

FORWARD
INSTITUTE

Impact Report

March 2020 – February 2021



Our B Corp Status

Benefit Officer Statement

In 2018 at the Forward Institute we successfully qualified for B Corp status, joining a rapidly growing global movement of companies committed to doing business responsibly.

All B Corps share a purpose - to harness the power of business for good and as an organisation that seeks to spread responsible leadership practices, becoming a B Corp allows us to uphold this core purpose within our own organisation.

With a strong score in the workers category, we were delighted to be recognised as a 'best for the world honouree' in 2019. However, with a weaker environment score, we woke up to this responsibility and have been proactive in trying to improve our environmental impact. As a result, we have been working hard to address this, which has resulted in a number of internal changes, as well as giving greater focus to the environment through the programmes we run. One of our key actions in this area was to declare a climate crisis in May 2019 and from this period to ensure our carbon impact is offset.

We are also fortunate that our potential impact isn't limited to our organisation alone. We are in a privileged position to be able to influence our partner organisations, and we want to ensure we use this influence in the best way possible. We will continue to use our B Corp assessment as a guide for how we can improve and keep ourselves accountable going forward.



Our B Corp Status

Overall score (2018)

87.4

The B Impact Assessment scores companies' environmental and social performance on a 200-point scale. Our B Corp score is reassessed every three years.

We are in **top 10% of organisations globally for our workers score** and were recognised in the 'best for the world honouree' for workers.

Evaluating and **improving our environmental impact has been a key focus** for the Forward Institute since our B Corp Assessment.

For more detail on our B Corp scores please see our Directory page on the B Corp website [here](#)

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Breakdown

10.6

Governance

36.9

Workers

18.4

Community

3.1

Environment

18.3

Customers

Our work

Who we are

The institute launched in 2015 with a clear mission: to make responsible leadership the only leadership.

We are a non-profit organisation focused on embedding responsible leadership at the heart of influential organisations.

We work with leaders and organisations that are serious about becoming beacons of purpose and responsibility, building communities of leaders who together can mobilise organisations to tackle the most important challenges faced by society and our planet.

The pandemic, profound inequalities in society, climate change and the growing sense of a divided world all feed an increasing sense of urgency for us to accelerate our work.

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We work with organisations in three ways:

1. We run world-class leadership programmes- building a movement of hundreds of senior leaders committed to mobilising their organisations to tackle the most important challenges faced by society.
2. We partner with leading organisations to help them place purpose and responsibility at the heart of their culture, leadership and decision making.
3. We conduct research to advance understanding of responsible leadership, share our learning with others and help shape the wider system.

Our work

Who we work with



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We partner with a coalition of 30 influential organisations across the public, private and social sectors. We work hard to build long-term relationships with and between the organisations, helping to share insight, challenge and expertise across sectoral boundaries.

As well as the organisations we work with our network also includes:

- > Leading thinkers – such as Margaret Heffernan, Prof Jonathan Gosling, Prof David Grayson, Dame Louise Casey
- > Senior leaders who serve as longstanding advisors to the Institute or are part of our community of 500+ Fellows.
- > A diverse range of community organisations including We Belong and The Difference.

FI Principles

VALUE DIVERSITY

Actively seek diverse and divergent views, think beyond organisational boundaries and take a broader perspective when making decisions. Seek collaborators different from yourself.

CARE MORE

Recognise the inherent value of human beings, respect the rights and responsibilities of others, acting and treating them fairly. Set a strong example by taking care of yourself and encouraging others to do the same.

THINK FOR THE LONG TERM

Take decisions in the best long-term interest of your organisation and society. Clear about what your own and your organisation's purpose is and the value of both to others. A good steward of the planet's resources.

ARE HONEST

Admit to difficult truths and willing to have difficult conversations, admit to your own mistakes and stand up for your beliefs, cultivating a culture of candour for others.

ARE BRAVE

Be open to challenging others and being challenged and willing to walk towards problems. Don't try to bury them. Value creativity, allow uncertainty and accept that mistakes happen.



FI Practices

OBSERVE AND LISTEN

Observe and listen deeply to your team, peers, seniors and to wider groups of people outside your sphere of influence.

WORK GENEROUSLY

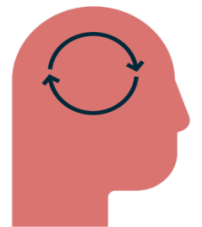
Collaborate, overcome divides, build alliances and offer help without expecting anything in return.

REFLECT

Take the process of reflection seriously and reflect often as an individual. Also encourage others to reflect and foster collective reflection.

TAKE ACTION

Proactively experiment, make choices and act. Actively strive to influence those around them for positive, considered outcomes.



Our team matters to us

We have always believed that to perform at our best, we need a happy team, committed to and engaged in our purpose. This was reflected by our score in the workers category in the B Corp assessment, the category in which we scored the highest.

Our organisational Governance

We believe the governance of our business is strong. Our Board is composed of 2 Executive Directors and 6 Non-Executive Directors.

At the end of the Financial year, 3 of our 8 Board Directors were female. Our Board meets 4 times per year.

Following each Board, we hold a meeting with the team to update them on the key decisions and actions from the meeting. We try to ensure we remain as relevant and focused on key societal issues as possible.

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Benefits

- We are certified as paying **London Living Wage** to all team members, contractors and interns
- We **offer 5% pensions to all team members**, 2% above the minimum requirement of 3% during this period.
- We offer Vitality **private health care** for all team members once they have passed probation.
- We have a **mental health policy**, and three team members are accredited as mental health first aiders
- We offer a **generous Training & Development budget** per person
- We offer a **responsible holiday policy**.

Our team matters to us

2021 Team survey results

- > **10 of 18 people said they were very happy at the FI, and 14 of 18 were either very happy or happy and nobody was unhappy.**
- > **17 out of 18 respondents said they mostly or 100% identify with the purpose of the FI.**
- > **The two main areas the team like about working at the FI is both the purpose of the institute, and the team/internal relationships.**

Our team also highlighted some areas for improvement which we take seriously:

- > 6 respondents say they 'somewhat' or 'hardly' believe their job uses their full capabilities.
- > The main area that came up consistently is a feeling there isn't the capacity in the team to do everything we want to do. **In the coming year this is also a big focus as we look to grow our team significantly.**
- > L&D needing more of a focus. **We are thinking internally about how we could encourage uptake of our budget.**

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Growing our Team

Between March 2020 and February 2021, the size of our core team did not grow. Partly due to covid, our expansion in the team was put on hold.

17 employees

The diversity of our team is very important to us, and after declaring our anti-racist objectives this year, recruiting a diverse workforce is a big priority in 2021.

For transparency the 17 employees at the end of Feb 2021 are broken down into:

11% Male
89% Female
11% BAME
11% BAME Female

Working alongside the Community

The Forward Institute seeks to have a positive impact on the local communities that we engage with, both through our programme and team enterprises.

Engaging our participants with the community

Through our programmes we strive to influence our Fellows' participation in, and understanding of, local communities through many avenues, including:

Community Dinner events Fellows attend small community focused dinners to learn more about local challenges and ways the Fellowship might assist in those challenges. This programme was expanded this year by our partnership team and lead to a series of virtual community connections events that brought charities and community groups to senior leaders at Lloyds bank.

The Street Wisdom Walk where Fellows discussed the challenges of interacting with strangers. This year we created a podcast for participants on our programme to listen to still enable these walks to continue.

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Working alongside the Community

Our Suppliers

As an organisation that seeks to spread responsible leadership practices, we share the common purpose with other B Corp Status organisations, to harness the power of business for good. It is also important to uphold our principles of valuing diversity, caring more, thinking for the long term, honesty and bravery.

We work to build and maintain long-term, meaningful relationships with like-minded independent contractors with a record of doing good in their communities and insist on using local suppliers at our events where possible.

Some of our sustainable suppliers include:

- > Toast for our event beer
- > Pop Bakery for sweet treats
- > Migrateful for local catering
- > Fat Macy for local catering
- > Green Van Man for Courier Services



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Paid community service hours

All team members may use five days per year either volunteering or for activism, choosing a cause that they care about that also aligns with our mission.

Charitable donations

During the course of this financial year we directly donated **£7,550** to charity, supporting organisations such as Shelter, We Belong, Hackney food bank and more.

Subsidised places for social sector organisations

Bringing together the social, private and public sector is crucial for a lot of our work and in creating a movement for responsible leadership. We therefore offer a number of free or reduced places for some of our charity partner organisations to ensure they have a voice on our programmes

The average discount given to social sector organisations for the 2020 Fellowship Programme was 57%.

Looking after the Environment

Reducing our impact

Since our May 2018 B Corp Impact Assessment, our environmental impact has been a core focus.

Office improvements: We have been considering the environmental impact of WFH, and ran a session on this for our Fellows as well as the team.

Adoption of conservation and efficiency measures within our workplace: all new office computer equipment is checked for energy star appliance ratings and we purchase recycled/refurbished technology where possible.

An events environmental checklist: we evaluate the extent to which potential venues take the environment into consideration, we opt for venues close to public transport and we choose caterers committed to reducing food waste.

Carbon offsetting: We offset our yearly office emissions with ClimateCare. This year we considered more factors than ever before when offsetting and continued to look at ways to reduce our environmental footprint.

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**We Declare
A Climate
Emergency**

In the current financial year we plan to

- > Move to a new sustainable office space for our growing team.
- > Work with **Our Carbon** to broaden our carbon offsetting tracker and ensure we capture all of our impact both of our internal team, and those we work with.
- > Evaluate the impact of our events and continue to track how Fellows and other participants go to events.
- > Increase the number of vegetarian options during our events.
- > Write an Environmental stewardship at home policy including recommended suppliers with environmental credentials.

Our Impact with our Partner Organisations

Building a movement

As a social impact organisation, our key purpose is to build a movement for responsible leadership in and across the organisations we work with.

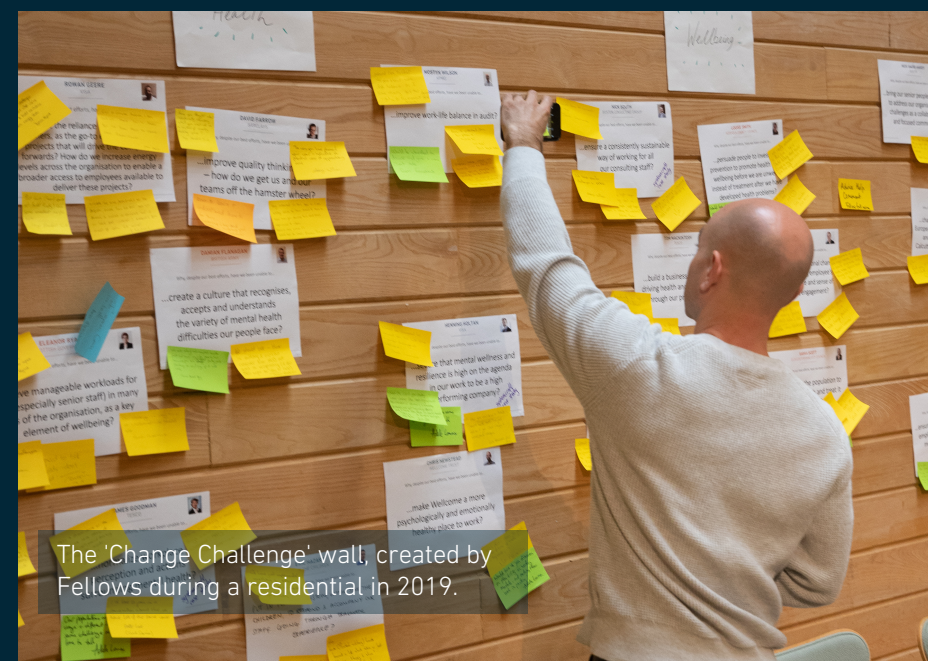
Our flagship Fellowship programme aims to broaden the perspectives of senior leaders, enabling them to explore their values, hone their leadership and allow them to make a real difference in their organisations and community

Fellows Change Challenges

For the last two years we've been running a Collective Change Initiative for Fellows on and beyond the programme. Fellows bring an issue that requires change in their organisation and the Forward Institute provides a guided process to help them to take action.

Some of these Stories of Change are shared on our website [here](#) and provide an insight into the many challenges our fellows can face and how they are looking to tackle these issues.

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The 'Change Challenge' wall, created by Fellows during a residential in 2019.

Our Impact with our Partner Organisations

Fellows Change Challenges

This year Fellows' change areas are broadly covering a number of themes: diversity and inclusion (for example around skills and retention); climate change and sustainability (e.g. renewable energy and attracting investment, green mortgages); victim support in the criminal justice system and addressing regional inequalities (e.g. establishing a presence outside of London).

Specific examples include:

- > Becoming net zero by 2030
- > How to bridge the divide between teams at different levels
- > Building a business case behind driving health and sustainability
- > Engaging with local communities
- > Modern day slavery in the workplaces
- > The conditions for thought diversity to flourish.

Environmental examples of change in practice include:

- > A Fellow in the Gulf International Bank, raised the profile of environmental issues at the C-Suite level and convinced the bank to issue its first sustainability-linked syndicated loan, worth US\$625 million, the first from a Saudi-owned bank.
- > A Fellow at the BBC used the methodologies from the initiative to introduce sustainability into news production at the BBC for the first time.
- > A Fellow at the Net Zero Technology Centre realised that she needed to de-risk investment into new technology for the energy transition and used the network in the Fellowship and beyond to get diverse perspectives on the problem which led to the creation of a coalition to unlock finance for new technology.

Our Impact with our Partner Organisations

Influencing our community

Throughout the year we have worked with many of our partner organisations to deepen understanding and raise awareness around some key societal issues.

This has included:

Co-hosting a session on domestic abuse: on request from Barclays alongside the Home office and Met Police.

HR community work: broadening understanding of responsible leadership practices at no cost to our partner organisations for the HR communities we work with.

Working with Tesco around work place poverty: We have helped support their engagement with this difficult topic in a systemic manner.

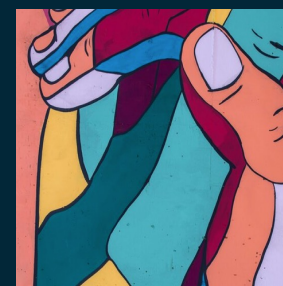
Exco Session on climate: brought together Exco communities alongside the Bank of England to look at sustainability and stress testing around climate change.

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Discovery Sessions

These are 60 minute sessions exploring a topic or skill. Some are one-offs. Some form part of a themed series. Our goal is that these sessions serve to heighten Fellows' awareness and understanding of responsible leadership through meeting a broad cross section of thought leaders who are actively grappling with responsible leadership in practice.

These have been on topics including: The race to net zero, impact investing, diversity and inclusion in the workplace, human trafficking in supply chains and much more.



Sharing our learning

Policy and Research

To build a movement we need to share our ideas and learning with the wider world. Responsible leadership is often over theorised but under documented, and one way to have more impact is by sharing what we're learning and playing a thought leadership role. The Forward Institute's Policy & Research unit partner with leading academics, regulators and other influencers to use research as a catalyst to impact the broader system.

We're delighted that **Professor Veronica Hope Hailey** has joined our team, bringing her wealth of experience to leading this newly established unit.

We have already published a number of reports that can be found on our website, including the following published in Autumn 2020:

TRUSTWORTHINESS: A NECESSITY FOR RESILIENCE?

Trust matters in a crisis for two different reasons. The first reason is that as individuals our propensity to trust in a crisis can be increased because we are feeling higher levels of vulnerability. The full report can be found [here](#).

COVID-19, INEQUALITIES & RESPONSIBLE LEADERSHIP

A study of the extent to which addressing inequalities is being taken into account in leaders' decision-making during the crisis. The full report can be found [here](#).

Sharing our learning

Influencing our community

Sharing best practice

We believe it is important to share best practice for responsible leadership and this affects the way we govern the Institute.

As part of sharing best practice and our working generously principle, we operate a creative commons IP policy. This means that anyone may use our programme materials provided they reference us. **Our purpose is not to build a profit, but to build a movement for responsible leadership.** A key priority for us is to help others build a more responsible businesses.

Shared resources

There are a number of publications and resources on our website that are accessible by all, these include:

HELPING YOU THRIVE: LEADING THROUGH COVID-19

A Mental Health and Wellbeing resource to support the Fellowship

MENTAL HEALTH AND WELLBEING GUIDE

An enable to individual, team and organisation performance

RESPONSIBLE LEADERSHIP TOOLKIT

A toolkit to help those on the road towards responsible leadership in action.

Our Income and Expenditure

	2021 £	2020 £
TURNOVER	1,551,440	1,580,167
Cost of sales	(244,084)	(448,991)
GROSS SURPLUS	1,307,356	1,131,176
Administrative expenses	(1,252,191)	(993,340)
Other operating income	78,594	4,294
OPERATING SURPLUS	133,759	142,133
Other interest receivable and similar income	10,533	6,690
SURPLUS BEFORE TAXATION	144,292	148,823
Tax on surplus	(27,457)	(28,635)
SURPLUS AFTER TAXATION BEING SURPLUS FOR THE FINANCIAL YEAR	116,835	120,188

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In the financial year ending 28th February 2021, our overall income (including grants and interest) was £1,641k, an increase of 3% from the previous year.

This increase was lower than in previous years as a result of postponing our flagship programme due to Covid, but was partly offset by the increase in our work in other areas.

We are a non profit organisation which means that our profits are returned back into our organisation rather than distributed to shareholders. We are predominantly funded by fees for our programme and individual projects, and we reduce these fees for public and social sector organisations. This year we also took two grants for specific pieces of work.

Looking Forward

	Priorities for the Current Year: 2021-2022
Team	<ul style="list-style-type: none"> • Ensure our policies and benefits are coherent and fair • Grow the diversity of our team. • Give more time for reflection, practice what we preach and take time to reflect and journal. • Improve take up of our generous training and development budget.
Community	<ul style="list-style-type: none"> • Ensure our sustainable list of suppliers is utilised and we continue to look for ethical alternatives. • Encourage more team members to volunteer and give back to the community.
Environment	<ul style="list-style-type: none"> • Continue to make environmental practice and sustainability a strategic priority both in our office and at events. • Consider new ways to improve our environmental impact, including the setting of energy usage reduction target. • Continue to offset our yearly carbon emissions.
Customer	<ul style="list-style-type: none"> • Develop our monitoring and evaluation project in order that we have a better understanding of the impact of our Programme and work with organisations • Working more deeply with our partner organisations to deepen our impact
Governance	<ul style="list-style-type: none"> • Give the Board of Directors more visibility and responsibility for monitoring our social and environmental impact • Ensure we implement policies such as Modern Slavery, Supplier Code of Conduct and more to fulfill contracts and demonstrate our commitment.

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