2019 Annual Report outlined four aspects to our plans for the future: ensuring a just transition; regenerative approaches; refining the School of System Change business model and building the field of system change; continuing to sharpen our focus and understand our impact; equipping people to drive transformative change in a post COVID-19 world.

Progress against these areas have been highlighted in this report. All are set to continue as key priorities in 2021 and beyond. Over the coming year we will also add new key areas of focus including:

1. Reviewing and refining Forum's three-year strategy

We will sharpen our assessment of how and where we create the most impact by leveraging our strengths, complementing what others do, and adapting to a rapidly changing world. As part of this, we will enhance our ability to track our own impact.

2. Focusing on priority areas of work that demonstrate change

We will focus on 10 priority programmes for 2021 and are consolidating our approach to multi-year, multi-stakeholder programmes, such as *Regenerative Agriculture* in the US, *Protein* in Asia and ensuring a *Just Transition* in the UK.

3. Creating new tools and approaches to support ambition and transformation among our partners and the wider world

We will build on our COVID-19 trajectories framework to continue helping our partners act in line with the Transform trajectory. As part of this, we will develop and launch a new 'Transformation Compass' to help organisations understand what trailblazing approaches with real potential for transformative change could look like - and how to take them.

4. Addressing ongoing and emerging dynamic themes

We will address both ongoing and emerging dynamic themes that we see in our external context and in our own work – particularly through a newfound focus on embedding just practices within our own organisation. We are delving into what a 'just transition' means in our programmes and goals, how the rapid pace of change in the climate space may affect us, and how we strengthen our engagement with new economic models to create the future we want.

5. Generating income and fine tuning our business model

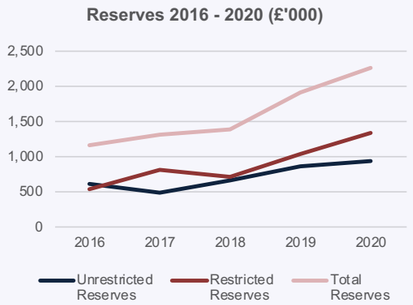
Forum is continuing a shift towards a more diverse funding model. This will provide us with the flexibility to drive what we see as the most important places for us to contribute to change. We will also continue to explore new ways to generate core income.

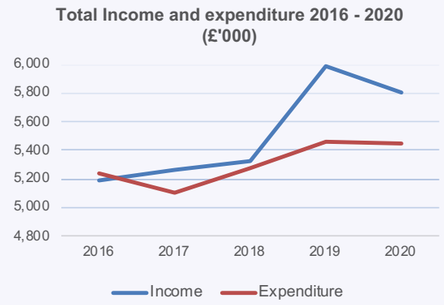
FINANCIAL REVIEW

SUMMARY - 2020

After a successful year in 2019 we started 2020 well on track to deliver our long term financial goals: rebuilding our reserves, increasing the proportion of philanthropic funding and growing our overall income. However, the onset of the pandemic meant we had to quickly pivot to resilience planning, aiming to minimise the adverse impacts of the pandemic on our staff and operations. Many of our partners faced similar uncertainties, a number of our existing projects were delayed and it was difficult to finalise new opportunities. We focused on income generation and cash collection, as well as on reducing discretionary expenditure budgets. After consultation with staff we implemented a temporary wage reduction (see *Our People* section below). We also sought to utilise government support schemes in the UK, Singapore and the US.

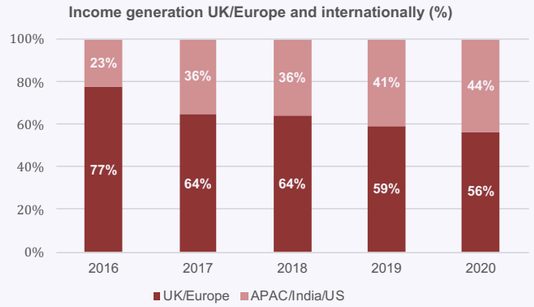
Our responsiveness to the challenges and the measures taken meant we ended the year with a welcome unrestricted surplus after exchange losses of £76,000 (2019: £203,000), increasing our unrestricted reserves to £935,000, and a strong cash position of £2.6 million (2019: £1.4 million).

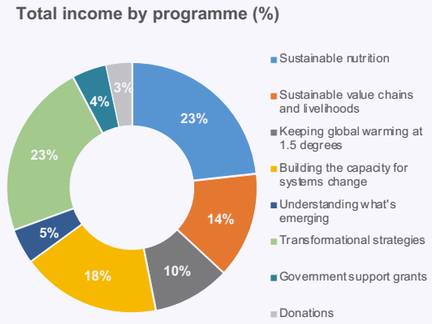


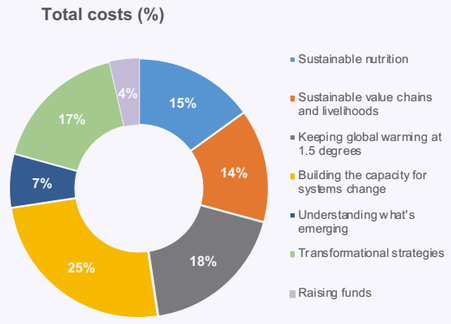


Our overall income was £5.8 million (2019: £6 million), a 3% reduction from 2019 (7% reduction when excluding the government support). Within this, our income from donations and programmatic grants increased to £2.4 million (2019: £1.8 million), which represents 41% of total income (2019: 32%). This demonstrates our planned and steady shift toward multi-year philanthropic funding helping us to deliver more innovative and collaborative programmes of work. Additionally, we secured job support grants from governments in the UK (Coronavirus Job Retention Scheme), Singapore (Job Support Scheme) and US (Paycheck Protection Program) totalling £256,000.

We continued to grow the proportion of our income from outside the UK. Our gross income in the US, Singapore and India now represents 44% of our overall income (2019: 41%).







Our overall surplus for the year before currency exchange losses of £419,000 (2019: £563,000) is made up of an unrestricted surplus of £134,000 (2019: £239,000) and a restricted surplus of £285,000 (2019: £324,000).

Total net assets have increased from £1.9 million to £2.3 million and unrestricted reserves have increased from £859,000 to £935,000. The unrestricted reserves represent 19% of total expenditure less direct project costs. (Our target: 18%).

Our year end cash balance has increased from £1.4 million at the end of 2019 to £2.6 million reflecting the reduction in debtors and an increase in advance restricted grant payments.

Despite the challenges and impacts of COVID-19 our finances remain resilient and the unrestricted surplus and consequent increase to our unrestricted reserves mean we are starting 2021 in a stronger position than we thought we would when the pandemic started. This will help us to mitigate the uncertainty and impacts that the pandemic continues to have on our operations as we enter 2021. This is discussed in more detail in the going concern section below.

RESERVES POLICY

The Trustees have set a policy to hold sufficient unrestricted reserves to cover working capital requirements, short term reductions in income, and unexpected expenditure. To do this, the Trustees have set a target for reserves of a minimum of 18% of overall expenditure (excluding direct project costs).

In 2017, the Trustees agreed a plan to build reserves up to the minimum target over the three year period to 31 December 2020. We met our target level a year earlier than planned, in 2019, when our unrestricted reserves increased to £859,000, representing 18.6% of overall expenditure (excluding project costs).

In 2020, despite the challenges of the pandemic, we further increased our unrestricted reserves to £935,000, representing 19.3% of total expenditure excluding direct project costs. We plan a review of our reserves policy as part of our longer term strategic planning in late 2021.

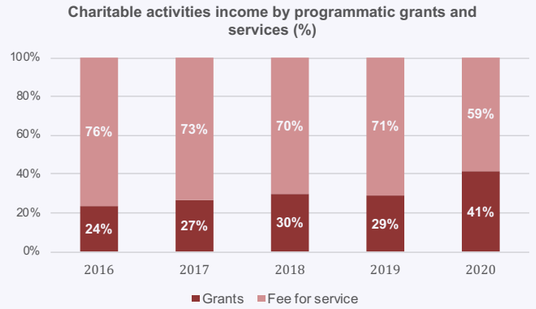
GOING CONCERN

The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern. At the onset of the pandemic, we built far more detailed cashflow models than in previous years. These cashflow models, together with a small number of key financial indicators, were shared with the Trustees on a fortnightly basis up until the end of August after which we reverted back to the usual cycle of review.

In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider the Forum to be a going concern for at least the twelve months from the approval of the financial statements.

FUNDRAISING

Philanthropic funding is critical to Forum's ability to create a shift to more sustainable world, enabling us to drive transformational system change and providing flexibility and freedom in how we achieve our mission. Our fundraising efforts focus on building long-term, strategic partnerships with corporates, trusts and foundations, statutory funders and individual philanthropists who share Forum's vision for a sustainable future. As indicated by the chart below, the percentage of philanthropic income as part of Forum's funding mix has increased in 2020, as we continue our planned shift toward more multi-year programmes of work which tend to be funded by philanthropic gifts.



We do not make direct marketing appeals, carry out mass participation fundraising events, street or door-to-door fundraising, or fundraise from vulnerable adults. For this reason we are not registered with the Fundraising Regulator in the UK or equivalent regulators elsewhere.

However, we ensure the fundraising activities we do carry out comply with the legal and regulatory framework as it applies to charities and fundraising, and all fundraising is carried out by Forum employees in line with our safeguarding, anti-bribery and whistleblowing policies. Fundraising activities include collaborative events focusing on sustainability topics, strategic meetings with foundation partners and thought leadership publications and communications campaigns.

ENVIRONMENTAL AND SOCIAL IMPACTS OF OUR OPERATIONS

Forum exists to make a positive impact through the work that we do with our partners and other stakeholders globally. We also recognise, being a sustainable development organisation, we need to lead by example with regard to our own operational impacts.

In 2020 we undertook a review of our environmental policy. We applied a system change approach to the process to not only identify our impacts but also to understand some of the root causes and connections between different impact areas. Staff and trustees across all of our locations were engaged through interviews, surveys and group workshops.

"It's non-negotiable that we have strong environmental and social policies that are not only best practice and leading the sector but also transparent." (Staff member feedback during the review.)

As a result of the review, we gained a deeper insight into our operational impacts and this has led to an ambitious management action plan to be delivered over the next two years, the highlights of which are included in the relevant sections below.

The following areas of impact, with respect to the sustainability of our operations, were highlighted as important to address through our review:

- our carbon emissions from business travel;
- our approach to staff diversity, equality and inclusion and staff wellbeing – this is expanded upon in *Our People* section below;
- the use of energy in our offices;
- the environmental and social impacts of the procurement choices we make;
- our digital footprint;
- where we locate our investments

OUR ENVIRONMENTAL IMPACTS

TRAVEL

The most material environmental impact from Forum's operations is the carbon emissions resulting from business flights. In 2020, due to the pandemic and the restrictions on travel, our emissions in relation to travel reduced significantly to 35 tonnes, all generated in the period between January and mid-March 2020. (2019: 280 tonnes, 12 months).

Options for transport vary according to the different locations we operate in. Geography, infrastructure and safety are amongst some of the key factors that determine how staff travel. Data from the first three months of 2020 show that 40% of our air journeys were domestic flights within the US and India which reflects the geography and distances involved when travelling in those regions.

As an international organisation with offices in four countries across three continents, business travel has played an important role in making connections and building the relationships necessary to drive our work. While the past year has showed us that we can deliver impactful workshops online and build strong relationships with partners and staff virtually, it has also highlighted the value of in-person meetings. We acknowledge a certain level of travel is necessary for us to drive the change we want to see in the world. At the same time, we are committed to seeking innovative ways to engage with staff and partners to deliver our work without the need to travel.

This innovation became evident in 2020, when the pandemic took our virtual working to another level and we quickly pivoted to successful online facilitation and engagement with existing and new partners. Our School of System Change learning programmes were fully redesigned for online delivery and the virtual launch of our Future of Sustainability report demonstrated how effective our reach could be through this means, engaging over 400 global participants in two webinars. Internally, we also found new ways to connect and bond with our colleagues through digital means.

Due to the travel restrictions and staff working from home for most of 2020, there will also have been a significant reduction in carbon emissions resulting from other types of business travel (train, taxi) and commute to work. We currently do not measure the emissions from these types of travel as they are a relatively small part of our impact. However, as part of the travel policy review we will be looking at ways to further optimise the use of public transport over taxis whenever feasible.

In 2021 we plan to develop regular internal reporting and communication to staff on our carbon emissions from travel to facilitate decision making around travel choices. In the longer term we plan to minimise our emissions through increasing the capacity of local staff, coaching our partners and building local networks that can enhance our impacts globally.

Case study: Forum's annual away days

Each year, Forum brings together staff from all four offices together for an in-person gathering. COVID-19 restrictions in 2020 created a new design challenge and so an international team was assembled to develop an online event. Although our existing convening and facilitation skills were called upon, this was also a space to try out some new ideas.



The event took the form of an online 'summer festival' spread across four days with a range of sessions designed to accommodate different time zones and ways of learning. Staff were encouraged to choose their own journey and dip in and out of activities according to their capacity and preferences. An interactive festival map acted as a homepage, with information and links to the 'spaces' staff could visit such as the main stage, a wellness tent, a fringe tent and even a campfire to sit around and chat with colleagues. All of the 'non-core' sessions were suggested and run by staff – these included activities such as North Indian cookery, film talks and an Asia pub quiz – and provided opportunities for staff to connect with each other through smaller, informal groups. Nature photography and art competitions were also organised to encourage staff to take a break from their screens during the day.

The event received positive feedback from staff and key to the process was building upon the experience. A post-event review fed into a 'user journey' set of tools that are continually curated for virtual facilitation. The success of the festival also sparked development of a new organisation-wide event – a virtual *Winter Celebration*. The latter, held over two days in December, was an extra opportunity in the Forum calendar for staff to come together, reflect upon the year and spend some time connecting with colleagues from all locations.

"The virtual format was equalising and enabled deeper conversation in a more neutral cultural context."....."...the equality created by all of us being remote, none of us being jet-lagged." (Quotes from participating staff)

Our in-person away days in 2019 generated approximately 51.5 tonnes of carbon (18% of our total carbon footprint that year) and so significant carbon savings were made through hosting our away days virtually in 2020 (we have not yet been able to estimate the environmental impacts of increased use of IT but may be able to in the future). Wellbeing and equality benefits have also been noted with staff living outside of the UK not having to travel long distances – for some staff having to leave family for longer periods and arriving at sessions feeling jet-lagged can be a negative factor in attending these events in person.

Although we firmly recognise the value of in-person gatherings for staff, we have seen what is possible to achieve in this area through virtual means and at the very least this might allow for additional and complementary staff gatherings in the future.

ENERGY USE IN OUR OFFICES

We lease our office spaces in four locations, across three continents. Pre-COVID-19, 88% of staff worked mostly from the office with 12% staff being on home working contracts. We measure and monitor the emissions generated from the energy use in our London office, our largest, with 70% of staff mostly working from this location.

Office type and energy usage:

	London	**Mumbai**	**Singapore**	**New York**
Type of office	Rented office space	Rented office space	Rented office space	Rented office space
Availability of electricity/gas readings	Electricity – meter readings Gas – apportioned based on % occupancy in the shared building	No meters or estimates available for our rented space	No meters or estimates available for our rented space	No meters or estimates available for our rented space
Space occupied ft2	2,770	42	227	178
No of staff	55	5	9	10
Energy usage	Electricity: 20,000 kwh Gas: 90,000 kWh	Not measured	Not measured	Not measured

Carbon emissions from the gas usage at our London office amounted to 8 tonnes in 2020 (2019: 10). This is an estimate of usage based on our space occupancy in the shared building, with no control over the usage in other parts of the building. Office electricity in the UK is purchased through a 100% renewable tariff. We do not have the same level of control over the energy suppliers in our hired office spaces in India, Singapore and US, however, we acknowledge the responsibility for continuous engagement with our landlords to influence these choices.

Forum has always had a flexible working policy; most staff already worked at least a day from home before the pandemic. During the pandemic our staff worked mostly from home which will have resulted in increased emissions from domestic energy use. We do not currently measure home-working carbon emissions but we are aware that this has become a more significant area of impact. As part of our management plan we intend to research the methodologies for home-working footprint measurement as well as define our scope of responsibility for these emissions.

PROCUREMENT

Many positive purchasing practices are already embedded at Forum such as buying environmentally friendly office products and equipment and using sustainable venues and caterers for events.

Our sustainability review illustrated that we need to understand differences in the availability of sustainable options between our offices as we guide staff on how to balance their decisions based on the economic, environmental and social aspects of their purchases. In 2020 we developed a procurement policy which is to be rolled out in 2021. A toolkit is being developed alongside it to guide staff to make the best decisions in this area and influence our suppliers at the same time.

We are committed to taking a strong stand against modern slavery at Forum and as such developed our first modern slavery statement in 2020 which sets out our commitments in relation to our staff, our partners and suppliers.

OTHER MATERIAL IMPACTS

Our review highlighted other important and material impacts such as: Forum's digital footprint and the social and environmental impacts of our investments.

It is currently difficult to measure our digital footprint, however, we plan to learn more about this emerging area, so that we might manage our impact better moving forward. We started discussions with our IT provider in 2020 and this work will continue into 2021.

Our investments portfolio comprise staff pensions and cash deposits in saving accounts. We locate UK staff pensions in Aviva's sustainable plans and our cash savings in the Triodos and Co-operative banks. We plan to review our investment arrangements to ensure we continue to use providers with leading environmental and social credentials.

SUMMARY OF OUR ENVIRONMENTAL FOOTPRINT

The table below sets out a five year summary of some key statistics in relation to our carbon emissions.[1]

	2016	2017	2018	2019	2020
Scope 1 & 2 emissions:					
CO2e from gas use in London office	20	14	6	10	8
Scope 3 emissions:					
CO2e from flights for business travel	312	185	193	280	35
Total measured emissions (tonnes carbon)	**332**	**199**	**199**	**290**	**43**
Offsets purchased (tonnes carbon)	**400**	**281**	**300**	**400**	**400**

[1] Relevant and current Defra conversion factors are used to calculate emissions

We view offsetting as the last step in a mitigation strategy for carbon emissions with a hierarchy of avoid, reduce and offset. Our measured emissions in 2020 were much reduced at 43 tonnes (2019: 290 tonnes), however we also recognise that there will have been an increase in the amount of energy used for heating and powering homes as our employees worked from them during the day. We therefore intend to offset over and above our measured carbon emissions - to allow for these and other emissions that we currently are not able to measure. In 2020 we continued to work with ClimateCare and invest in a Gold Standard accredited project that supplies fuel-efficient cooking stoves to families in Ghana, reducing carbon emissions, toxic fumes and saving families money, as well as creating local jobs.

OUR PEOPLE

Our skilled, professional, committed people are our most valuable resource. We aim to be a team of resilient, thriving, capable, cohesive, ambitious, agile and continuously learning people.

Our people are guided by our values – **courageous** – rising to the urgency and scale of the sustainability challenges we face; **adaptive** – constantly sensing the world around us and changing for maximum impact; **empathetic** – understanding ourselves as connected to others and embedded in wider ecosystems; **inquisitive** – using inquiry to diagnose and solve complexity; **playful** in our learning and creativity, and **respectful** – building trust-based relationships that drive constructive action. We also expect all our people to adhere to our Code of Conduct which summarises a number of our policies that inform our organisational working practices and sets out expected standards of behaviour including: safeguarding, bullying & harassment, conflicts of interest and bribery and corruption. The Code of Conduct can be found on our website https://www.forumforthefuture.org/organisational-policies.

At 31 December 2020 we had 74 employees (2019: 76; 2018: 68) across our four offices in London, Mumbai, New York and Singapore having welcomed seven new people in early 2020. At 31 December 2020 women represented 71% of our workforce (2019: 77%; 2018: 76%). *See Diversity and Inclusion section.*

Regular pulse surveys allow us to track changes in staff morale and measure trends, as well as ask other key questions, to which we can respond swiftly. The headline results from each survey are shared with our Board of Trustees each quarter. In 2020, because of reduced staff capacity (due to the pandemic) we ran two formal pulse surveys. We also ran a number of more specific surveys covering topics such as our new environmental and procurement policies and our UK staff move to a new London office.

In the first pulse survey we asked staff for feedback on our pandemic response, technological set up, connectedness and wellbeing. The second survey asked for feedback on our virtual away days. In both surveys we asked three ongoing trend questions to continue measuring people's satisfaction at work, team morale, and level of feeling informed.

Overall, individual morale, team satisfaction and the feeling of being informed continued to improve since previous surveys. Although the pandemic had an impact on staff feelings of security and wellbeing, the overall results of the surveys and staff satisfaction were positive. Our virtual summer away days and our new winter solstice celebration played a strong part in fostering a stronger shared sense of purpose, of feeling connected and informed (see case study in the *Environmental and social impacts* section). The surveys also indicated that people were starting to settle into new ways of working though there still remained some difficulties with home working due to imperfect home office set ups. Staff continued to report challenges with capacity due to ongoing constraints particularly due to a recruitment freeze, furloughs and people needing time for carer responsibilities.

CHANGING OUR WAYS OF WORKING DURING COVID-19

Our first pulse survey asked some specific questions around the challenges of working remotely and its impact on delivering work. We asked how technology was working for staff and the physical set up of being in the 'office' at home. Finally we also asked staff how well connected they felt with colleagues and with what was happening in the organisation.

Feedback showed that one of the main challenges for staff was an insufficient 'home office' set up – either due to inadequate internet bandwidth, lack of privacy or a quiet working area, or an uncomfortable desk set-up. We took various actions to address these issues for staff where it was possible.

In the same survey, staff praised Forum's flexbility and adaptability to new ways of working in the forced circumstances with some staff saying they felt more connected across the four offices due to feeling on a more equal, remote working footing. Remote working had some additional positive effects as many staff enjoyed not having to commute, feeling healthier and spending more time outdoors and exercising. The majority of our staff (66%) felt satisfied with the level of connection with their colleagues that was made possible whilst working virtually, however, there was a definite theme of staff missing in-person connections and the ability to work with their team at the office. The main negative factor affecting staff morale from this survey was, unsurprisingly, concern about the pandemic in general.

Taking into account our experiences over the last year we plan to extend our flexible working arrangements to allow staff who wish to, to work from home up to 50% of the time.

Case study: Resilience planning

The key focus for us as an organisation in 2020 was around resilience planning and minimising the adverse impacts of the pandemic on our staff and operations. We recognised the ongoing importance of the work that Forum does with our partners and stakeholders and did not just want to survive as an organisation, but to come out of this period resilient, ready to thrive and take our learnings to help tackle the world's big sustainability challenges.

Based on adjusted projections around income for the organisation we were faced with the hard necessity to consider reductions in our staff cost base. Our first step was to freeze recruitment for open vacancies though we chose to honour the new hire contracts already made and on-boarded three new members of staff following the onset of the pandemic - this was necessary to ensure that we had the right talent and sufficient capacity to deliver the work we had in the pipeline. We also sought the financial support made available to businesses and charities by the different governments to retain jobs.

We then considered further options. Given the need to balance cost reductions, financial agility and concern for the financial and mental wellbeing of our staff, we chose to implement a temporary wage bill reduction across the board for all staff, to ensure our longer term resilience and ultimately to protect jobs. We committed to a transparent and collaborative process and approached our staff through an open consultation, during which we were guided by our values, our ways of working and our commitment to systemic practice. The feedback received through the consultation was generally supportive and appreciative of the approach we had proposed.

As an outcome of the consultation, all staff agreed to a temporary wage reduction in a tiered approach – with the higher paid staff adopting a larger reduction. At the same time, we took into account situations where people had already requested temporary reductions in contractual hours to manage childcare with school closures. Towards the end of the initial period of wage reductions, we reviewed our financial position and were able to return salaries to the pre-reduction levels. In early 2021 we were able to make a small but important payment to all staff in the form of a one-off discretionary bonus.

In addition to our financial actions as a response to COVID-19, we took a holistic view of our staffing needs and looked at how best to support people's personal circumstances. We placed 20 UK staff on furlough over the course of April and May, and continued to use the furlough scheme to support parents managing home schooling throughout the year and into 2021.

STAFF WELLBEING

In addition to our financial health and organisational survival, staff wellbeing was the key focus of this year in light of the significant emotional and physical demands placed on people by the COVID-19 pandemic. Over the course of the year, we developed Forum's Wellbeing policy as part of our overall health and safety practice. To support this, we launched a new Employee Assistance Programme service which provides access to professional counselling services and additional online resources. We have also been supporting our line managers with tools and guidance such as a new line management guidebook. Among other things, these resources aim to help managers hold conversations with their teams around staff wellbeing and to boost team morale.

Importantly, we encouraged and supported employees directly and through their line managers to take annual leave (and compassionate leave, if required) - to ensure staff had enough opportunities to rest, recuperate, and attend to their own personal lives during the pandemic.

During the year, we listened to staff feedback about the limitations of Forum's original performance management tool and we implemented a new platform called Culture Amp. This platform is designed to enable better ways of working in how we set, communicate and review our goals, and seek, receive and deliver feedback on our performance - all in support of our delivery of the impacts we seek to achieve. A user-friendly interface and integration with our internal communications tools enable a real-time collation of feedback to help people grow and learn. Through its integrated line manager learning content it will further support good people management practices.

SAFEGUARDING

In 2020, we reviewed our Safeguarding and Whistleblowing policies and undertook staff training to ensure further clarity of the roles, responsibilities and reporting procedures. Although we do not generally work directly with children or vulnerable adults we recognise the importance of having a clear policy in place. In 2020, we had no reported safeguarding or whistleblowing cases.

DIVERSITY AND INCLUSION

We have made a stated commitment to becoming a more inclusive organisation. Although this public commitment was made following the devastating events in the USA where George Floyd lost his life and the global anti-racism protests, Forum had already been making first steps to transforming our practices.

Our latest survey pulse survey (held in May 2021) included staff diversity demographics data and indicated that we are predominantly (76%) between 25 to 44 years old, with about 6% of us aged over 55. The majority (75%) of our staff are of Caucasian, white ethnic background.

We continue to have open conversations with our staff around the themes of power, influence, equity and positionality. In support of our strategic priority to attract and retain the right talent and to embed positive practices around power and inclusion, the resumption in recruitment has allowed us to pilot a new recruitment platform and process that is designed to remove unconscious bias from recruitment decisions thanks to blind sifting of applications in the initial stage of the selection process supporting our efforts to open up jobs to a wider range of applicants. The initial candidate feedback about this new recruitment process has been positive.

"Fantastic system! In an otherwise favouritism system, this is the best way to identify merit. Loved it!" (Candidate's feedback)

Since the first recruitment campaign, where we received 305 applications, the substantial majority of candidates found the process fair and enjoyable with the average score given being nine out of ten.

REWARD POLICY

Our approach to reward recognises our not for profit status and aims to be:

- reflective of the Civil Society Futures Report recommendations (https://civilsocietyfutures.org/pact/) – addressing power, accountability, connection and trust; with power and accountability being particularly relevant to the reward policy
- clear and transparent to support us in attracting and retaining the best possible talent and give effective guidance to managers in what we should be paying our staff
- in line with our values
- supportive of our strategic plan ambitions including acting as a role model for the journey towards leadership within a systems changing organisation
- benchmarked periodically to ensure our salaries remain competitive
- adaptive to support our move to a more internationally balanced organisation, recognising pay differentials for different locations while still taking into account value for money
- equitable and inclusive to include an element of performance related pay, rewarding the value brought by individuals within an overall framework that recognises it takes everyone within Forum to deliver our work impactfully
- affordable to Forum, ensuring our ongoing financial stability.

We recognise that our staff are highly skilled and experienced, and many would be able to command higher monetary reward in other sectors; we do not seek to match those or reflect their external earning potential but to reward fairly for our sector and type of organisation. Forum aims to pay competitively relative to other international non-profits located in the relevant city (London, Mumbai, New York, Singapore) of a comparable size and in determining pay bands we will also take into account benefits packages frequently offered.

Our UK pay ratio highest to lowest is 5 to 1 with the highest paid members of staff being those on the Senior Management Team. We pay all our employees above the minimum wage. We continue to be committed to opening up routes to careers in sustainability for young people. Although we were unable to have any internships in 2020 due to COVID-19, we are committed to be paying our interns and those people on the UK's government Kickstart scheme at the relevant city living wage above the minimum wage.

PRINCIPAL RISKS AND UNCERTAINTIES

The risk register remains our primary tool to give the Trustees assurance that key risks are adequately managed. The policy requires that key risks are identified and ranked each year and that each identified risk is assigned to a named risk owner who constructs a risk mitigation strategy and monitors the progress of that strategy.

The Senior Management Team (SMT) reviews the overall register regularly to determine the ongoing risk profile and agree on mitigation strategies. The Audit and Assurance Committee (AAC) then reviews the risk register twice yearly to ensure all risks are captured, monitored and are being adequately mitigated and the full board review the risk register at least annually. The risk register was substantially updated to reflect the discontinuity of COVID-19 on the underlying risks and their mitigation.

The following table sets out the major risks we faced during 2020 which continue into 2021 together with key mitigating actions.

Risk	**Mitigating actions**
A fall in income arising from external factors, meaning we cannot cover our cost base.	We continue to diversify our income, increasing the proportion of our funding from trusts & foundations and in the growth of our non-UK offices. Following the onset of the pandemic, we focused our income generation efforts around two main areas: - Approaching current and former funders about new funding support for us as a current grantee and on new work recognising the discontinuity that is COVID-19 and related work we can do together. - Creating new opportunistic approaches to how Forum can support others in addressing this crisis and repackage existing areas of work with a COVID-19 lens.
Pressure on reserves.	Over the last three years we have increased our unrestricted reserve to over 19% of our expenditure (excluding project costs). We continue to regularly review key indicators to ensure reserves remain appropriate.
Ability to be focused and agile enough to continue to have impact through and beyond the disruption caused by COVID-19	In 2020 we undertook a rapid response sense making exercise to develop a set of future trajectories which have helped shape our work through the disruption. These were shared externally through our *Future of Sustainability* report. We are focusing on building the skills needed both to deliver in the immediate term and adapt to the learnings about how change can be created. We will be undertaking a strategic review during 2021 to ensure we are continuing to maximise our impact.
Staff wellbeing and resilience	COVID-19 is likely to continue to impact the wellbeing of staff throughout 2021. The staff wellbeing section under Our People earlier in the report sets out the actions we have taken and continue to implement.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNANCE

The governing body of Forum is the Board of Trustees, which meets at least four times a year. The Trustees are responsible for ensuring that Forum abides by its charitable aims, works within the law and delivers its mission effectively. They oversee the policies and objectives of Forum and ensure that the work of the organisation is properly monitored and evaluated. The Trustees serve for a three-year term, after which they must be re-elected.

Trustees give their time voluntarily and receive no benefits from the charity, with the exception of Jonathon Porritt who is paid for his services as an employee of Forum, with the consent of the Charity Commission. Any expenses reclaimed from the charity by the Trustees are set out in note six to the accounts.

The Chair of Trustees, leads the Board. Keith Clarke acted as Chair until his retirement on 30 November 2020 when Rita Clifton was appointed to replace him. The Honorary Treasurer, Fiona Thompson, elected from the Trustees, leads the Audit and Assurance Committee (AAC), which meets at least four times a year to ensure the adequacy of Forum's internal controls, risk and financial management, and considers and evaluates the work of the external auditors. The Remuneration Committee is responsible for assessing the performance of the Chief Executive and Founder Director. This Committee is also responsible, along with the Chief Executive, for assessing the performance of the Senior Management Team. Each of the Committees has terms of reference which are reviewed and updated every two years.

New Trustees are appointed by the Board following open advertisement. 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 receive a comprehensive induction, which introduces Forum and a review of the duties of Trustees as defined by the Charity Commission. In 2020 we undertook an extensive open recruitment process to identify our new Chair.

During 2020, the board met eight times in order to maintain an effective governance role during the period of COVID-19 uncertainty.

DECISION MAKING

The Board of Trustees is the ultimate decision-making body of Forum. The Board is responsible for ensuring that Forum is solvent, well-run, and delivering the charitable outcomes for which it has been established.

The Board acts in the best interests of Forum; takes decisions about the future of the charity; ensures the organisation remains financially and strategically sustainable and is prepared to face future challenges. They ensure that Forum is working within the law, and exercise sufficient oversight to ensure it is meeting its objectives. They support the Chief Executive and ensure that the board as a whole is working effectively and efficiently.

Although final authority rests with the Trustees, they have delegated certain responsibilities and decision-making powers to the Chief Executive which are documented within committee terms of reference and other governing documents.

The Chief Executive in turn further delegates responsibilities to suitably qualified members of staff using a mandate and advice model reflecting the matrix structure of the organisation.

STRUCTURE

Consolidated group accounts have been prepared for 2020 along with UK company accounts.

Forum for the Future India Private Limited is a company limited by shares. Our Singapore office is operated out of Forum for the Future Asia Pacific Limited, a company limited by guarantee. Forum for the Future US is an independent 501(c)(3) organisation.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Trustees (who are also directors of Forum for the Future for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- The Trustees 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of it winding up. The Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity, with the exception of Jonathon Porritt who was paid for his services as an employee of Forum with the consent of the Charity Commission. Jonathon Porritt retired as a Trustee on 3 June 2020.

AUDITOR

Our auditor, Sayer Vincent LLP, has expressed its willingness to continue in office.

Approved by the Board of Trustees on 22 June, 2021 and signed on their behalf by:

Fiona Thompson, (Director, Trustee and Honorary Treasurer).

REFERENCE AND ADMINISTRATIVE DETAILS

The Forum for the Future is a charitable company limited by guarantee and is incorporated in England & Wales (company number 2959712, charity number 1040519).

The registered office address is: 3rd floor, 22-26 Paul Street, London, EC2A 4QE, United Kingdom.
www.forumforthefuture.org

Trustees and directors
The Trustees, who act as directors for the purposes of company law, present their report and audited financial statements for the year ended 31 December 2020, which have been prepared in accordance with the Statement of Recommended Practice: Reporting and Accounting by Charities and the Companies Act 2006.

Trustees who served throughout 2020, except where stated, were as follows:

Keith Clarke (Chair) (retired 30 November 2020)
Rita Clifton (Chair) (appointed 1 December 2020)
Volker Beckers
Kelvyn Derrick (retired 16 September 2020)
Charlotte Ersbøll
Noa Gafni
Heather Grady
Laura McGonigal
Jonathon Porritt (Founder Director – retired as Trustee 3 June 2020)
Anita Tiessen
Fiona Thompson
Jonathan Wates
Andrew Winston

Audit and Assurance Committee (AAC)
Fiona Thompson (Chair)
Kelvyn Derrick (retired 16 September 2020)
Charlotte Ersbøll
Laura McGonigal
Jonathan Wates (joined 8 February 2021)

Remuneration committee
Anita Tiessen (Chair)
Keith Clarke (retired 30 November 2020)
Heather Grady
Rita Clifton (joined 25 February 2021)

Company Secretary
Jenny Natasha Clayton

Trustee attendance at 2020 board meetings

Meeting date	Attendance record
27 February 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Jonathan Wates, Andrew Winston **Apologies:** Jonathon Porritt, Anita Tiessen
23 March 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Jonathon Porritt, Anita Tiessen Jonathan Wates, Andrew Winston **Apologies:** none
21 April 2020	**Present:** Keith Clarke, Fiona Thompson, , Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Jonathon Porritt, Anita Tiessen Jonathan Wates, Andrew Winston **Apologies:** Volker Beckers
14 May 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Jonathon Porritt, Anita Tiessen Jonathan Wates, Andrew Winston **Apologies:** none
3 June 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Jonathon Porritt, Anita Tiessen Jonathan Wates, Andrew Winston **Apologies**: none
14 July 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Tiessen, Jonathan Wates, Andrew Winston **Apologies:** none
16 September 2020	**Present:** Keith Clarke, Fiona Thompson, Volker Beckers, Kelvyn Derrick, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Anita Tiessen, Jonathan Wates, Andrew Winston **Apologies**: none
8 December 2020	**Present:** Rita Clifton, Fiona Thompson, Volker Beckers, Charlotte Ersbøll, Heather Grady, Noa Gafni, Laura McGonigal, Anita Tiessen, Jonathan Wates, Andrew Winston **Apologies:** none

Senior management team

Sally Uren, Chief Executive
Jenny Natasha Houseman, Chief Operating Officer
Anna Birney, Global Director of Systems Change Learning
Jane Lawton, Chief Development and Communications Officer
Ariel Muller, Director, Asia
Hannah Pathak, Director, UK/Europe
Sandra Seru, Director, US
Caroline Ashley, Global Director of System Change Programmes (joined April 2020)

Bankers and auditors

(HSBC bank is for day to day banking. Triodos and Co-op bank accounts are both savings accounts.)

Bankers

HSBC Commercial Banking
City of London Commercial Centre
60 Queen Victoria Street
London
EC4N 4TR

Triodos Bank
Deanery Road
Bristol BS1 5AS

The Co-operative Bank
PO Box 48
1 Balloon Street
Manchester M60 1GP

Auditors

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

LIST OF FRIENDS, PARTNERS AND FUNDERS

Lead supporters
Lead supporters are organisations that made contributions in excess of £100,000 to our programmes, or worked with us on projects designed to accelerate their own progress toward sustainability.

Amazon
Diageo
FoodCorps
Friends Provident Foundation
Garfield Foundation
J&J Foundation
KR Foundation
Lankelly Chase Foundation
Laudes Foundation
M&S
Omidyar Network
People's Postcode Lottery
S&P Global Foundation
Target
UK Foreign, Commonwealth & Development Office
Unilever
Walgreen Boots Alliance
Walmart Foundation
World YMCA
WWF

Pioneer partners
Pioneer Partners are organisations that made contributions in excess of £35,000 to our programmes, or worked with us on projects designed to accelerate their own progress toward sustainability.

Aditya Birla Group
Ahold Delhaize
British Embassy Moscow
Danone North America
The David Rockefeller Fund
Deutsche Gesellschaft für Internationale Zusammenarbeit
Henkel
The Hershey Company
John Ellerman Foundation
Kering
Kimberly-Clark Foundation
Mondelez International
Olam
P4G
The Purpose Factory
Ramatex
Robert Bosch Stiftung
Sime Darby
The Sustainability Consortium
TransitCenter
UBS Optimus Foundation
Volac

Partners
Partners are organisations that made contributions in excess of £15,000 to our programmes, or worked with us on projects designed to accelerate their own progress towards sustainability.y.

Air New Zealand
Aviva Investors
Betty & Taylors of Harrogate
Burberry
Calouste Gulbenkian Foundation
Capgemini
Chanel
Cosmetic Toiletry & Perfumery Association
Council on Energy, Environment & Water (India)
Dole Asia Holdings
General Mills
India Resources Trust
InHarvest
Johnson & Johnson
Kimberly-Clark
Kingfisher
MacArthur Foundation
Mitsubishi Corporation Fund for Europe and Africa
National Volunteer and Philanthropy Centre (NVPC)
Nestlé Research
Oxfam International
Pearson
People Against Dirty
Ports of Auckland
Pukka Herbs
Pure Table Top
Scotland's Climate Assembly
Shakti Sustainable Energy Foundation
SIG Combibloc
Small Foundation
Tellus Mater Foundation
Travalyst
Treebeard Trust
Upfield
Wagamama
World Business Council for Sustainable Development
Zoological Society of London

Friends of Forum
Friends of Forum are organisations that made contributions of at least £5,000 in support of our programmes.

ABN AMRO Bank
American Express
The Ashden Trust
Asahi Kasei
Associated British Foods
Betty Lawes Foundation, (the grant making charity associated with Volac International)
British Aerosols Manufacturers' Association
British Land
BSR
C&A
Cargill
Certis Europe
Sir Ian Cheshire and Kate Cheshire
China Navigation Company
Climate Group
Cobalt Fashion
Colep
The Co-operative Group
EDF Energy
EIT Food
Fonterra Cooperative Group
Fung Group
Glanbia Ireland
International Biocontrol Manufacturers Association
Jebsen & Jessen
John Lewis Partnership
Klöckner Pentaplast
Levy UK and Ireland
L'Oreal Paris
Marina Bay Sands
The Mark Leonard Trust
Mulberry
Natural Environment Research Council
Ørsted
Path Foundation
Kim and Paul Polman
Pret A Manger
Renewable Energy Buyers Alliance
Azad Shivdasani
Sunrise Resources
Tesco
Value Retail
Waitrose & Partners
The Waterloo Foundation
Willmott Dixon
Zalando
Zespri

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FORUM FOR THE FUTURE

OPINION

We have audited the financial statements of Forum for the Future (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Forum for the Future's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charites Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities
In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and assurance committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL STATEMENTS

Consolidated statement of financial activities for the year ended 31 December 2020

(Incorporating the income and expenditure account)

	Notes	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
INCOME FROM							
Donations	2	195	256	**451**	158	-	158
Charitable activities	3	3,143	2,215	**5,358**	4,140	1,688	5,828
Total income		3,338	2,471	**5,809**	4,298	1,688	5,986
EXPENDITURE ON							
Raising funds		(195)	-	**(195)**	(168)	-	(168)
Charitable activities		(3,009)	(2,186)	**(5,195)**	(3,891)	(1,364)	(5,255)
Total expenditure	4-7	(3,204)	(2,186)	**(5,390)**	(4,059)	(1,364)	(5,423)
Net income for the year	8	134	285	**419**	239	324	563
Foreign exchange losses		(58)	-	**(58)**	(36)	-	(36)
NET MOVEMENT IN FUNDS		76	285	**361**	203	324	527
FUNDS BROUGHT FORWARD		859	1,044	**1,903**	656	720	1,376
FUNDS AT 31 DECEMBER 2020		935	1,329	**2,264**	859	1,044	1,903

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure relates to continuing activities.
Details of movement in restricted funds are shown in note 19.
There is no material difference between the net incoming resources as stated and its historical cost equivalent.

Balance sheet for the year ended 31 December 2020

	Notes	The group 2020 £'000	The group 2019 £'000	The charity 2020 £'000	The charity 2019 £'000
FIXED ASSETS					
Tangible fixed assets	11	**101**	99	**100**	96
Investments	12	**-**	-	**1**	1
		101	99	**101**	97
CURRENT ASSETS					
Debtors	15	**781**	1,871	**992**	1,450
Short term deposits and cash in hand		**2,558**	1,422	**842**	534
		3,339	3,293	**1,834**	1,984
LIABILITIES					
Creditors - due within one year	16-17	**(1,176)**	(1,489)	**(714)**	(870)
NET CURRENT ASSETS		**2,163**	1,804	**1,120**	1,114
NET ASSETS	18	**2,264**	1,903	**1,221**	1,211
FUNDS					
General funds		**935**	859	**736**	689
Restricted funds	19	**1,329**	1,044	**485**	522
TOTAL FUNDS		**2,264**	1,903	**1,221**	1,211

Approved by the directors on 22 June and signed on their behalf by

Fiona Thompson
Honorary Treasurer

Consolidated statement of cash flows for the year ended 31 December 2020

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities	A		
Net cash provided by operating activities		**1,194**	864
Cash flows from investing activities			
Purchase of equipment		**(58)**	**(21)**
Net cash used in investing activities		**(58)**	**(21)**
Change in cash and cash equivalents in the year		**1,136**	843
Cash and cash equivalents at 1 January		**1,422**	579
Cash and cash equivalents at 31 December	B	**2,558**	1,422

A. Reconciliation of net income to net cash flow from operating activities

	2020 £'000	2019 £'000
Net Income for the period	361	527
Adjusted for:		
India provision adjustments	-	(5)
Interest payable	-	6
Depreciation charges	56	57
Decrease in debtors	1,090	334
Decrease in creditors	(313)	(55)
Net cash used in operating activities	**1,194**	**864**

B. Analysis of cash and cash equivalents

	2020 £'000	2019 £'000
Cash at bank and in hand	2,558	1,422
Total cash and cash equivalents	**2,558**	**1,422**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. ACCOUNTING POLICIES

Statutory information
The Forum for the Future is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is 3rd Floor, 22-26 Paul Street, London EC2A 4QE.

Basis of accounting
The financial statements have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Basis of consolidation
These financial statements consolidate the results of the charitable company and its wholly-owned or controlled subsidiaries Forum for the Future Asia Pacific Limited, Forum for the Future India Private Limited and Forum for the Future US Inc. on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. The amounts due to/from The Forum for the Future and its subsidiaries are disclosed in aggregate in notes 16 and 17. Separate statements of financial activities, on income and expenditure accounts, for the subsidiaries are not presented because they have taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Public benefit entity
The charitable company meets the definition of a public benefit entity under FRS 102.

Accounting estimates and assumptions
The Trustees do not consider that there are any estimates and assumptions at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Going concern
The financial statements have been prepared on the going concern basis. An organisation is considered a going concern if it is expected to continue its operations for the next twelve months. The Trustees formally review financial performance on a quarterly basis including consideration of a rolling 12-month cash flow forecast to ensure that Forum can continue to be considered a going concern. At the onset of the pandemic, we built far more detailed cashflow models than in previous years. These cashflow models, together with a small number of key financial indicators, were shared with the Trustees on a fortnightly basis up until the end of August at which point we reverted back to the usual cycle of review.

In preparing these accounts the Trustees have reviewed the current income and expenditure and cashflow models together with current cash balances and secured pipeline. Based on these the Trustees consider Forum to be a going concern for the foreseeable future.

Income
Income is recognised in the financial statements when the charity has entitlement to the funds, it is probable income will be received and the amount can be measured reliably. Income that is received in advance and does not yet meet these income recognition criteria, is deferred. Income that is not yet received but meets the recognition criteria is accrued.

When there are any performance conditions attached to the grant agreements, the grant income is recognised when there is sufficient evidence that these conditions have been met.

Donated gifts and services are measured at their monetary value to the organisation and included under donations. An equal amount is included under the relevant expenditure category so the net income is nil.

Expenditure
Expenditure is accounted for on an accrual basis when there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Costs of raising funds relate to the costs incurred by the charitable company in generating voluntary income and any other costs related to the fundraising activities.

Expenditure on charitable activities includes the costs of delivering programmes and educational activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as incurred and included in the support costs except for those which are grant funded where VAT is charged directly to the projects.

Staff untaken holiday and untaken paid sabbaticals were calculated at staff actual salary rates as at the end of December 2020 and provided for in the statement of financial activities.

Grants given
Forum can only make grants to other organisations where these are in support of our charitable activities. At present these grants are limited to circumstances where we act as lead partner in relation to a particular programme of work and this has been agreed with the funder. The expenditure is recognised when the criteria for a constructive obligation has been met, payment is probable, it can be measured reliably and there are no conditions attached which limit its recognition.

Allocation of support costs
Support costs are apportioned to Forum's programmes in line with the direct spend on each programme. The type of costs that are allocated in this way include all office and technology costs, finance and people related costs.

Interest receivable
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Fund accounting
Restricted funds represent income received for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the restricted fund.

Unrestricted funds represent the income received to pursue the general charitable objectives of the charity.

Foreign exchange
Expenditure in foreign currency is accounted for at the xe.com rates which are updated each month. The same treatment is applied to the income received. The balance sheet is revalued quarterly including at 31 December.

Operating leases
Rental charges are charged on a straight line basis over the term of the lease.

Tangible fixed assets
Tangible fixed assets are stated at cost.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Fixed assets over the value of £500 are capitalised and the depreciation is charged on a straight-line basis over the asset's estimated useful life:

Improvements to leasehold properties	5 years
Furniture and fittings	5 years
Software development	5 years
Computers and office equipment	3 years

All fixed assets more than six years old are treated as having been disposed of in the financial statements.

Investments in subsidiaries
Investments in subsidiaries are recorded at cost.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments, which are payments received in advance, are valued at the net amount prepaid.

Cash at bank and in hand
Cash at bank and cash in hand consists of cash only.

Creditors and provisions
Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions
The charity operates a group personal pension plan which is a direct contribution scheme. Contributions are charged to the statement of financial activities in the periods to which they relate. The charity has no liability under the scheme other than for the payment of those contributions.

2. DONATIONS

	Unrestricted £'000	Restricted £'000	**2020 Total £'000**	2019 Total Unrestricted £'000
Donations	158	-	**158**	105
Government job retention grants	-	256	**256**	-
Donated goods and services	37	-	**37**	53
	195	**256**	**451**	158

Donated goods and services included pro-bono facilitation of School of System Change Basecamp programme in US for the total of £37,000 ($50,000) and office furniture in UK (£400).

Government job retention grants included £116,000 from the UK government, £41,000 (S$71,000) from the Singaporean government and a forgivable loan from the US government for £99,000 ($125,000).

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
Programme grants	-	2,215	2,215	-	1,688	1,688
Programme service contracts	2,958	-	2,958	3,841	-	3,841
School participant fees	179	-	179	259	-	259
Other income	6	-	6	40		40
	3,143	**2,215**	**5,358**	4,140	1,688	5,828

Income from charitable activities by programme and geography:

	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2020 Total £'000
Sustainable nutrition	398	18	-	934	**1,350**
Sustainable value chains and livelihoods	585	21	-	188	**794**
Keeping global warming at 1.5 degrees	361	108	57	54	**580**
Building the capacity for systems change	786	14	-	250	**1,050**
Understanding what's emerging	15	170	-	-	**185**
Transformational strategies	770	166	71	317	**1,324**
Other	40	21	1	13	**75**
	2,955	**518**	**129**	**1,756**	**5,358**

2019	UK/ Europe £'000	Asia Pacific £'000	India £'000	US £'000	2019 Total £'000
Sustainable nutrition	490	14	-	568	**1,072**
Sustainable value chains and livelihoods	610	163	8	140	**921**
Keeping global warming at 1.5 degrees	354	118	72	93	**637**
Building the capacity for systems change	661	-	-	242	**903**
Understanding what's emerging	79	246	-	199	**524**
Transformational strategies	790	137	83	179	**1,189**
Other	483	37	15	47	**582**
	3,467	**715**	**178**	**1,468**	**5,828**

4. TOTAL EXPENDITURE

	Charitable activities						
	Programmes £'000	Communications £'000	Total £'000	Raising funds £'000	Support costs £'000	2020 Total **£'000**	2019 Total **£'000**
Staff costs	2,901	343	3,244	148	576	**3,968**	3,479
Project costs	657	105	762	2	-	**764**	1,064
People (HR)	-	-	-	-	21	**21**	126
Office & technology	-	-	-	-	504	**504**	578
Finance	-	-	-	-	74	**74**	120
Governance	-	-	-	-	59	**59**	56
Total	**3,558**	**448**	**4,006**	**150**	**1,234**	**5,390**	**5,423**
Support costs apportioned:	1,056	133	1,189	45	(1,234)	-	
Total expenditure	**4,614**	**581**	**5,195**	**195**	**-**	**5,390**	**5,423**

The support costs are apportioned to programmes on the basis of the total direct costs for each area of work.

	Charitable activities					
2019	**Programmes** £'000	**Communications** £'000	**Total** £'000	**Raising funds** £'000	**Support costs** £'000	**2019 Total £'000**
Staff costs	2,583	215	2,798	97	584	**3,479**
Project costs	953	85	1,038	26	-	**1,064**
People (HR)	-	-	-	-	126	**126**
Office & technology	-	-	-	-	578	**578**
Finance	-	-	-	-	120	**120**
Governance	-	-	-	-	56	**56**
Total	**3,536**	**300**	**3,836**	**123**	**1,464**	**5,423**
Support Costs	1,308	111	1,419	45	(1,464)	-
Total expenditure	**4,844**	**411**	**5,255**	**168**	**-**	**5,423**

Governance costs are further analysed below:

	2020 £'000	2019 £'000
Staff cost	**21**	20
Trustee meetings and expenses	**-**	2
Audit fees	**33**	31
Trustee indemnity insurance	**5**	3
	59	56

5. CHARITABLE EXPENDITURE BY PROGRAMME

	Programme costs	**Grants given**	**Support costs**	**2020 Total**	Programme costs	Support costs	2019 Total
	£'000	£'000	£'000	**£'000**	£'000	£'000	£'000
Sustainable nutrition	621	-	190	**811**	646	241	887
Sustainable value chains and livelihoods	488	126	149	**763**	700	255	955
Keeping global warming at 1.5 degrees	759	-	233	**992**	612	227	839
Building the capacity for systems change	1,031	-	316	**1,347**	725	270	995
Understanding what's emerging	275	-	84	**359**	399	142	541
Transformational strategies	706	-	217	**923**	754	284	1,038
	3,880	**126**	**1,189**	**5,195**	**3,836**	**1,419**	**5,255**

Grants given included the funds distributed to the partners co-delivering the Cotton 2040 Phase IV project, funded by Laudes Foundation. There were no grants given in 2019.

6. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:

	2020	2019
	£'000	£'000
Salaries and wages	**3,360**	2,967
Redundancy and termination costs	**15**	-
Social security costs	**312**	278
Employer's contribution to pension schemes	**281**	234
	3,968	3,479

In addition, the cost of agency staff in the year was £4,000 (2019: £59,000).

The following number of employees received total employee benefits (excluding employer pension costs) within each of the following bands:

	2020	2019
	£'000	£'000
£60,000 - £69,999	**-**	-
£70,000 - £79,999	**1**	1
£80,000 - £89,999	**3**	2
£90,000 - £99,999	**1**	1
£100,000 - £109,999	**1**	1
£110,000 - £119,999	**2**	1
£120,000 - £129,999	**-**	-
£130,000 - £139,999	**-**	1

The key management personnel of Forum for the Future are considered to be the members of the Senior Management Team, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Development and Communications Officer, Director of System Change Programmes, Director of System Change, Learning and Community, Director of UK/Europe, Director of Asia and Director of US. The total salary cost including employer's pension contributions and employer's national insurance contributions for the senior management team in the year was £838,000 (2019: £785,000).

Jonathon Porritt continued to serve as a trustee of Forum for the Future, with the consent of the Charity Commission, until 3 June 2020, and continued to be paid as an employee throughout the year. Jonathon Porritt's total remuneration was £63,000 (2019: £77,000).

Total travel and subsistence expenses claimed by the Trustees in 2020 were nil (2019: £1,926, one claimant).

Pension scheme:
Forum for the Future operates a contract based, individual money purchase arrangement with Aviva in the UK. As at 31 December 2020 there was one month payment owed to Aviva for the total of £19,000 (2019: £nil) which was paid on 13 January 2021. There were 53 (2019: 55) staff enrolled on the pension scheme at the end of December 2020. Pension arrangements in Forum APAC for Singaporeans consist of the obligatory statutory payments to the Central Provident Fund. In the US the pension is arranged with TransAmerica and is a defined contribution scheme. There is no statutory obligation in India to provide a pension scheme for an organisation with under 20 staff.

7. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was 79 (2019: 71). The average full-time equivalent analysed by function was as follows:

	2020	2019
	No.	No.
Raising funds	**3.0**	2.8
Programmes	**53.2**	46.0
Communications	**5.2**	3.9
Support	**10.8**	9.3
Governance	**0.4**	0.4
	72.6	62.4

8. NET INCOME FOR THE YEAR

	2020	2019
	£'000	£'000
This is stated after charging:		
Depreciation	**56**	57
Operating lease rentals:		
l property	**174**	180
l office equipment	**-**	12
Forum for the Future Group auditors' remuneration (excluding VAT):		
l audit fee	**17**	16
l other services	**-**	-
Forum for the Future Asia Pacific Limited auditors' remuneration:		
l audit	**5**	6
Forum for the Future India Private Limited auditors' remuneration:		
l audit	**4**	1
Forum for the Future US Inc. auditors' remuneration:		
l audit	**8**	7
Foreign exchange losses	**58**	36

9. RELATED PARTY TRANSACTIONS

Jonathon Porritt is a non-executive director of Willmott Dixon Holdings Limited, with whom Forum works in partnership. Forum received £9,000 in October 2020 (2019: £18,000), which was after Jonathon Porritt stepped down as a Trustee.

Laura McGonigal is an employee of People Against Dirty Limited - Forum's Pioneer Partner who paid £23,000 for the services provided in 2020 (2019: £87,000).

Volker Beckers is the Chair of the Advisory Board of PwC UK, from whom Forum received £18,000 as part of the grant funding by the Foreign, Commonwealth & Development Office towards our Tea Swaps project in Kenya.

Unrestricted donations for the total of £366 ($500) were received from the Trustees in 2020 (2019: £15,000).

Forum no longer holds any related party arrangements with nor provides the management services to the Sustainable Shipping Initiative (SSI). (2019: Stephanie Draper was a Chief Change Officer at Forum until March 2019 and the Chair of SSI. Forum invoiced SSI for the total of £110,618 including VAT).

Forum for the Future has taken the exemptions conferred by paragraph 33 1A of FRS 102 in respect of disclosing transactions with group entities on the basis that the subsidiaries are wholly controlled and group accounts are prepared.

10. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Forum for the Future India Private Limited is a private limited company and as such is liable for tax on any taxable profits it has made. The provision for taxation due in relation to 2020 is £10,000 (2019: £37,000).

11. TANGIBLE FIXED ASSETS

The group:	**Improvements to Leasehold Property £'000**	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost				
At the start of the year	63	19	485	**567**
Additions in year	-	-	58	**58**
At the end of the year	63	19	543	**625**
Depreciation				
At the start of the year	63	19	386	**468**
Charge for the year	-		56	**56**
At the end of the year	63	19	442	**524**
Net book value				
At the end of the year	**-**	**-**	**101**	**101**
At the start of the year	-	-	99	99

All the assets are used for charitable purposes.

The charity:	**Improvements to Leasehold Property £'000**	**Furniture and fittings £'000**	**Computer, office equipment & software £'000**	**Total £'000**
Cost				
At the start of the year	63	19	459	**541**
Additions in year	-	-	56	**56**
At the end of the year	63	19	515	**597**
Depreciation				
At the start of the year	63	19	363	**445**
Charge for the year	-	-	52	**52**
At the end of the year	63	19	415	**497**
Net book value				
At the end of the year	-	-	100	**100**
At the start of the year	-	-	96	96

In 2017 the charity secured funding from Laudes Foundation for the development of the project management system (PSA) and accounting software (Financial Force). As of 31 December 2020 the net book value of the software was £50,000 which is included in the restricted funds (2019: £72,000).

12. INVESTMENTS

The charity investments consist of the following entities:

Entity	Type	No of shares/ cost
Forum for the Future Asia Pacific Limited	subsidiary charitable company	-
Forum for the Future India Private Limited	subsidiary company limited	9,999 shares at £0.1 (INR 10)
Forum for the Future US Inc.	subsidiary not for profit	-
Green Futures Limited	dormant trading company	2 shares at £1 each

13. SUBSIDIARY UNDERTAKINGS

Forum for the Future Asia Pacific Limited

The charitable company is the sole member of Forum for the Future Asia Pacific Limited, a company limited by guarantee, registered as a company and a charity in Singapore. All activities have been consolidated on a line by line basis in the statement of financial activities. The company accounts for Forum for the Future Asia Pacific Limited are audited separately by Moore Stephens LLP. The figures are then consolidated into the group accounts.

	2020	2019
	£'000	£'000
Income	**690**	766
Direct costs	**(574)**	(625)
Net income	**116**	141
Administrative expenses	**(156)**	(216)
Deficit for the year	**(40)**	75
Foreign exchange losses	**(3)**	-
Deficit for the year	**(43)**	(75)

The aggregate of the assets, liabilities and funds was:

Assets	**265**	495
Liabilities	**(242)**	(429)
Funds	**23**	66

Forum for the Future India Private Limited

The charitable company owns 99.99% of the issued ordinary share capital of Forum for the Future India Private Limited, a company limited by shares and registered in India. The company accounts for the period from 1 April 2019 to 31 March 2020 were audited by Kumar Gandhi and Associates. Interim unaudited accounts for the period 1 January 2020 – 31 December 2020 were prepared and results consolidated into the group accounts.

	2020	2019
	£'000	£'000
Income	**241**	406
Direct costs	**(117)**	(178)
Net income	**124**	228
Administrative expenses	(70)	(42)
Provision for taxes	(10)	(37)
Profit for the year	**44**	149
Foreign exchange losses	**(15)**	(14)
Profit for the year	**29**	135

The aggregate of the assets, liabilities and funds was:

Assets	**215**	222
Liabilities	**(54)**	(90)
Share capital	**(1)**	(1)
Funds	**160**	131

In 2019 the Trustees agreed to write off the historical intercompany balance between Forum for the Future Parent charity and Forum for the Future India, for the total of £162,000. A provision for the tax liability in India in relation to this transaction (£34,000) was included within the overall provision as at 31 December 2019 (see note ten).

Forum for the Future US Inc

The US operation is a not-for-profit under Section 501(c)(3) of the Internal Revenue Code. The accounts are separately audited by Skody Scot & Company and consolidated as part of the Forum Group.

	2020	2019
	£'000	£'000
Income	**1,988**	1,653
Direct costs	**(1,164)**	(952)
Net income	**824**	701
Administrative expenses	**(435)**	(234)
Surplus for the year	**389**	467
Foreign exchange losses	**(24)**	(21)
Surplus for the year	**365**	446

The aggregate of the assets, liabilities and funds was:

Assets	**1,548**	1,007
Liabilities	**(688)**	(512)
Funds	**860**	495

14. PARENT CHARITY

The parent charity's gross income and the results for the year are disclosed as follows:

	2020	2019
	£'000	£'000
Gross income	**3,751**	4,067
Surplus for the year	**10**	22

15. DEBTORS

	The group		**The charity**	
	2020	2019	**2020**	2019
	£'000	£'000	**£'000**	£'000
Trade debtors	**412**	1,403	**297**	823
Other debtors and prepayments	**165**	191	**88**	110
Amounts due from subsidiaries	**-**	-	**463**	413
Accrued income	**204**	277	**144**	104
	781	1,871	**992**	1,450

16. CREDITORS: AMOUNTS DUE WITHIN ONE YEAR

	The group		**The charity**	
	2020	2019	**2020**	2019
	£'000	£'000	**£'000**	£'000
Trade creditors	**15**	115	**15**	98
Other creditors	**68**	109	**45**	94
Amounts due to subsidiaries	**-**	-	**57**	-
Accruals	**318**	216	**260**	172
Deferred income	**775**	1,049	**337**	506
	1,176	1,489	**714**	870

17. DEFERRED INCOME

Movements on deferred income were as follows:

	The group		**The charity**	
	2020	2019	**2020**	2019
	£'000	£'000	**£'000**	£'000
Deferred income brought forward	**1,049**	1,076	**506**	473
Amount released to income in the year	**(1,049)**	(1,076)	**(506)**	(473)
Amount deferred in the year	**775**	1,049	**337**	506
Balance at the end of the year	**775**	1,049	**337**	506

18. CURRENT YEAR ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £'000	**Restricted £'000**	**Total funds £'000**
Tangible fixed assets	51	50	**101**
Net current assets	884	1,279	**2,163**
Net assets at the end of the year	**935**	**1,329**	**2,264**

Prior year analysis of group net assets between funds

	Unrestricted £'000	**Restricted £'000**	**Total funds £'000**
Tangible fixed assets	27	72	**99**
Net current assets	832	972	**1,804**
Net assets at the end of the year	**859**	**1,044**	**1,903**

19. MOVEMENT IN RESTRICTED FUNDS

	Note	**At the start of 2020** £'000	**Income** £'000	**Expenditure** £'000	**At the end of 2020 £'000**
Funding by programme					
Sustainable nutrition	a	235	735	(249)	**721**
Sustainable value chains and livelihoods	b	-	367	(366)	**1**
Keeping global warming at 1.5 Degrees	c	147	399	(480)	**66**
Building the capacity for systems change	d	263	543	(428)	**378**
Understanding what's emerging	e	-	72	(72)	**-**
Other projects	f	-	84	(84)	**-**
Organisational development	g	399	15	(251)	**163**
Job retention schemes	h	-	256	(256)	**-**
		1,044	**2,471**	**(2,186)**	**1,329**

a) The funding included grants from Walmart Foundation (£659,000) and David Rockefeller Trust (£37,000) towards the Growing our Future: Scaling Regenerative Agriculture in the United States and a grant from John Ellerman Foundation (£40,000) towards Regenerative Agriculture programme.

b) This represents the funding received from Laudes Foundation for Cotton 2040 project (£367,000) and from Deutsche Gesellschaft für Internationale Zusammenarbeit to support the Man-made Cellulosic Fibres project (£39,000).

c) Boundless Roots project continued to receive funding from KR Foundation (£138,000). Our PowerPaired community energy project was supported by the funding from Postcode Earth Trust (£125,000 received in 2019) and new funding from Friends Provident Foundation for £30,000. We also secured new funding from Foreign Commonwealth & Development Office (FCDO) India (£91,000) and S&P Global Foundation (£77,000) towards the Net Positive Renewable Energy project in India. Other funding included monies received from MacArthur Foundation and Transit Center.

d) In 2020 we received funds to support our School of System Change from: Johnson & Johnson Foundation Scotland (£227,000), Lankelly Chase Foundation (£143,000), Garfield Foundation (£73,000) and British Embassy Moscow (£63,000). We also received funding to support our coaching projects from Calouse Gullbenkian Foundation and Marine Conservation Society.

e) The funding included the monies received from Laudes Foundation for the Circular Leap in Asia project (£73,000) and from P4G to eliminate single-use plastic in the food chain in Asia (£43,000).

f) Other restricted funding included monies received from Zoological Society of London for the OneLess project to reduce single-use plastic (£30,000).

g) This represents funds towards Forum's organisational development and includes funding from Laudes Foundation received in 2017 and 2020, and Postcode Earth Trust and Omidyar Network received in 2019.

h) We received the total of £256,000 from the governments in UK, Singapore and US towards the salary costs of our staff as part of the COVID-19 related schemes.

Movement in restricted funds 2019:

	At the start of 2019 £'000	Income £'000	Expenditure £'000	At the end of 2019 £'000
Sustainable nutrition	49	272	(86)	235
Sustainable value chains and livelihoods	-	46	(46)	-
Keeping global warming at 1.5 Degrees	133	354	(340)	147
Building the capacity for systems change	182	479	(398)	263
Understanding what's emerging	10	171	(181)	-
Other projects	32	41	(73)	-
Organisational development	313	325	(239)	399
	719	**1,688**	**(1,363)**	**1,044**

20. OPERATING LEASE COMMITMENTS

The group's total future minimum lease payments under non-cancellable operating leases are as follows for each of the following periods:

	Property		Equipment	
	2020	2019	**2020**	2019
Payments due:	**£'000**	£'000	**£'000**	£'000
Within one year	53	120	-	9
Within two to five years	59	120	-	-
	112	**240**	**-**	**9**

Our office lease at 19 – 23 Ironmonger Row in London comes to an end on 31 March 2021. A new lease has been secured at The Imperial Society of Teachers of Dancing located at 22-26 Paul Street, London EC2 4QE, with effect from 17 May 2021.

21. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Find out more about Forum for the Future's work at forumforthefuture.org, thefuturescentre.org, or via LinkedIn, Twitter and Facebook.

FORUM FOR THE FUTURE

FORUM FOR THE FUTURE



Company number: 2959712
Charity Number: 1040519