

LEADERSHIP FOR  
THE ENVIRONMENT



green  
alliance...

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ANNUAL  
REPORT  
2017-18

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## GREEN ALLIANCE

### Senior management team

Shaun Spiers  
Executive director  
(from June 2017)

Leah Davis  
Acting co-director  
(to April 2017)

Tamsin Cooper  
Strategy director/acting  
co-director  
(to May 2018)

Belinda Gordon  
Strategy director  
(from July 2018)

Dustin Benton  
Policy director

Jo Rogers  
Operations director

### Policy team

William Andrews Tipper  
Head of natural  
environment  
(to September 2018)

Angela Francis  
Chief economist

Amy Mount  
Head of Greener UK unit

Paul McNamee  
Head of politics

Chaitanya Kumar  
Senior policy adviser

Libby Peake  
Senior policy adviser

Caterina Brandmayr  
Policy analyst

Costanza Poggi  
Policy adviser  
(to August 2018)

James Elliott  
Policy adviser

### Development team

Karen Crane  
Head of communications

Josie Evetts  
Office manager and pa to  
the director

Elena Perez  
Events co-ordinator

Marta Silva  
Finance manager

Frieda Metternich  
Programme manager

### Graduate scheme

Sept 2017- Sept 2018:

Tom Kelsey  
Policy assistant

Bente Klein  
Policy assistant

Shara Samra  
Policy assistant

Stephanie Shields  
Policy assistant

Angharad Hopkinson  
Communications assistant  
(to March 2018)

Emma Atkins  
Communications assistant  
(from April 2018)

Sept 2018- Sept 2019:

Gianluca Cavallaro-Ng  
Policy assistant

Chris Friedler  
Policy assistant

Patrick Killoran  
Policy assistant

Melissa Petersen  
Policy assistant

Molly Easton  
Communications assistant

### Associates

Sue Armstrong Brown

Paul Arwas

Duncan Brack

Chris Church

Ian Christie

Emily Coats

Jonny Hazell

Chris Hewett

Julie Hill

Hywel Lloyd

Jiggy Lloyd

Rebekah Phillips

Rebecca Willis

Dimitri Zenghelis

### Board

Dame Fiona Reynolds DBE  
Chair

Philip Parker  
Hon treasurer  
(to September 2017)

Paul Lambert FCA  
Hon treasurer  
(from September 2017)

Alison Austin

David Baldock

Rosemary Boot

Ben Caldecott

Rita Clifton CBE  
(from July 2018)

Dr Claire Craig CBE

Professor Mariana  
Mazzucato

Benet Northcote  
(from July 2018)

Sophia Tickell  
(to July 2017)

Sir Graham Wynne

Company registered number  
03037633

Charity registered number  
1045395

**Registered office**  
Green Alliance  
11 Belgrave Road  
London, SW1V 1RB

**Secretary**  
Jo Rogers, operations director

**Auditors**  
haysmacintyre  
10 Queen Street Place  
London, EC4R 1AG

**Bankers**  
Unity Trust Bank plc  
Nine Brindley Place  
Birmingham, B1 2HB

**Solicitors**  
Bates Wells Braithwaite  
10 Queen Street Place  
London, EC4R 1BE

The charity and company  
The Green Alliance Trust  
operates under the working  
name Green Alliance.



11

## CONTENTS

Chair's introduction	2
1. Our vision and strategy	3
2. Political leadership	7
3. Strong analysis	13
4. Powerful alliances	21
5. Our plans for 2018-19	24
6. Finance and fundraising review	27
Thanks	31
Members	32

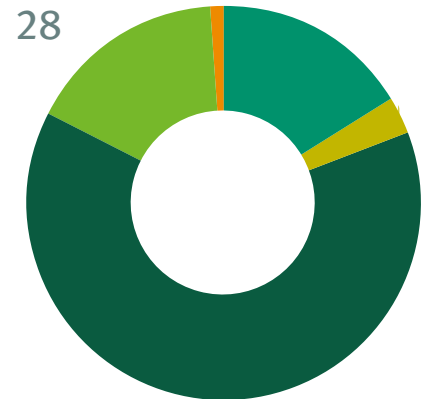


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Polly Billington,  
director, UK100



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# DAME FIONA REYNOLDS CHAIR



Photo: David Levenson

As we publish this report, there are only months to go before the UK leaves the European Union. We will look back on the period since the Brexit decision as one of the most dramatic and curious of recent times.

Dramatic because of the swings and roundabouts of agreement, disagreement and uncertainty; curious because never in recent times has it been less clear how public policy will either shape or respond to one of the biggest sources of upheaval since the second world war.

But what is neither dramatic nor curious – nor in doubt – are the achievements of the Greener UK coalition, which, thanks to Green Alliance and our many collaborators, have had a real impact on thinking and decisions over the past year.

During the passage of the EU (Withdrawal) Bill, the only substantive gains made were environmental, thanks to a team of expert briefers from across the environment sector, led by Amy Mount and Ruth Chambers in the Greener UK unit at Green Alliance. Ours were the only amendments passed that are set to result in lasting change, with the government's promise to introduce a new environmental regulator.

Of course the delivery of that promise raises further challenges but, with widespread admiration for Greener UK and the achievements charted in this report, we know we have been right to spend so much of our time since the referendum safeguarding and, where possible, enhancing the vision for a greener outcome from Brexit.

But that's not all we have done. As this report also outlines, our small, expert team has produced a raft of insightful reports this year on themes as diverse as electric vehicles, trade, manufacturing, distributed energy and sustainable agriculture. And we are increasingly working with new partners: the new metro mayors, devolved governments and major city networks, to demonstrate the potential for new solutions.

Widely admired for well-researched contributions to debates, purposefully directed to the right people and institutions, Green Alliance continues to demonstrate that we have the dynamism and skills to make a real impact. Our unique mix of intellectual authority, political nous and collaborative instinct means we reach the people and places others cannot; and, at this time of uncertainty and flux in public policy, those skills are needed more than ever.

I am proud to chair Green Alliance, and enormously proud of and grateful to our small and extremely dedicated staff. That they are brilliant is not in question, and evidenced by the fact that when we lose them it is to organisations that have spotted their talent and can entice them away. This year, two of our senior management team departed to public sector jobs: Leah Davis returned from a secondment to support the deputy mayor of London on environment and energy, and Tamsin Cooper, our longstanding strategy director, left to take up the role of head of strategy at Defra. We are enormously grateful to them both, particularly Tamsin who had worked with us for seven years. We are delighted to welcome Belinda Gordon as our new strategy director, and to promote Dustin Benton, another longstanding member of staff, to our senior management team.

The senior management team leads our staff with flair and determination. As trustees, we thank them all, and the funders and partners we work with, to shape this unprecedented moment in public policy, aiming for a greener future for us all.

A handwritten signature in black ink that reads "Fiona Reynolds". The signature is written in a cursive, flowing style.

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# 1

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## OUR VISION AND STRATEGY



Green Alliance is a charity, independent think tank and advocate, committed to achieving a greener future.

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## OUR VISION

Our vision is for a green and prosperous UK. A country with a healthy environment, beautiful landscapes and flourishing nature, where the zero waste economy is built around thriving green businesses, and where everyone benefits from affordable, high quality food, energy efficient homes and sustainable transport. It would be a desirable place to live and work, where the wellbeing of future generations is assured and young people are optimistic about their future. It would use its scientific excellence, capacity for policy innovation and diplomatic talent to set the global standard in environmental protections, as well as its entrepreneurial drive to provide the low carbon, resource efficient goods and services the world needs.

We believe that ambitious political leadership is the only way to achieve this vision in an inclusive and fair way.

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## HOW WE WORK

### Inspiring new leadership

We support effective political leadership for the environment by advising on and influencing key political processes, and engaging and informing leading political thinkers and senior politicians on environment issues.

### Undertaking strong analysis

We carry out research and analysis to provide robust evidence for policy changes that work for government, business, the public and the environment.

### Creating powerful alliances

We are supporting the NGO and business sectors to ensure their voices are heard on issues related to the protection and improvement of the environment. We work with a range of leading companies who support our vision, offering them the opportunity to share their experience and to work with us as we develop new approaches to environmental policy. We also collaborate with the leaders of the major environment and development NGOs, regularly facilitating joint messages to government, ensuring their views on important issues are clearly represented and heard.

In 2017-18 our work was organised under the following themes:

**Political Leadership:** working in partnership with NGOs to provide political parties with the ideas and strategies they need to put environmental priorities at the heart of their policies; and co-ordinating Greener UK, the coalition of 13 major environmental organisations, working to ensure strong environmental protections after the UK leaves the EU.

**Low Carbon Energy:** working on policy solutions to make power more flexible, especially so small scale technologies like solar and electric vehicles can be integrated into the system, to maximise the benefits of renewables and to reduce transport emissions, the UK's largest source of carbon emissions.



**Resource Stewardship:** working with leading businesses, academics and NGOs on policy to bring about a more resource efficient system, keeping materials in productive use and avoiding the environmental problems caused by waste.

**Natural Environment:** building new alliances between businesses and NGOs to explore new policies to reverse long term decline in the UK's natural environment and supporting political leadership for nature's recovery.

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## OUR STRATEGY

Green Alliance has set a new strategy for 2018-21. Over the next three years we will continue to help the environment sector respond to Brexit, provide inspiration and space for new thinking on environmental policy and offer solutions to major challenges.

Our three objectives for 2018-21 are to:

- build political support for a vision of a green and prosperous UK, based on the highest environmental and social standards, where clean growth and environmental leadership can contribute to the UK's competitive advantage;
- secure new laws and governance arrangements to ensure strong environmental protections after Brexit, including campaigning for a new Environment Act to underpin investment in the environment and people's wellbeing;
- influence ambitious domestic policy for a low carbon and resource efficient economy and a prospering natural environment.

How we will do this:

### Political engagement

We aim to increase the number of MPs and peers across all parties who support enhanced environmental protections.

### Strategic direction for the environment sector

Working with our partners we will ensure the well co-ordinated communication of priorities to government.

### Grow our network of progressive businesses and city leaders

We will build support for ambitious and international environmental leadership by the UK.

### Targeted communications

We will work to keep the environment in the news, clarify evidence and maintain intelligent commentary on environmental issues.

### Expert analysis and thought leadership

We will inform robust environmental policy for the UK to take forward into the post-Brexit era.

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# IMPACT HIGHLIGHTS 2017-18

## Political leadership

- Greener UK's Pledge for the Environment was supported by 180 MPs across parliament
- Greener UK succeeded in firmly embedding the environment into the Brexit debate, influencing senior ministers to acknowledge its importance and prompting the prime minister to say, in March 2018, that there was "no serious political constituency" in the UK for reducing environmental standards after Brexit.
- Parliamentarians of all parties referred to Greener UK's briefings in the EU (Withdrawal) Bill debates and agreed that environmental protections should be maintained post-Brexit.
- Defra Secretary of State Michael Gove first promised to create a new green watchdog to oversee environmental protections at Greener UK's Conservative party conference event in 2017.
- Green Alliance advocacy in advance of the 2017 general election succeeded in securing a strong statement committing to climate leadership in the Conservative manifesto. Corbyn cited Green Alliance in his major speech on Brexit in February 2018.

## Policy impacts

- We helped to raise government ambitions on clean growth and industrial strategy with influential analysis, outlining the central and positive contribution of climate action to the economy. Our assertion, that growth needs to be low carbon and resource efficient, was a central theme of the Industrial Strategy and Green Alliance's executive director, Shaun Spiers, spoke at the launch of the Clean Growth Strategy in October 2017, alongside government ministers Greg Clark and Claire Perry.
- In 2018, the government legislated to require all EV chargers to be smart by 2019, in line with the recommendations in our report *People power* (April 2017).
- Following our analysis in *Closing the clean power gap* (September 2017) of the renewables deployment necessary to meet carbon targets, the chancellor subsequently committed to maintain funding for 2GW per year of offshore wind as we recommended.
- The Industrial Digitalisation Review incorporated our narrative of low carbon and resource efficient growth as a critical component for successful industrial strategy
- We influenced the government's approach to addressing marine plastic pollution. Our advocacy contributed to a UK government decision to consult on a deposit return scheme and consider taxing single use plastics.
- Our Natural Infrastructure Scheme concept, developed with the National Trust, was cited in the government's 25 year plan for the environment, as an innovative financing mechanism with the potential to play a significant role in restoring the natural environment.



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# 2

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## POLITICAL LEADERSHIP



The work of our Political Leadership theme this year ran on two tracks: the immediate and vital task of co-ordinating the work of the Greener UK coalition, focused on ensuring robust environmental protections post-Brexit, and emphasis on the longer view and the UK's future role in global climate action.

## SETTING THE FOUNDATIONS AND PRINCIPLES OF POST-BREXIT LEGISLATION

Support for the Greener UK coalition of 13 leading environmental organisations, which Green Alliance co-ordinates, grew over the year. As well as the 13 coalition partners, it is now supported by 35 other environmental organisations and 11 major affiliated networks; 180 MPs have signed up to Greener UK's Pledge for the Environment. The coalition runs 11 working groups on different policy areas.

Throughout the year, and with intense, detailed negotiation over a relatively short period of time, Greener UK had unprecedented success in building a sector-wide consensus on the strategy for achieving a strong environmental framework post-Brexit.

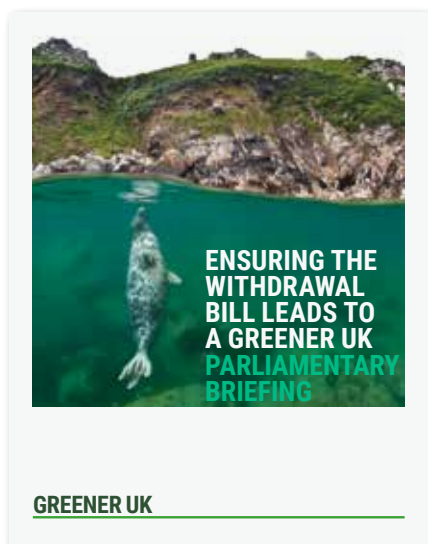
Starting from a worrying position, where the environment was not referenced at all in the Brexit debate, Greener UK opened up the political space and firmly raised the environment as a Brexit priority, leading to a significant shift in the government's narrative. The former Brexit secretary David Davis said, in a speech in February 2018, that Britain was determined to "lead a race to the top in global standards", recognising that international environmental collaboration is essential to protect the environment for future generations. And, in March 2018, the prime minister said there was "no serious political constituency" in the UK for reducing environmental standards and protections after Brexit.

Following briefings issued by Greener UK, Defra Secretary of State Michael Gove changed his view, from saying that judicial review would, in the first instance, be enough to ensure protection post-Brexit (considered by the environment sector to be too limited and risky) to promising to create a new UK environmental regulator, as we proposed. He first announced it at Greener UK's Conservative party conference event in autumn 2017, before it was reported by the *Sunday Telegraph*. He also committed to the principle of public money for public goods and environmental enhancement being at the heart of the UK's new agriculture policy.

The coalition worked on the EU (Withdrawal) Bill, securing significant government commitments on environmental governance and principles. A positive parliamentary debate on the environment, referencing Greener UK and informed by its briefings, had parliamentarians from all parties agreeing on the need to maintain protections post-Brexit.

With clarity of purpose and the power of strong consensus, the environmental sector was the only one to achieve changes to the face of the bill on its completion through parliament.

On the first anniversary of the EU referendum, Greener UK launched its Brexit Risk Tracker. This online public tool tracks the risk to different areas of environmental policy as Brexit progresses and, through quarterly updates, is helping to raise media awareness of the impacts of Brexit.



“Greener UK’s briefing materials have been crucial for me and the other peers who majored on the environment...looking forward to continuing to work with you.”  
Lord Krebs

## ELECTION READY

We were prepared for the snap election called in April 2017. There were signals that climate would not feature in the campaigns, and in the Conservative manifesto in particular, so we quickly convened environmental and development organisations to strengthen all the parties' commitments on the environment and climate. Our asks were sent to manifesto writers within a week of the election being called. This had an impact: climate ambitions were stated in the Conservative manifesto, including the aim for Britain to be at the "forefront of action against global climate change". Labour and the Liberal Democrats also included top-line ambitions to meet climate targets and move to a low carbon economy. Labour's manifesto also committed to insulate four million homes as an infrastructure priority.

TV and radio presenter Clive Anderson chaired Greener UK's general election hustings, organised by Green Alliance. The event gave environmental professionals and members of the public the opportunity to grill Conservative, Labour, Liberal Democrat and Green spokespeople on their environment proposals.

Commitments beyond those in the Conservative election manifesto were made by Defra minister Therese Coffey at the event. She stated that the government's 1-in-2-out regulation policy would not apply to EU regulations transposed in the EU (Withdrawal) Bill. And she reiterated her party's commitment to protect Sites of Special Scientific Interest and the ban on ivory sales, as it had promised in 2015, but not stated in the current manifesto.

General Election 2017  
Greener UK Hustings

#GE2017  
#GreenerUK



Greener UK's hustings. Top: Baroness Parminter.  
Above: Clive Anderson with Barry Gardiner MP.

## STRENGTHENING THE UK'S INTERNATIONAL VOICE ON CLIMATE

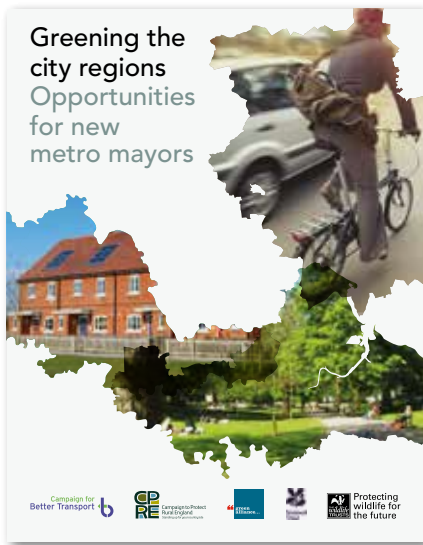
The day before the election we issued a media statement from 28 organisations, across different sectors, urging whoever became the next prime minister to be tougher in response to President Trump's decision to pull out of the Paris climate agreement. There was widely reported dismay when Prime Minister Theresa May failed to make climate change a priority at the G20 heads of government meeting in July. But this was redressed when, in her speech to the UN General Assembly in September 2017, she warned Donald Trump that his plan to withdraw from the Paris climate change treaty was a threat to global prosperity and security.

## THE IMPORTANCE OF LOCAL LEADERSHIP IN DRIVING ACTION

Ahead of the local elections in May 2017, when six new regional metro mayors were elected for the first time, we published *Greening the city regions* with partners the National Trust, CPRE, Campaign for Better Transport and the Wildlife Trusts.

The report highlighted the environmental strengths and weaknesses of each region and the opportunities open to each mayor, providing them with a starting point for their environmental strategies. Since its publication, we have discussed how to implement our ideas with the Birmingham metro mayor's team.

In partnership with UK100 and M&S, we held a parliamentary reception in February, hosted by Alex Sobel MP, for business leaders, local authority leaders and MPs, showcasing the commitment of local leaders to make the clean energy transition a success for the UK and its communities. Climate minister Claire Perry MP and Lord Deben, chair of the Committee on Climate Change, both spoke at the event.



M&S 'Plan A' director Mike Barry, speaking at our joint parliamentary reception with UK100 in February



“The work that your charity has done for leadership within the environment is exemplary.”

Letter from the Rt Hon Michael Gove MP, following our summer reception in June 2017, his first public event as the newly appointed secretary of state for environment, food and rural affairs



“Green Alliance estimates that trade in low carbon goods and services contributed over £42 billion to the economy in 2015.”

Labour leader, Jeremy Corbyn, speaking in Coventry in February 2018

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## LOW CARBON TRADE AND THE UK'S PLACE IN THE WORLD

As talk of future trade deals and defining Britain's place in the world rose up the political agenda this year, we made sure environment and climate were central to the discussion.

Our infographic *Trade in a decarbonising world* (November 2017), produced in partnership with CAFOD, Christian Aid, Greenpeace, RSPB and WWF, highlighted why putting low carbon at the heart of future trade policy would benefit the UK.

As well as the unprecedented opportunity of £17.5 trillion worth of low carbon investment in emerging economies to 2030, we stressed the UK's commitment to climate leadership and helping other countries to go low carbon. Since this work was published, we have continued to engage with the Department for Business, Energy and Industrial Strategy on trade and the environment.



On behalf of Greener UK, we also produced Britain's trading future: a post Brexit export strategy led by clean growth (February 2018), which explained why and how the UK should put clean growth at the heart of its free trade strategy post-Brexit. As over 40 per cent of the UK's trade in goods and services is with the EU, and it is likely to remain the single largest market for the UK post-Brexit, we recommend that the UK's low carbon and renewable energy sector should pursue regulatory alignment with the EU to continue to thrive and expand its contribution to UK trade.



Climate minister, Claire Perry MP, spoke at our event 'Trade in a decarbonising world', which was followed by a panel discussion between Baroness Brown, vice chair of the Committee on Climate Change's Adaptation Sub-Committee, the Bishop of Salisbury and Siemens UK CEO Juergen Maier.

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## SHOWCASING SCOTLAND'S GREEN AMBITIONS

In January 2018, we hosted an event with the Scottish Government, at Scotland House in London, at which the MSPs Roseanna Cunningham, cabinet secretary for environment, climate change and land reform, and Humza Yousaf, minister for transport and the islands, discussed Scotland's ambitions for a "future proofed, hi-tech, low carbon economy".



Scottish Government showcase event: LBC presenter James O'Brien with MSPs Humza Yousaf and Roseanna Cunningham.

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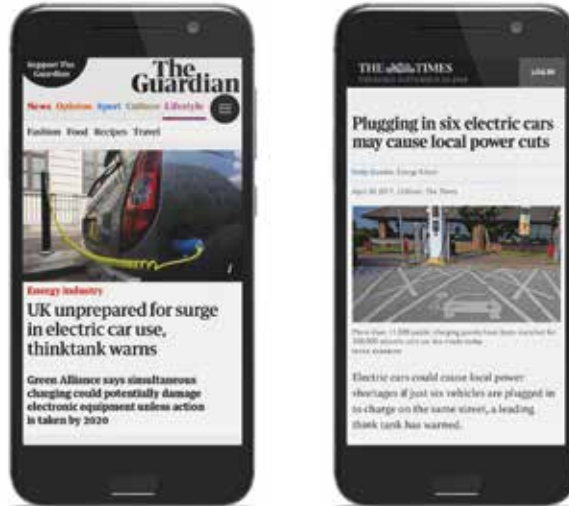
## STRONG ANALYSIS



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## PEOPLE POWER

Our report on the changes coming to the UK's power system, *People power* (April 2017), highlighted the jeopardies and opportunities of a more distributed, automated, consumer-led power system. Excellent news coverage of our main conclusions, about the need for a well-planned transition to smaller scale power technologies, drew interest from government policy makers, industry and academics. We have since been called on regularly to provide media commentary around the issue, particularly the impacts of electric vehicles on the electricity grid.



“An excellent contribution to the debate.”  
Dr Matthew Lockwood, senior research fellow, University of Exeter

“Great to see Green Alliance pushing the case for a smart, flexible power system.”  
Susanne Baker, head of techUK's Environment & Compliance Programme (on Twitter)

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## CLEAN POWER

We modelled the projected costs of different forms of low carbon energy sources and what would be necessary to meet carbon targets and found that, to keep costs down, the Treasury should continue to commit funding to offshore wind. We took our conclusions, published in *Closing the clean power gap* (September 2017), to the government and were pleased when the Chancellor, Philip Hammond, announced he was maintaining the level of finance for offshore wind at 2GW per year as we proposed.

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# LOW CARBON ENERGY





## RAISING UK AMBITION ON CLEAN GROWTH

The government's decarbonisation plan was a long time in the pipeline. First announced in 2016, it was soon downgraded to an emissions reduction plan, with the aim of achieving low cost delivery. With wavering confidence in the government's commitment to the plan, we worked to raise expectations and ambitions for what this significant document, underpinning future government policy, would contain.

*Why the UK needs an ambitious clean growth plan now* (August 2017) showed the extent of the economic opportunity and the risks of a weak plan to the UK's international standing as a climate leader.

**“Lack of direction is creating uncertainty for business and investors and reducing the government's ability to meet its own carbon reduction goals. The consequences of the delay are already becoming evident in the power, heat and transport sectors.”**

*Why the UK needs an ambitious clean growth plan now* (2017)

**“Excellent briefing from @GreenAllianceUK raises same concerns as my petition to parliament last month.”**  
Helen Hayes MP on *Why the UK needs an ambitious clean growth plan now* (on Twitter)



We were one of just three NGOs invited to participate in a government roundtable for the clean growth plan steering group. At the meeting climate minister Claire Perry MP referenced our report a number of times.

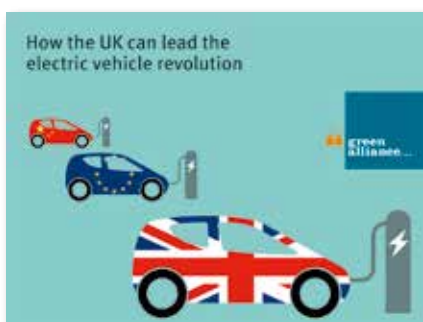
When the Clean Growth Strategy was eventually published in October 2017, our executive director, Shaun Spiers, spoke at the launch, alongside Juergen Maier, the chief executive of Siemens UK, Claire Perry MP and the BEIS Secretary of State Greg Clark.

In our view, the strategy impressively reframed government climate action, not as difficult and necessary, but as a huge economic opportunity. However, it was not the hoped for delivery plan, and its 2040 commitment to end the sale of diesel and petrol vehicles was not especially ambitious or world leading.

## CHANGING THE GOAL ON EVS

We have continued to press the government to bring forward the deadline to end petrol and diesel vehicle sales to 2030.

Targeting the government's proposed Road to Zero strategy, we set out in *How the UK can lead the electric vehicle revolution* (March 2018) why and how the ban could be shifted to ten years earlier. We have spoken and written extensively to promote this message and the drive for a 2030 target for the ban has now been echoed by others, including National Grid, the UK Energy Research Centre and electric vehicle charging companies and manufacturers.



# RESOURCE STEWARDSHIP

Global carbon emissions from waste management and raw material production

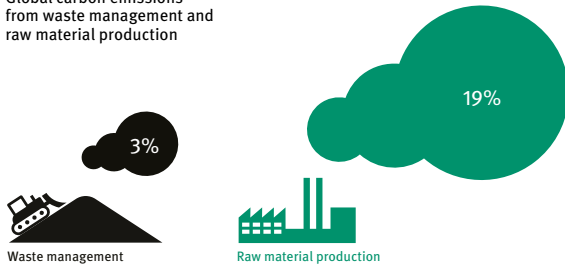


Illustration from *Lean and clean* (October 2017)

A major strand of our work over the year was to push for greater resource efficiency and low carbon development in the government’s anticipated industrial strategy. Our studies show that these are essential drivers of competitive advantage for the future, and that a modern industrial strategy can only succeed if aligned with low carbon energy and resource efficiency policies.

Our pamphlet *Industrial strategy fit for the future* (April 2017) brought together the views of respected thinkers from politics, business, trade unions and academia, including Dame Julia King, CBI director-general Carolyn Fairbairn and Sir Vince Cable, in support of this message.

In June, we were asked by the head of the government’s industrial digitalisation review, Professor Juergen Maier, to present a paper on the use of technology to enable resource efficiency. We presented our analysis to the review’s project team, including 20 CEOs of the UK’s biggest companies. When it was published as the *Made Smarter Review* in October 2017, it included our frame of low carbon and resource efficient growth as a critical component for successful industrial strategy. It also recommended a Transformational Digital Demonstrator Programme focused on a digital circular economy.

In *Lean and clean* (October 2017) we proposed a manufacturing upgrade programme for the UK, to help businesses raise their resource efficiency, and close the north-south productivity divide by supporting good jobs across the country. We convened a joint statement, which appeared in the *Financial Times*, with the British Chamber of Commerce, North West Business Leaders Team, TUC, Institute of Manufacturing and the Association for the Conservation of Energy, urging the government to make this part of its industrial strategy.



Angela Francis, Green Alliance’s chief economist, on BBC News in October 2017

The Industrial Strategy white paper, when it came out in November 2017, positioned clean growth – through low carbon technologies and the more efficient use of resources – as “one of the greatest industrial opportunities of our time”. Clean growth is also one of the strategy’s four ‘grand challenges’. We are now working to ensure delivery of these aspirations, particularly around boosting manufacturing in the north.



Our most popular blog of 2017-18, by senior policy adviser Libby Peake, featured our proposed solutions to plastic pollution

**‘Deposit scheme for plastic bottles ‘is the best most effective way to tackle waste in the oceans’**

*Daily Mail, 4 August 2017*

**‘UK needs bottle deposit scheme to cut plastic litter in oceans, says thinktank’**

*The Guardian, 4 August 2017*

## MARINE POLLUTION

Since 2016, we have advocated much greater government action on marine plastic pollution and, during the year, we actively engaged in the growing media debate around plastics. Centred on two infographics, presenting the sources of and solutions to plastic pollution, our work has helped to influence the government’s proposals to consult on a deposit return scheme for plastic bottles and to consider taxing single use plastics to tackle pollution.

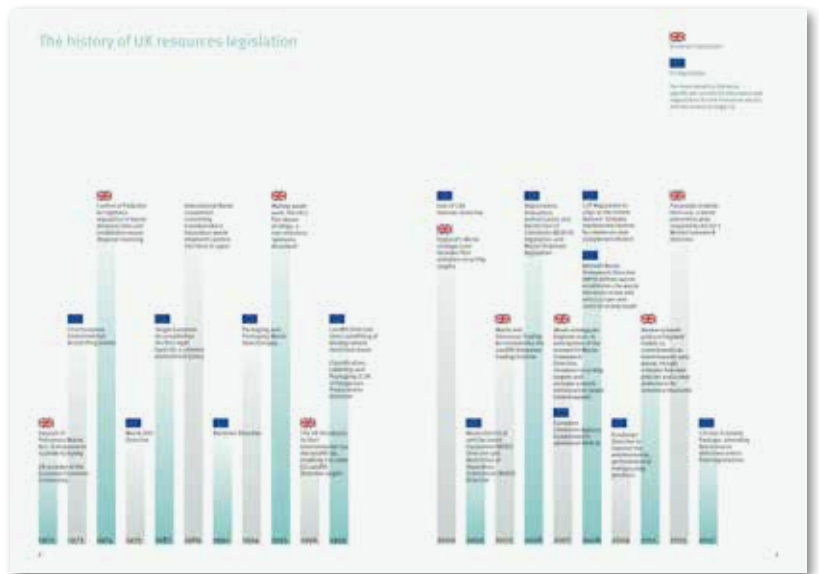
A Green Alliance infographic *How to stop nearly two thirds of plastic waste getting into the sea* published in August 2017, was widely shared on social media.



## POST-BREXIT RESOURCE STRATEGY

We gathered the views of the business members of our Circular Economy Task Force and other resource professionals to determine potential impacts of Brexit on resource policy and how to mitigate them. We summarised them in *A new direction for UK resource strategy after Brexit* (November 2017), a briefing for MPs produced for Greener UK. The chair of the Environmental Audit Committee, Mary Creagh MP, subsequently put forward some of the points on chemicals regulation in parliamentary debates on the EU (Withdrawal) Bill.

We have since been invited by BEIS and Defra civil servants to help set up a business-led resource productivity task force, led by ministers, an idea the Circular Economy Task Force has advocated for some time.



From *A new direction for UK resource strategy after Brexit* (November 2017)

**“The UK faces a stark choice: to embrace a progressive resource efficiency agenda or revert to simple waste management.”**  
*A new direction for UK resource strategy after Brexit* (November 2017)

## ALLIANCE FOR CIRCULAR ECONOMY SOLUTIONS (ACES)

In 2015, we created ACES, a pan-EU alliance of organisations, backed by strong economic analysis and business support, to influence EU circular economy policy.

ACES succeeded in influencing EU circular economy policy debates on employment, ecodesign and marine plastics. In particular, its work supported the decision to use regulation in the ecodesign directive to require products to be designed for a circular economy and demonstrated that a circular economy would significantly lower unemployment in the UK, Germany, Italy and Poland. It developed a task force on the circular economy for the T20 process, which provided research-based policy advice to the 2017 G20, led by Germany. The task force was co-chaired by the Institute for European Environmental Policy (IEEP) and Green Alliance and led to the adoption of two G20 declarations: one on marine litter action and another on resource efficiency.

However, in spite of some initial policy success on waste and ecodesign, the EU’s Circular Economy Action Plan has not yet been fully implemented. The timeline for many actions has been delayed and policy choices made by the UK after the Brexit vote have undermined the salience of British voices in Brussels. Therefore, it was decided not to extend the ACES partnership after September 2017.

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# NATURAL ENVIRONMENT

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## THE NATURAL INFRASTRUCTURE SCHEME FOR POSITIVE ENVIRONMENTAL OUTCOMES

We continued to promote the Natural Infrastructure Scheme concept, which we developed with the National Trust in 2016. In 2017 we presented the idea to Defra civil servants, explaining how this market mechanism could be used to achieve positive environmental outcomes, such as flood alleviation and soil protection.

In two reports this year we demonstrated how the scheme could be used. *Natural Infrastructure Schemes in practice* (September 2017) showed its application in large scale water management, and as a means to return vulnerable upland farmers to profit. And, in *Protecting our assets* (December 2017), we featured a case study showing how the scheme could be employed to improve soil and water quality in the Anglian river basin. We gave evidence drawing on this analysis to the Environmental Audit Committee's inquiry into nitrate pollution in February 2018 and discussed it on Radio 4's *Farming Today* programme in June 2018.



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## INFLUENCING THE 25 YEAR ENVIRONMENT PLAN

At the request of the Department for Environment, Food and Rural Affairs (Defra), we convened nine major environmental organisations to feed in shared views on the 25 year environment plan.

When the plan was launched by the prime minister in January 2018, we were in demand to provide comment on Sky News, BBC2's *Victoria Derbyshire* programme and the World Service, as well as the *Financial Times*, *The Times* and *Washington Post*.

The plan included prominent endorsement of our Natural Infrastructure Scheme idea, which was described as an innovative financing mechanism with the potential to play a significant role in restoring the natural environment.

While we commended the plan's overall ambition and direction, we stressed the need for clarity on how its good intentions would be put into effect and called on the government to introduce a new Environment Act to underpin its ambitions.



Green Alliance's head of environment, Will Andrews Tipper, presented the Natural Infrastructure Scheme idea at our event 'Paying the price' in December 2017

**“A really good report. We must remind policy makers of the links between food production and sustainability. They are not an either/or.”**

Professor Tim Lang, Centre for Food Policy, City, University of London, commenting on *Setting the standard* (March 2018)

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## MORE SUSTAINABLE FOOD PRODUCTION

Our Food and Nature Task Force, a major alliance between the food retailers Tesco, Sainsbury's, Nestlé and the Co-op, was founded in 2017 to stimulate collaboration and partnerships around more sustainable food production. The task force receives support and advice from Jonathan Hughes, CEO of Scottish Wildlife Trust and co-founder of the World Forum on Natural Capital, and David Fursdon, owner of Fursdon estate and chair of Beeswax Dyson Farming.

Our first piece of work for the task force was *Setting the standard* (March 2018), an analysis of how different Brexit scenarios could affect UK food prices, farming and the natural environment. It recommended that the government's new agricultural support scheme should give preference to sustainable food production, require good environmental reporting, invest in farm-based innovation and safeguard standards in trade deals. Our chief economist, Angela Francis, presented its conclusions to the Environment, Food and Rural Affairs Committee's evaluation of the economic impact on farming of the government's proposed new payment system, based on 'public money for public goods'. She also took part in a panel debate on BBC Radio Four's programme *Costing the Earth*, discussing the future of the countryside.

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# 4

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## POWERFUL ALLIANCES

# GREENER UK

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## CIRCULAR ECONOMY TASK FORCE



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## FOOD AND NATURE TASK FORCE



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## BUSINESS CIRCLE MEMBERS





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## ACES



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## NGO PARTNERS



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# 5

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## FUTURE PLANS



In May 2018 we published Green Alliance's new strategy for the next three years. Our overarching objectives are to work with all parties to achieve the best possible outcome for the environment from Brexit, at the same time as investing in the ideas and policy thinking needed to take the country forward successfully in the future.

It announced a new theme of work, Greening the Economy, under which we are showing that moving to a greener economy is not only good for the environment but also good for business, increasing competitiveness in global markets and providing high quality job opportunities. Our former Low Carbon Energy theme is now titled 'Low Carbon Future' reflecting the broader scope of our work on decarbonisation.

### Highlights of our plans for the coming year:

#### Political leadership

Continuing to co-ordinate the important work of Greener UK as Brexit progresses, we will secure the support of MPs and peers to make new environmental legislation as robust as possible, including establishing a new environmental watchdog with the resources, powers and independence to hold government to account.

We are working hard to raise domestic ambition in the new Environment Bill and in future agriculture and fisheries bills. We will work alongside other sectors calling for high standards, to demonstrate support by both businesses and civil society for high levels of environmental and consumer protection. Particularly, we are focusing on future trade deals as a means to drive up environmental standards worldwide.

With business leaders, technology providers and others we will continue to make the case for clean growth as the gold standard for economic leadership in the 21st century and, with our existing NGO partners, we will focus on making sure the government maintains its role as a climate leader, underscored by strong domestic action.

We will also nurture new relationships across parliament and beyond, extending our Climate Leadership Programme for MPs, and continuing to work with devolved levels of government, such as the metro mayors.

#### Greening the economy

In its first year, this new theme will centre on establishing our Tech Task Force, launched in the autumn of 2018. The task force, comprising a group of leading technology businesses and innovation bodies, is focused on finding ways to speed up the adoption of digital technologies that support low carbon and resource efficient growth.

#### Low carbon future

We are continuing to advocate for much higher government ambition on electric vehicles, building the case with the support of industry and NGO stakeholders.

Over the next year will look at the barriers to the growth of community energy projects and explore the most credible pathway to decarbonise the UK's heating systems. We will promote a cost effective approach to greater energy efficiency, so all housing can meet the government's target of being at least EPC band C by 2035 and show how a flexible, smart energy system is better for consumers and the economy

Throughout 2018 we are partnering with UKERC (the UK Energy Research Centre) on 'She is Sustainable – energy pioneers' an initiative to empower a group of early career women through

a series of events, helping them grow their influential networks, improve their awareness of opportunities and increase their exposure in the energy sector.

With the C40 network of global cities we are conducting a detailed analysis into the capacity major cities have to cut their emissions associated with consumption, an area of huge potential that has previously been ignored.

We are exploring the potential for land use decarbonisation, steered by an expert panel, chaired by our trustee Sir Graham Wynne.

### Resource stewardship

Under this theme we are continuing to press for policy solutions for the better use of resources throughout the economy and, in particular, to cut plastic pollution, focusing on the government's upcoming resources and waste strategy, expected at the end of 2018.

We are relaunching our Circular Economy Task Force with the ambition to create a more holistic approach to plastic production, consumption and end of life management. We will continue our ongoing collaboration with leading universities, examining the role of public attitudes towards resource efficiency.

Our experts will provide analysis and advice on opportunities to increase reuse and recycled materials in UK products, and build the case for improving industry's resource productivity to enhance UK competitiveness and low carbon leadership.

### Natural environment

In this area of work, we are providing new insights and proposals to help the government achieve its 25 year environment plan ambitions in a way that benefits everyone.

Involving a broad network of farmers and land managers, and leading thinkers in business, civil society and politics, we are providing a platform to debate issues around more sustainable land use, the role of technology and the contribution of land management to meeting climate targets.

We are adding our voice to the call for a new UK food policy, to underpin domestic environmental progress, and ensure future trade agreements do not undermine high UK standards.

This year we will expand our work with major supermarkets and food brands, under our Food and Nature Task Force, with a new project emphasising why a resilient food supply chain is necessary to support sustainable and productive farming systems in the UK.

With the National Trust and a group of water companies we are progressing with the development of our Natural Infrastructure Scheme demonstration project in Cumbria.

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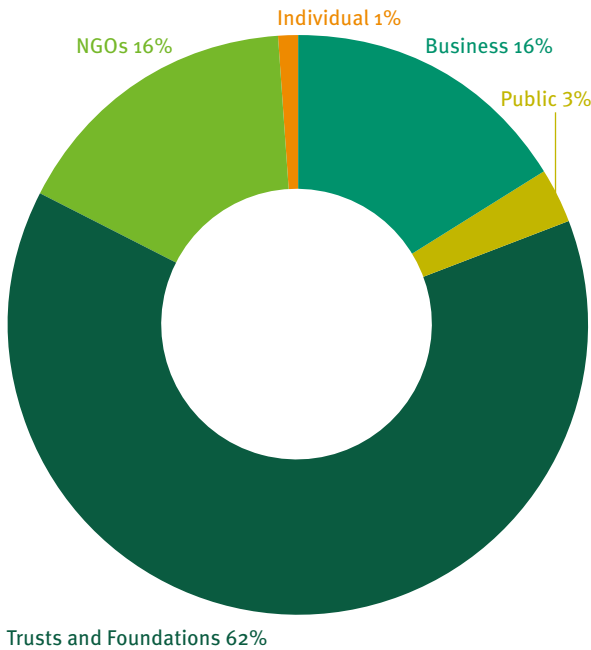
# 6

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## FINANCE AND FUNDRAISING REVIEW



## INCOME



## TREASURER'S REPORT

Last year we experienced significant growth in our Political Leadership theme's activity as a result of the UK's vote to leave the European Union. Political and economic uncertainty, and concerns around the UK's future and the impact on the environment, have not abated during the past 12 months. In response, we have increased our efforts to ensure that protections and regulations will be enshrined in UK law after we leave the EU.

Our concerns have clearly resonated with our supporters as we have more than doubled the financial support we received for Greener UK and other politically themed activity to £908,054 (£412k in 2016-17). This has included a distinct tranche of funding to work specifically on the EU (Withdrawal) Bill and on ensuring that there is commitment from government to a new Environment Act and green watchdog post-Brexit.

Our income grew by 32 per cent to £1,564k overall. Growth in our Political Leadership theme has been somewhat offset by greater difficulty in raising funds for policy research and analysis, especially for our Resource Stewardship and Low Carbon Energy themes, particularly from corporate funders. Income from business has dropped from 21 per cent to 16 per cent of total income over the past year, despite overall growth.


Income sources in the current year compared to the previous year:

	2017-18	2016-17
Business	16%	21%
Public	3%	3%
Trusts and foundations	62%	48%
NGOs	16%	27%
Individuals	1%	1%

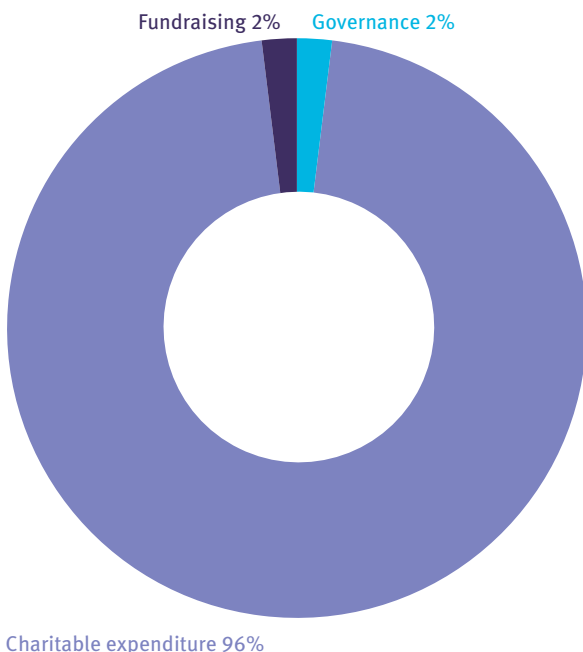
However, our Natural Environment theme attracted new funding for the Food and Nature Task Force, set up to investigate possible scenarios for UK food and farming once the Common Agricultural Policy no longer applies to the UK.

We continue to monitor the external landscape, and will ensure that our policy ideas and research remain relevant and contribute to the success of the UK after Brexit.

In line with increased income, our expenditure on charitable activity increased from £1,470k to £1,577k. However, expenditure exceeded income by £28k, as we made a £14k draw on reserves to make provision for a bad debt; the restricted fund also reduced by £14k to complete delivery of the ACES project for which we received funding in previous year.

  
Paul Lambert FCA  
Treasurer

## EXPENDITURE



## THE GREEN ALLIANCE TRUST EXTRACT OF THE STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2018

	2018 Restricted Funds £	2018 Unrestricted Funds £	2018 Total Funds £	2017 Total Funds £
<b>Income from:</b>				
Donations and legacies	-	76,790	76,790	107,337
Charitable activities				
Political Leadership	908,054	-	908,054	412,071
Resource Stewardship	40,552	92,236	132,788	306,049
Low Carbon Energy	225,636	-	225,636	300,932
Natural Environment	33,450	206,549	239,999	71,806
Investments		699	699	1,634
<b>Total income</b>	<b>1,207,692</b>	<b>376,274</b>	<b>1,583,966</b>	<b>1,199,829</b>
<b>Expenditure on:</b>				
Raising funds				
Fundraising		34,054	34,054	24,597
Charitable activities				
Political Leadership	797,503	33,267	830,770	557,272
Resource Stewardship	191,485	95,604	287,089	434,536
Low Carbon Energy	215,541	24,397	239,938	259,830
Natural Environment	17,065	202,991	220,056	218,586
<b>Total expenditure</b>	<b>1,221,594</b>	<b>390,313</b>	<b>1,611,907</b>	<b>1,494,821</b>
<b>Net income/(expenditure)</b>	<b>(13,902)</b>	<b>(14,039)</b>	<b>(27,941)</b>	<b>(294,992)</b>
Transfers between funds	3,396	(3,396)	-	-
<b>Reconciliation of funds</b>				
<b>Total funds brought forward</b>	<b>271,153</b>	<b>380,779</b>	<b>651,932</b>	<b>946,924</b>
<b>Total funds carried forward</b>	<b>260,647</b>	<b>363,344</b>	<b>623,991</b>	<b>651,932</b>

## THE GREEN ALLIANCE TRUST

### EXTRACT OF THE BALANCE SHEET AT 31 MARCH 2018

	2018		2017	
	£	£	£	£
<b>Fixed assets</b>				
Tangible fixed assets		11,775		18,379
<b>Current assets</b>				
Debtors and prepayments	300,260		255,091	
Cash	558,759		643,173	
		<b>859,019</b>	<b>898,264</b>	
<b>Creditors</b>				
Amounts falling due within one year	(246,803)		(264,711)	
Net current assets		612,216		633,553
<b>Total assets less current liabilities</b>		<b>623,991</b>		<b>651,932</b>
<b>Charity funds</b>				
Restricted funds		260,647		271,153
Unrestricted: funds		363,344		380,779
		<b>623,991</b>		<b>651,932</b>

The full trustees' annual report and accounts are available to view at [www.green-alliance.org.uk](http://www.green-alliance.org.uk)



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# THANKS

We are grateful to every organisation and individual who contributed to our work in 2017-18.

Funding was received from the following organisations:

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**£1,000 to £5,000**

BP  
Campaign for Better Transport  
ClientEarth  
Campaign to Protect Rural  
England  
E3G  
Friends of the Earth  
Heathrow  
Ørsted  
Scottish Power  
Shell  
Wildfowl and Wetlands Trust

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**£5,001-£10,000**

CAFOD  
Christian Aid  
Defra  
Scottish Government  
Southern Water  
United Utilities  
Wessex Water  
Woodland Trust  
WRAP

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**£10,001-£20,000**

Calouste Gulbenkian  
Foundation  
Co-op  
JMG Foundation  
Kingfisher  
Sainsbury's  
Tesco  
Viridor  
Wildlife Trusts

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**£20,001-£30,000**

Boots plc  
Greenpeace  
WWFUK

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**£30,001-£40,000**

Nestlé  
Samworth Foundation  
John Ellerman Foundation  
RSPB  
Schroder Foundation  
Waterloo Foundation

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**£40,001-£80,000**

C40 Cities

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**£100,001-£120,000**

Esmée Fairbairn Foundation  
National Trust

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**£180,001-£200,000**

European Climate Foundation

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**£400,001-£450,000**

Children's Investment Fund  
Foundation

Our individual members include those active in our network, eminent professionals in the fields of environment, business and government, or those distinguished in their careers in other spheres who wish to support our work.

Annual membership: £40

Donor members regularly contribute above this amount.

Life membership: £500

We gratefully received a generous donation of £10,000 from a Green Alliance member in the year.

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Registered at the above address

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