

Annual report and summary financial statements

2021

2022

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Sir Graham Wynne Chair



“We secured new protections and oversight for nature, air, water and waste.”

This was a year of both national and global landmark moments for the environment, with the government passing its first major environmental legislation for 20 years, and the UK hosting the long awaited COP26 climate summit, bringing together the world’s nations in Glasgow. I am proud that, in both cases, Green Alliance played an important role.

It was our work steering the Greener UK coalition of leading green organisations post-Brexit that first proposed, and then helped to shape, the Environment Act. This included the establishment of a new environmental watchdog, the Office for Environmental Protection. The twists and turns of the process were such that we could never feel confident of the outcome, with the pandemic adding complexity and doubt. But, after more than three years of painstaking, detailed work and intense advocacy, a positive result was finally achieved in November 2021. Despite flaws in the legislation, we secured new protections and oversight for nature, air, water and waste. This is an enormous achievement which could not have been delivered without unprecedented co-operation – at both strategic and detailed levels – amongst a large number of organisations. It leaves our sector stronger and demonstrates the power of sophisticated collaboration. Much remains to be secured through secondary legislation, but we have a solid foundation to work from.

The COP26 UN climate summit in Glasgow was first scheduled for late 2020, and Green Alliance hosted a high profile conference early that year to build expectations and promote ambition across sectors. The delay caused by the pandemic risked loss of momentum and focus, and we worked assiduously to keep the spotlight on critical issues and ensure that ambitions remained high. We took a team to Glasgow, the first time we have attended a climate summit, and provided political commentary throughout. Whatever its shortcomings, COP26 delivered a raft of powerful commitments, not least on coal and forests. Green Alliance now looks to the government to continue to lead the climate agenda by delivering fully on both its domestic and international promises.

Towards the end of the year covered by this report, the cost of living crisis started to bite in earnest. We believe that accelerating the green economy, with the efficiencies, good jobs, lower energy bills, better homes and transport benefits it offers, is the most secure way out of the crisis long term. Since February 2022, we have been making this case strongly, gathering allies and working across all our themes to promote solutions underpinned by solid evidence.

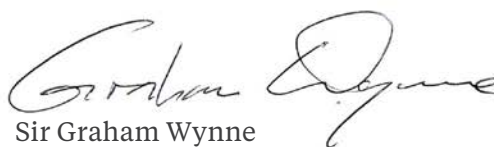
“Increased capacity will allow us to do more of what we do well at this incredibly challenging time.”

We built good relations with Boris Johnson’s government and, whatever our reservations, he provided leadership on climate change and the natural environment. We will be doing all we can to convince the new administration of the need for positive action on the environment, for the sake of the planet but also for the many advantages it will give to Britain.

I am delighted to say that our team has grown significantly this year. We are very clear on our goals, as set out in our recent strategy, and the increased capacity will allow us to do more of what we do well at this incredibly challenging time.

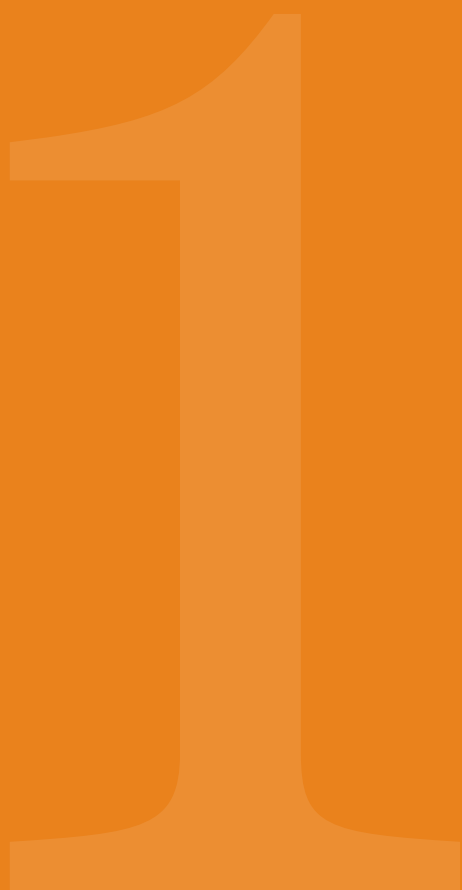
One thing committed to wholeheartedly in our strategy is tackling the lack of diversity, both within our organisation and the sector we are part of. We conducted an equity, diversity and inclusion audit during the year, using external consultants. The report was uncomfortable reading in parts for all of us, but the openness and enthusiasm of our staff and board to bring about rapid change is exciting. I am confident that we will emerge from this process as a better organisation and that the impact on our work will be hugely positive.

I’d like to take this opportunity to thank our dedicated and skilled staff team for their unflagging efforts to advance the Green Alliance agenda, and my fellow trustees for the wise counsel and governance they provide.



Sir Graham Wynne
Chair of trustees

Our vision and strategy



Our vision

Our vision is for a green and prosperous UK for all.

We want a country where people and nature can thrive together. Where the economy is built on strong environmental principles to ensure long term wellbeing and a healthy environment. We believe that everyone, wherever they live, should have affordable, sustainable, high quality homes, food and transport, and access to green spaces.

The UK should be a place where nature's value is recognised and where a carbon neutral and zero waste economy enables green businesses to provide good jobs across the country. We want the country's scientific excellence, capacity for innovation and diplomatic talent to set the global standard for environmental protection.

We believe that ambitious political leadership is at the core of achieving this.

Our strategy 2021-24

“Green Alliance’s new strategy is timely. It directs the organisation’s considerable policy expertise and influence towards the need for rapid and real action on the climate and nature crises, and we strongly support its focus on a fair and just transition for society.”

Sufina Ahmad, director, John Ellerman Foundation

This was the first year of work under our new strategy 2021-24, published in June 2021. This states our aim to focus on turning secured cross parliamentary environmental commitments into action, through the economic recovery from the Covid-19 pandemic, the UK’s response to the nature and climate emergencies, and the post-Brexit legislative landscape.

It should be noted that, following the publication of this strategy, the impacts of the war in Ukraine, the cost of living crisis and major changes in the government have dominated the context in which Green Alliance works and presented additional challenges to maintaining existing political commitments on the environment.

Our objectives set under this strategy are to:

- 1. Turn UK political ambition on climate and nature into rapid action**
- 2. Promote effective solutions for a fair transition to a green economy**
- 3. Push the boundaries to find new answers to complex environmental problems**

Under our strategy, we have set the following priorities for our work themes over the next three years:

Political Leadership

- Informing and strengthening the growing network of environmental champions in parliament, including as secretariat of the All Party Parliamentary Group (APPG) for the Environment, leading open and robust debate across the political spectrum.
- Ensuring our policy recommendations on nature, resources and low carbon economic development are taken forward across all government departments.
- Working with civil society and businesses to present a united voice in pushing for greater ambition from government.
- Leading the Greener UK coalition's work on the Environment Bill: strengthening the new Office for Environmental Protection, environmental principles and a new framework for environmental improvement targets; ensuring new green governance regimes across the UK are effective, ambitious and well resourced; and advocating high environmental standards as a fundamental principle of all UK trade deals.

Greening the Economy

- Conducting research and advocacy to stimulate green renewal following the pandemic, including through infrastructure development, innovation and skills.
- Ensuring the Treasury's decisions align with the government's net zero and nature targets, and taxes and other incentives support the shift to a green economy.

Low Carbon Future

- Identifying what is needed to get the transport sector on track for net zero and make the most of the benefits of greener transport for the UK.
- Developing ideas to drive new investment in UK industry and the built environment to speed up the low carbon transition.
- Pressing for more powers and support for local action on climate change.

Resources

- Promoting a target to cut UK resource use by half by 2050 as an essential aim in tackling the climate and nature crises.
- Outlining effective policies with our Circular Economy Task Force that will accelerate the development of a resilient UK economy.
- Promoting action on consumption emissions to reduce the impacts of imported products.

Natural Environment

- Promoting solutions that reflect the complex interactions between agriculture, diet and land use and how these affect nature and the climate.
- Advocating new business models and economic change to reverse nature's decline.
- Proposing measures for the effective oversight of nature-based solutions to climate change.

Our values

We are optimists

We believe that a green and prosperous UK is achievable.

We are change makers

We are flexible and agile, focusing on where the power is, and on whatever we think will have the greatest impact.

We are collaborative

We are pluralists and believe that collaboration and seeking to understand others' viewpoints is the only way to make progress; this is reflected in how we operate both internally and externally.

We embrace complexity

We will never ignore the fact that environmental issues are inherently complex and inseparable from other important issues, including social impacts, and we do our best to address this in all our work.

We are inclusive

In all aspects of our work we seek to include, involve and listen to diverse voices and communities, as a necessary component of success.

Our 2021-22 highlights

After a long campaign with the Greener UK coalition, our push for comprehensive new environmental legislation post-Brexit led to the landmark Environment Act being passed in November 2021. This would not have happened without our work and we were proud to receive a Prospect Think Tank Award for this achievement.

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Ahead of the COP26 climate summit, we drew together influential voices and evidence, and successfully persuaded the government to raise its ambition and commit to an earlier 2035 target to decarbonise the UK's power system.

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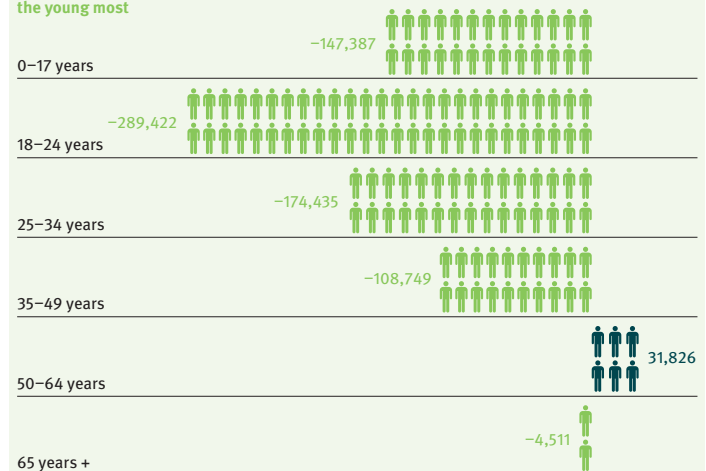
We hosted the first retreat for environmental NGO leaders for 16 years, to discuss how to strengthen the sector's collective impact.

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Our influential new evidence and analysis on the state of the green jobs market and workers' attitudes was used by the Treasury, the Department for Environment, Food and Rural Affairs and the Labour Party.

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Unemployment is affecting the young most



Our 2021 spending review response was directly referenced by the Treasury Committee in its questions on the budget in parliament.

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The government's *Net zero strategy*, published in October 2021, included a chapter on local climate action, reflecting our call for more expectations and support of local authorities' role on climate.

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In November 2021, we presented strong evidence for why a circular economy for critical materials is needed for resource security. When the government's critical minerals strategy was published it included our recommendation.

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We were the leading voice in calls which led to a government commitment to a new zero emissions vehicle mandate on car manufacturers from January 2024.

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The Climate Change Committee drew on our evidence on public attitudes to green taxes for its own work.

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It is the best type of green tax in that it already exists and can be easily applied by government.

North West England, suburban

Is that money going to be used appropriately? It needs to be invested into making things like solar panels and insulation accessible.

Wales, rural

When they said that families on low income might be the most impacted I was a bit more concerned.

South West England, urban



Influenced by our research into natural capital governance, the government committed to a land use framework that includes provision for nature protection under its new food strategy.

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Our first organisational audit of equity, diversity and inclusion is now influencing positive changes to our strategy and operations.

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Political leadership

Building expectations and ambitions for COP26

The UN COP26 climate summit was hosted by the UK in Glasgow in November 2021. Delayed by a year due to the pandemic, we worked hard to build momentum and maintain focus around this hugely significant moment for the world. We helped the UK environmental sector to co-ordinate strategy, bringing together senior policy and political representatives of leading green groups for weekly calls. We also convened meetings between NGO leaders and the COP26 President Alok Sharma. In monthly calls with Number 10 and Treasury officials, we used our four tests for COP26 as the basis for engagement. These were: progress on the 1.5°C Paris Agreement target for global warming; a credible UK net zero strategy; climate justice for poorer nations; and acknowledgement of the link between the nature and climate crises.

At party conference events in the autumn, we hosted speeches on UK aspirations for the summit by the shadow energy and climate secretary, Ed Miliband MP, and COP26 President Alok Sharma MP.

A team from Green Alliance attended COP26, the first time we have attended a global climate summit. We kept our network informed on developments with daily email briefings and we hosted three events: one with the Environment APPG and other APPGs on how parliamentary consensus can be strengthened to tackle climate change, another on resource security, supported by Suez, and one on transport decarbonisation. Our spokespeople provided ongoing media commentary on summit announcements, including on *Sky News* and *BBC News*.

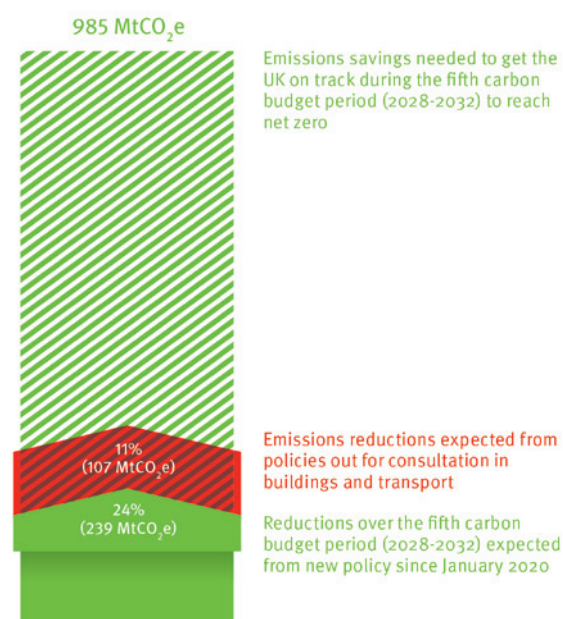
“Can I start by expressing my thanks to Green Alliance for hosting this event. You are a great organisation... informed and informative, intelligent and committed.”

Shadow Environment and Climate Change Secretary Rt Hon Ed Miliband MP, speaking at our event ‘Time to deliver’, October 2021

Keeping track of government climate progress

We have monitored and publicised government progress against its climate commitments since 2020 with our *Net zero policy tracker*. The April and September 2021 editions gave us a basis for ongoing commentary through the year on the UK’s ambitions, as the government prepared to release its net zero strategy and host COP26. Our April edition was referred to in a piece by the chair of the Environmental Audit Committee Phillip Dunne MP in *Times Red Box* and was highlighted by Shadow Climate and Energy Secretary Ed Miliband MP in parliament. We launched the autumn update at a parliamentary event attended by 30 MPs from six political parties. This was covered by BBC Radio 4’s *Today* programme, BBC News, *The Times* and *The Independent*. West Midlands Mayor Andy Street, Christian Wakeford MP and John McDonnell MP all wrote prominent media comment pieces based on our findings.

Shortfall in greenhouse gas emissions reductions



From *Net zero policy tracker: September 2021 update*

“The co-ordination role the Environment APPG played at, and since, COP26 has created a stronger foundation for collaboration across parliamentary groupings... it is helping to ensure... that urgent and ambitious action on climate is, and is seen to be, a mainstream, priority policy concern across all parties.”
Lynette Huntley, director, Peers for the Planet

Supporting MPs

Our Climate Leadership Programme informs MPs about the latest thinking on climate science and policy. This year we hosted an online roundtable, attended by 14 Conservative, Labour and SNP MPs, to discuss public opinion on climate change. Our events at both Labour and Conservative autumn 2021 party conferences involved panel discussions on home decarbonisation, a green recovery from the pandemic and how to create a low carbon steel industry.

The expansion of our politics team this year enabled us to increase parliamentary engagement and issue regular MP briefings, eg on the Climate Change Committee’s 2021 Progress Report, COP26 targets and the energy price crisis.

Since taking over the secretariat of the Environment All Party Parliamentary Group (APPG) in 2021, we have raised its profile and income, increasing its standing amongst MPs. We expanded the APPG’s events programme during the year, with senior political and expert speakers including Rt Hon Sajid Javid MP, Professor Partha Dasgupta, Anneliese Dodds MP, NFU president Minette Batters and COP26 President Alok Sharma.

In response to rising scepticism about the net zero target, among some MPs, the APPG organised a letter to *The Guardian*, demonstrating cross party support for the goal. It was significant that the chief secretary to the Treasury at the time, Simon Clarke, reaffirmed the Treasury’s support for net zero, at the Environment APPG’s ‘Greening the economy’ event in February 2022.

Cutting the cost of living with a green economy

With inflation rising and energy prices soaring, the cost of living had developed into a major crisis by early 2022. As the government considered how to protect vulnerable households in the short term, we produced a simple infographic report to demonstrate that many of the longer term answers to this crisis could be found in actions that also address climate change. We continue to advocate that greater efficiencies, better home insulation, greener transport, reducing food waste, cutting fuel demand and speeding up the development of cheaper renewable energy alternatives all make economic sense and will be better for society.

The average family with children throws away £700 worth of food each year



From *Cutting the cost of living with a green economy* (March 2022) (note, this data was correct at the time of publication)

Supporting the environment sector

In March 2022, we brought the chief executives of leading green groups together for a retreat over two days to explore how to improve and strengthen the sector’s collective impact, to ensure the climate and nature crises are addressed in this critical decade. The last time we hosted a similar awayday was in 2006.

Greener UK

As part of our Political Leadership work, we lead the Greener UK coalition, a collaboration of UK environmental organisations founded after the EU referendum to ensure strong environmental governance and regulation post-Brexit.

GREENER UK



“By co-ordinating NGO initiatives and integrating them with the concerns of parliamentarians, Greener UK helped to improve the Environment Bill in some key respects.”

Lord Anderson of Ipswich KBE KC

Working for strong UK environmental legislation

Greener UK campaigned for an Environment Act after first identifying the risk of an environmental governance gap in 2017. Having persuaded the government of the need for new legislation, Greener UK unit, based at Green Alliance, then tracked and scrutinised the Environment Bill’s progress closely, through many delays, maintaining media and parliamentarians’ attention on it. The coalition’s priority amendments and 17 briefings produced for the Lords stages of the Environment Bill during the year had a powerful impact.

Over a thousand days after the draft bill was published and 648 days since it was first introduced to parliament, the Environment Act gained Royal Assent in November 2021.

Greener UK’s prolonged campaign, supported by parliamentarians, resulted in many improvements to the legislation. For example, it now includes a legally binding targets framework covering nature, water, air and waste.

The Office for Environmental Protection (OEP), a watchdog Greener UK proposed, was created under the act and is able to launch investigations on its own initiative, enforce climate law and hold public authorities to account, as well as the government.

After the Environment Act was passed, Greener UK’s attention quickly turned to implementation and ensuring that the new institutions and policies promised were properly established.

As a result of the coalition’s work with Caroline Lucas MP and the Environmental Audit Committee, for instance, the government was persuaded to reverse a proposed watering down of long term funding commitments for the OEP, restoring funding promised to five years.

Raising concerns about trade

Greener UK has publicised the threat of weakened environmental standards from new trade deals, such as the UK-Australia trade deal, and it has played a central role in increasing parliamentary scrutiny of this issue.

The coalition wrote to the prime minister and the foreign secretary about the risks, which was reported in the *Financial Times*, *The Guardian* and *The Times*. These concerns were taken to select committee inquiries, the Trade and Agriculture Commission and the International Trade Committee. Along with WWF, Which?, Sustain, RSPCA and CIWF, we highlighted the lack of environmental and animal welfare safeguards in the deal, as well as the threat of low standard imported foods to important habitats and public health. Green Alliance's executive director, Shaun Spiers, who is also chair of Greener UK, is a member of the government's Strategic Trade Advisory Group. During the year, Greener UK also joined the Trade and Cooperation Agreement Domestic Advisory Group and Civil Society Forum as the only environmental representative.



"The right idea at the right time"



In February 2022, Green Alliance was awarded the Prospect Think Tank Award in the Climate, Energy and Environment category for our work steering the Greener UK coalition. The judges described our work as "the right idea at the right time, and well executed."



Head of Greener UK, Sarah Williams, receiving the Prospect Think Tank Award in February 2022

Sharing expertise

Statutory instruments (SIs) are the way the UK parliament has transposed EU law into UK law. The process had to be carried out relatively quickly after Brexit, with the risk of only light scrutiny and weakening of legislation. As the vast majority of EU laws to be transposed were environmental, Greener UK undertook an enormous task in monitoring this process. A hub of Greener UK experts from coalition member organisations published briefings on the main issues and trends identified in Defra's EU exit SIs programme and on how to influence the process. This compilation of over two years' analysis and experience will be an invaluable ongoing resource for the environment sector in future.

Greening the Economy

Making the case for good green jobs

We carried out a deep exploration of green jobs and skills, commissioning external consultants to carry out research and a survey. We reported on this analysis from a number of different perspectives.

We started with the research by Public First for Green Alliance, involving ten focus groups, to find out what prospective job applicants think about green jobs. Its conclusions included that, while knowledge of the green economy was low, green jobs were appealing, but security and working conditions were a priority. We heard from Rachel Wolf of Public First and Mika Minio of the TUC at the report launch. A joint op-ed by our head of economy, Sam Alvis, and Rachel Wolf, was published by *The Times*, emphasising that green work must also be good work. Both the Treasury and the Labour Party said they found our analysis helpful.

We commissioned the consultancy WPI Economics to look into the economic benefits of investing in nature as part of the recovery. Their results were summarised in *Jobs for a green recovery* (May 2021), which found that the biggest opportunities for new nature sector jobs were in areas with the highest employment challenges, particularly in the so-called ‘red wall’ areas. The report was used by Defra in its spending review submission asking for new funds for nature restoration and job creation.

In *Levelling up through circular economy jobs* (August 2021), we demonstrated how the government could pursue a circular economy to reduce needless waste and, at the same time, create up to 450,000 jobs, many distributed across former industrial regions that need new job opportunities.

In January 2022, our policy insight *Closing the UK's green skills gap* identified where the gaps are likely to be and the interplay with levelling up. This was mentioned by MPs in a parliamentary debate on the Post-16 Skills and Education Bill.

Throughout the year, our work on jobs and skills received extensive media coverage, including in the *Daily Express*, *The Sun*, the *Yorkshire Post*, *CityAM*, *The Independent* and *The Guardian*. In April 2022, our executive director Shaun Spiers was invited to join the government's Green Jobs Delivery Group.



“The skills base within UK retrofitting is far lower than in Germany, for example. The impact of that is that when you get your loft insulated, it’s not done right.”

Mika Minio, energy economist, climate and industry, TUC, at our event ‘Do people want green jobs?’, June 2021

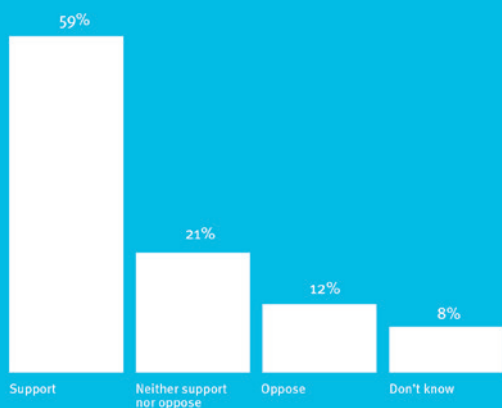
“Not only is this a good cause but it creates export opportunities and jobs, and you can have a better life and a better standard of living.”

Rachel Wolf, founding partner, Public First at our event ‘Do people want green jobs?’, June 2021

People want a greener tax system

Ahead of the launch of the Treasury's Net Zero Review, expected in spring 2021, we released initial findings of a survey we commissioned from BritainThinks showing overwhelming support for greener taxes. Our report *The green light for change* (April 2021) generated positive discussion amongst economic and government experts on Twitter, and it was featured in the *Financial Times*.

Q: To what extent do you support or oppose using the tax system to make environmentally damaging behaviours more expensive?



From *The green light for change* (April 2021)

Our subsequent report, *A greener tax system* (August 2021), outlined these findings in more detail and reported the results of the citizens' juries held by BritainThinks on what would make a tax system that rewarded environmentally beneficial behaviour and penalised pollution most acceptable to the public. Our message from this work, that there is widespread support for a greener tax system that is fair, effective and transparent, was covered in a *Daily Express* exclusive.

In September 2021, we published a set of principles for a green and fair tax system jointly with other NGOs and think tanks. The CCC drew on our evidence on public attitudes for its work.

Pushing for a green spending review

We co-ordinated environment groups' advocacy around the October 2021 spending review, pulling together joint public investment asks and helping to develop the political narrative. We engaged with Defra, BEIS and the Treasury around the review and our recommendations were adopted by BEIS and Defra in their internal submissions.

Our analysis of the review and its implications for meeting climate and nature targets featured in an exclusive for the *i* paper with commentary by Green Alliance's head of economy Sam Alvis. The Labour Party subsequently referenced this work, and it was used in the parliamentary debate and the Treasury Committee's oral questions on the budget.

"Right now, the fiscally responsible thing to do is to drive private sector innovation on net zero through significant public sector investment."

Sam Alvis, Green Alliance's head of economy, writing in the *i*, 28 October 2021

Low Carbon Future

The future of transport

Almost a third of the UK's carbon emissions came from transport in 2019. It is the UK's most polluting sector but has been one of the slowest to act on climate, with emissions unchanged since 1990.

In spring 2021 we advocated for the government's expected transport decarbonisation plan to be ambitious and comprehensive. The day after it was launched, in July 2021, we hosted an online event, providing an opportunity to question the transport decarbonisation minister Rachel Maclean MP.

Responding to the plan, our then head of climate policy, Caterina Brandmayr, called for more concrete government support, including a zero emissions vehicle mandate for manufacturers to sell clean vehicles and interim targets to speed up transport emissions reductions. She emphasised the important role of the Treasury in ensuring that clean transport is the default option for people and businesses.

Our event at the COP26 climate summit with leading industry and civil service voices discussed barriers to transport decarbonisation in the UK. Green Alliance's Helena Bennett, appeared on Sky News to discuss new government transport commitments, announced at the summit.

“This will improve our lives through travel...it's not about stopping people doing things, it's about doing the same things differently.”

Transport Minister Rachel McClean MP, speaking about the government's transport decarbonisation plan at our event 'Can the UK get transport on the road to net zero?', July 2021

Zero emission vehicles

As a leading voice calling for a zero emissions vehicle (ZEV) mandate, we aimed to build parliamentary and business momentum to support it. Our report *Accelerating the electric vehicle revolution* (May 2021) gave the three reasons why it was needed: to stimulate the market and satisfy rising consumer demand, to send a clear public message about market direction and to futureproof the UK's automotive sector. We were delighted that, in October 2021, the Department for Transport (DfT) stated that vehicle manufacturers would be required to produce a specified level of zero emission cars and vans from January 2024.



Photo by Ernest Olej on Unsplash

“A ZEV mandate would encourage producers to advertise battery electric vehicles to ensure sales targets were met.”

From *Accelerating the electric vehicle revolution*, May 2021

Bringing forward UK power decarbonisation

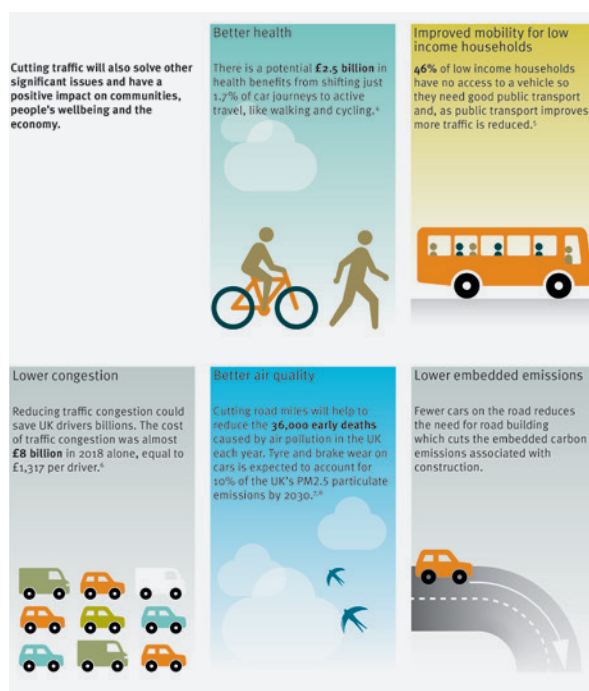


Photo by André Mendonça on Unsplash

In early 2021 we pressed for government commitment to full decarbonisation of the power sector by 2035, which would bring the target date forward by 15 years. Our evidence made it clear that, without this, net zero would be impossible to reach. We wanted the government to use its presidency of the COP26 climate summit to show global leadership and put UK ambitions a long way ahead those of the EU. A Sky News exclusive in September 2021 reported on a letter we co-ordinated on behalf of 14 major businesses, calling for the move, especially in the light of the growing gas crisis. Following our advocacy, Prime Minister Boris Johnson and Business and Energy Secretary Kwasi Kwarteng jointly announced, in October 2021, that the government would decarbonise the UK's electricity system by 2035.

The need for traffic reduction

Making the switch to zero emission vehicles will not be enough on its own to bring down transport's carbon emissions. In *Not going the extra mile* (December 2021) we made the case for reducing car use in favour of different modes of transport. We showed that this is necessary, not only for climate reasons but also because it has significant health, economic and social benefits. Alongside this report, we published research into the impact of switching parking spaces for trees which our policy analyst Zoe Avison discussed on Times Radio's Matt Chorley show.



Empowering local leaders

A continuing focus of our work is the need for more local powers to act on climate change. This year we helped the Blueprint Coalition, a group of environment, local government and academics, to run a series of private workshops for civil servants around how to empower local authorities on climate action.

We gave evidence to the Housing, Communities and Local Government Select Committee and published a paper jointly with the Blueprint Coalition on the importance of recognising local authorities in the government's net zero strategy. This was launched at an event with local government minister Eddie Hughes MP.

When the net zero strategy was released, in October 2021, it included a chapter on 'Local climate action', highlighting expectations on and support for local authorities and councils around the climate crisis. While this has created a much needed basis for dialogue, pooled funding pots and better links between transport planning and climate, it has not addressed the fundamental problem of limited resources, especially for those councils which are less advanced in their climate planning.

Informing MPs about options for clean steel

Heavy industry is a challenging sector often overlooked by climate policy. We aim to bring more attention to the fact that modernising industry with actions to cut carbon emissions aligns with other government aims, like skills development and levelling up.

We worked with public affairs consultants Hanbury Strategy to promote clean steelmaking, including a carbon reduction target for the sector and more investment in new hydrogen production methods, an area where the EU is rapidly taking the lead. We gave evidence to the BEIS select committee and held information webinars for NGOs and academics. Our roundtable for MPs helped to raise the awareness about appropriate uses of hydrogen and the need for greater scrutiny of government policy in this area.

The last drop

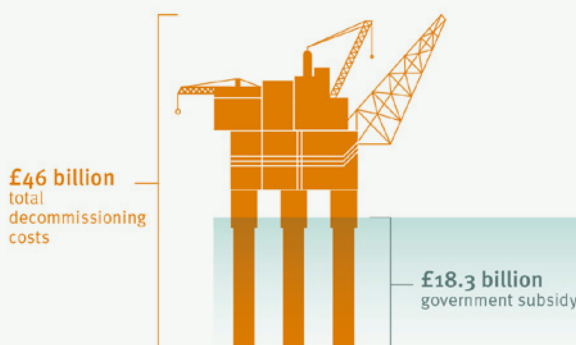
At a point when there was intense national debate around how to solve the energy price crisis, we published *The last drop* (February 2022) showing that it would be uneconomic to promote new North Sea oil and gas extraction. We used the analysis to engage with MPs, government officials and special advisers, and it was widely covered in the media.

“It is likely that North Sea oil and gas production will become a significant annual expenditure for the government, rather than a source of income.”

From *The last drop*
(February 2022)

Forty per cent of the cost of decommissioning oil and gas infrastructure in the North Sea will be paid by taxpayers

Total cost of decommissioning UK North Sea oil and gas infrastructure, 2022-2066



Infographic from *The last drop* (February 2022)

Resources

Resource efficiency as an environmental solution

We want to increase understanding of the strong correlation between resource use, climate change and other environmental impacts. We believe resource efficiency is the missing climate policy. In 2021-22, we provided insights to government consultations, and liaised closely with politicians, civil servants and government advisers on resources policy, which led to significant progress, with multiple departments keen to discuss the links between resources policy and the net zero strategy.

Also this year, we pressed Defra to maintain its ambitions around waste prevention, contributing to waste reform consultations and making the case for ambitious resource efficiency targets. When Defra deferred a resource productivity target and its proposed waste target failed to live up to the standards set in the new Environment Act, we worked with other environment and business groups to present a coherent response. We communicated our view to the Office for Environmental Protection, as part of its wider assessment of targets. The Climate Change Committee (CCC) also echoed our concerns in its 2022 progress report to parliament. This is still an area we are watching closely, as the government may not develop a much needed target to tackle resource use and has already backtracked on resource related provisions, previously thought to be secure in the Environment Act.

Opposing chemicals deregulation

Worried by the suggestion from industry that it is too expensive for companies to provide full safety data on chemicals under the UK's new chemicals regulatory regime, we worked with CHEM Trust on a letter to ministers, urging them to resist weakening important environmental and health protections. The secretary of state announced a delay to chemical registration and we are continuing to focus on ensuring that any new system upholds strong environmental and health protections.



“A resource productivity target is needed as soon as possible to drive investment and aid the transformation of business models towards greater resource efficiency.”

From a joint letter sent to the Secretary of State for the Department for Environment, Food and Rural Affairs, Rt Hon George Eustice MP, from Greener UK, Aldersgate Group, the Broadway Initiative and Wildlife and Countryside Link, 26 June 2021

Influencing critical minerals strategy

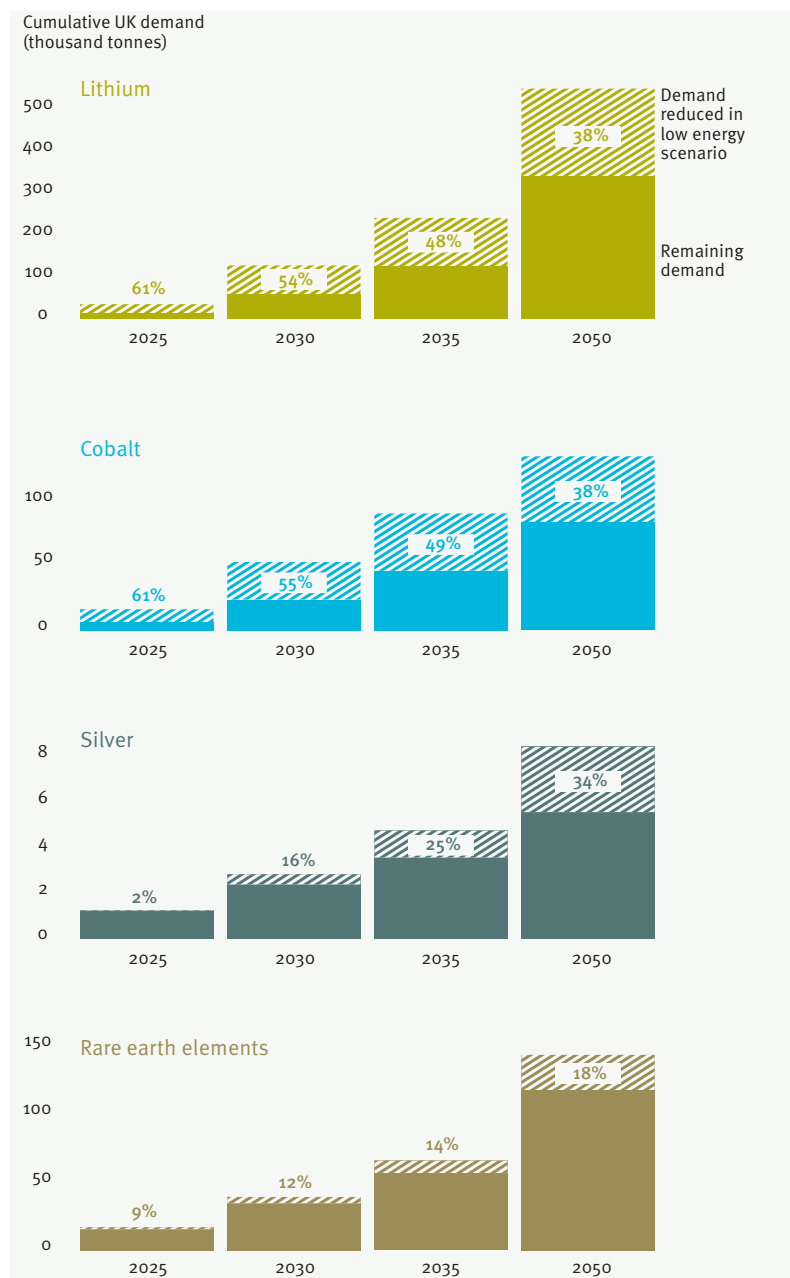
Critical minerals, like lithium, are used for a wide range of devices and applications, including in the green technologies needed for the future. But there are major issues around extraction impacts, fairness of global availability and waste.

As a new critical minerals strategy was expected from the government in 2021-22, we advocated for it to reflect circular economy considerations and not only focus on issues around mining.

In *Critical point* (November 2021), produced for our Circular Economy Task Force, we called for demand reduction and circular economy measures to be right at the heart of the strategy. This was discussed at an event we hosted, with Suez, on resource security at the COP26 climate conference. We subsequently promoted the report's recommendations to ministers and the expert committee overseeing the strategy's development.

Green Alliance facilitated a joint letter from NGOs, pressing for the committee to represent a range of environmental, social and governance expertise. When it was formed, we were pleased that the committee included wider representation.

When the critical minerals strategy was finally published in the summer of 2022, under the title *Resilience for the future*, it contained an important line clearly reflecting our influence. It states that the UK must "Make better use of what we have by accelerating a circular economy of critical minerals in the UK – increasing recovery, reuse and recycling rates and resource efficiency, to alleviate pressure on primary supply." We continue to press the government to pursue the lowest risk option of reducing energy demand, which will sharply reduce the amount of critical raw materials needed.



From *Critical point: securing the raw materials needed for the UK's green transition* (November 2021)

Natural environment

The potential of carbon farming

At the January 2022 Oxford Farming Conference, we presented our analysis on the potential to create new markets for on-farm carbon storage measures, and the implications that might have for UK farmers. We published two reports, in collaboration with the WWF-Tesco partnership, Savills and the Oxford Farming Conference.

In one report, *Natural capital: the battle for control*, we recommended new measures to steer natural capital markets in a better direction for people and the environment, including repeating our recommendation, first made in 2020, for a new Office for Carbon Removal, to raise confidence in the market. This was the subject of a stakeholder roundtable, held in May 2021, with businesses, trade bodies, researchers and NGOs, which stimulated us to do further study around the governance of new greenhouse gas removals.

In the accompanying report, *The opportunities of agri-carbon markets*, we collaborated with academics specialising in carbon sequestration to review the scientific evidence around the options for working farms. This looked at the practical challenges of achieving a credible, sustainable agri-carbon market. Among our recommendations, we advocated a new UK Farm Soil Carbon Code to ensure accurate carbon measurement and storage, and new rules around offsetting, to protect farmers and minimise unintended negative climate impacts.

These findings received an excellent reception. They were the subject of a feature on BBC Radio 4's Farming Today, lively debate at the Oxford Farming Conference and we discussed them with Defra officials. The government has since committed to our recommendation for a new land use framework in its food strategy.



Photo by Iliya Vestic on Unsplash

From *The opportunities of agri-carbon markets: policy and practice* (January 2022)

“If done badly, carbon offsetting could be counter-productive. We need strong standards so we know carbon credits from the agriculture sector are accurately measured, genuinely additional and the carbon remains stored in the long term.”
James Elliott, senior policy adviser, Green Alliance and co-author of *The opportunities of agri-carbon markets*, January 2022

Providing a platform for thinkers on environmental policy and politics



“People tend to think of the food system as sort of a third or fourth order problem in the modern world. ...actually, it is the single largest cause of natural destruction, biodiversity loss, habitat loss, water pollution, the loss of aquatic life, nitrification and so on. It is, along with energy, one of the two largest causes of climate change.”

The National Food Strategy: an interview with Henry Dimbleby, July 2021

“There is momentum around reuse at the moment...it’s very difficult to understand why the government isn’t doing more.”

Beyond plastic: the politics of packaging, with Paula Chin, senior policy advisor, WWF-UK, August 2021

“The costs of inaction are much greater over a much longer period of time and to be honest, the challenges are mostly political rather than economic.”

An interview with the chair of the Parliamentary Renewable and Sustainable Energy Group, Bim Afolami MP, October 2021

“We’ve inherited economies that are predicated on the idea that we succeed by growing endlessly and I think we need to move on, because health lies in balance.”

Doughnut economics: an interview with the economist Kate Raworth, May 2021



Inside Track

A blog on environmental policy and politics, hosted by Green Alliance

How to get from a cottage industry to a million heat pumps a year (April 2021)

“Heat pumps...will help drive down costs, support good quality jobs in the industry across the country, ensure green growth, and reduce UK reliance on energy imports.”

Jan Rosenow, Regulatory Assistance Project, Pedro Guertler, E3G, and Richard Lowes, Exeter University

It is momentous that we finally have an Environment Act, so what now? (November 2021)

“We have come a long way. At the start of this journey, the government was contesting whether there would even be an environmental governance gap after we left the EU.”

Ruth Chambers, senior fellow, Green Alliance

Toxic air is an equality issue that can't be ignored any more (April 2021)

“Dirty air isn't inevitable. It is time to finally start taking this crisis seriously, so those people who are being affected disproportionately by it every day do not have to suffer any longer.”

Nyeleti Brauer-Maxaia, co-founder of Choked Up

“Was COP26 a success?” is the wrong question (November 2021)

“No, it has not delivered a 1.5°C world. No, it has not done enough to finance a just transition for the poorest. Yes, it is too weak on fossil fuels. But it has moved the dial a long way.”

Green Alliance's policy director, Dustin Benton

Knepp's planning dilemma reflects the national battle for nature (April 2021)

“...nature plays second fiddle when development raises its head, even as the government trumpets its own targets to tackle the environmental and climate crisis.”

Isabella Tree, conservationist and author

Greener streets are a simple way to reduce growing health inequalities (December 2021)

“Slowing traffic and making streets safer and greener would improve the routes that children and their families from all communities use to get to and from school, shops and playgrounds.”

Zoe Banks Gross, sustainable neighbourhoods programme manager at the Knowle West Media Centre in Bristol

The new Sustainable Farming Incentive explained (October 2021)

“It's easy to forget how genuinely world leading what we're doing through the Environmental Land Management schemes is.”

Jonathan Baker, deputy director for programme policy, engagement and strategy, Defra

Political leadership

Energy efficiency strategy

Green Alliance is advising on political strategy for Warm this Winter, a campaign led by anti-poverty and environmental organisations calling for government action to make energy bills affordable for everyone.

NGO co-ordination

We are working with Wildlife and Countryside Link, The Climate Coalition and our other NGO partners to strengthen strategic collaboration over the next year.

Parliamentary engagement

We are further expanding the Environment APPG's work with major events involving senior politicians and informing MPs, eg on the UN biodiversity summit COP15, aviation and consumption emissions and we are organising visits around the country for MPs to sites relevant to the net zero economic transition.

Greener UK

The final phase of the Greener UK coalition's work will ensure that the new environmental governance system is firmly established to deliver environmental improvements, and that any regression on key aspects is identified and resisted.

Greening the economy

Sustainable finance

We are working to build a small but influential parliamentary caucus to help shape government and Bank of England policy, and align the financial sector with the targets set under the Paris climate agreement.

Net zero innovation

In a joint project with the innovation agency Nesta we are focusing on net zero, productivity and the cost of living, with recommendations around exploiting the potential of the green economy to stimulate growth.

Inequality and the low carbon transition

We will produce a special report into the 'squeezed middle', ie those on lower-middle incomes, and how to design a green economic transition that provides greater financial security.

A roadmap to a greener tax system

The Treasury needs to outline how the tax system will help to deliver net zero and other environmental goals. We will produce a policy briefing showing that strategic direction will mobilise public finance, address fiscal black holes and enable behaviour change.

Low Carbon Future

Power

Following our 2021 success in bringing forward the UK power decarbonisation target to 2035, we are exploring how a decarbonised power sector should be designed, and convening other NGOs around protecting the target and the new energy bill.

Industry

Continuing our work on clean steel, we will analyse how to accelerate lower carbon production methods and the efficient use of steel. We will also research decarbonisation of the chemicals sector.

Transport

We will make recommendations on the development of sustainable aviation fuel (SAF) to speed up emissions reductions in the airline sector, create jobs and support the growth of new green industries across the UK. We are also researching how the transport tax system should work for net zero.

Consumption emissions

We will advocate for the UK to reduce its climate impact by cutting consumption emissions, ie those associated with the production of goods and services, especially imports, pressing for the introduction of a clear reduction target and import standards.

Resources

Chemicals

In co-operation with a group of health and environment NGOs working on chemical regulations, we will engage with Defra on the new chemicals strategy and will continue to monitor the new UK REACH chemicals regulation system as it develops.

Circular business models

We will be carrying out an investigation, for our Circular Economy Task Force, on why more companies are not switching to circular business models, despite their potential to cut carbon, create jobs and boost profits.

Circular construction

The construction industry offers more potential to reduce emissions through resource efficiency than any other sector. Working with businesses, we will produce a vision for more sustainable, circular resource use in construction.

Natural Environment

Land use strategy

We will propose a model for the government's Land Use Framework, with higher ambition for meeting climate, nature and food goals, and assessment of different land use scenarios.

Community engagement

We are looking at how communities can be more involved in decisions about land use changes in their areas, such as tree planting and natural flood management, and share more of the benefits.

Greenhouse gas removals

Expanding on our proposal for an Office for Carbon Removal, we will explain why this new watchdog is needed and how exactly it could work. We will also research which greenhouse gas removal methods are best for reaching net zero.

“The professional environment sector is one of the least diverse in the UK and we are committed to changing that in both the way we operate and by exercising our influence within the sector.”

Our commitment to equity, diversity and inclusion (EDI) is embedded in our strategy for 2021-24, and in our values.

We acknowledge that the professional environment sector is one of the least diverse in the UK and we are committed to changing that in both the way we operate and by exercising our influence within the sector. Bringing about meaningful change is a slow process but we have made progress in the last year on the plans and commitments we have made.

We commissioned the Social Justice Collective and Impact Culture to undertake an audit of equity, diversity and inclusion at Green Alliance. Their report captured the experiences and feelings of our team in 2021 and highlighted areas where we need to take action, along with practical proposals for developing our policies, practices and culture. We conducted a second staff survey to collect demographic information and introduced an annual attitudinal survey to record the views of our team on EDI. These baseline measures will enable us to chart our progress over the coming years.

Staff took part in a learning and development programme building on the recommendations of our audit. We will provide opportunities for staff to reflect on this learning and will ensure that it is included in the induction of new members of the team. When setting work objectives for the year, everyone on our team has articulated how they will put our value of being inclusive into practice in their work.

We trialled a new recruitment platform which reduces bias for our graduate scheme and will evaluate it in autumn 2022 to see if it has enabled us to attract more diverse talent. We are reviewing our HR policies to ensure there is clarity, fairness and inclusion embedded in the way we treat each other at work.

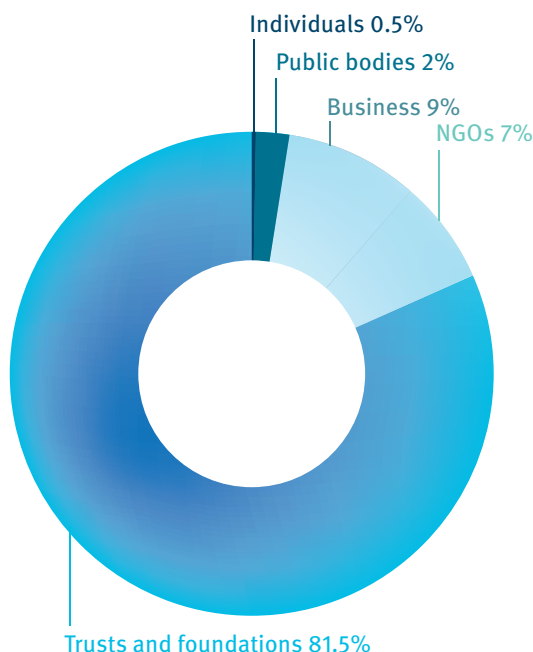
We are signed up to the Race Report and have been involved in Wildlife and Countryside Link's initiative to develop a route map on greater ethnic diversity in the environment sector. Our team is being proactive in exploring how our policy work can include more diverse voices and support the need for social justice, as evidenced in our work on the Warm this Winter campaign in 2022.

Plans for 2022 include appointing a consultant who will bring additional EDI expertise and support our staff team to develop a vision and longer term strategy. We will refresh the terms of reference and membership of our EDI working group and establish a regular rhythm of meetings and activities.

Finance and fundraising review



Income



The pandemic continued to affect working life, with restrictions in place at different times in the year, but our work continued at pace. We moved into our new office space in Millbank Tower in December 2021, which has excellent views of the river and of our neighbours in parliament. We have space to host small events, and we have put it to good use in our convening work. Staff at Green Alliance now work in a hybrid way that enables us to benefit from the best of home working and office life.

Green Alliance has grown considerably over the past three years. In 2020, we employed 24 people and this year our staff team grew to 32 in size (full time equivalents). Our income for the year ending March 2020 was £1.9 million, and for the year ending March 2022 grew to over £2.8 million. This was much higher than the original budget and reflects another very successful fundraising year. In particular, income for our Greening the Economy and Low Carbon Future themes was high, demonstrating that funders shared our ambitions for those areas of focus. At the beginning of 2022 we received a welcome unrestricted donation of £250k from the Montpelier Foundation towards our work.

Our income from corporate funders increased this year to £243k (from £100k) and from NGOs to £199k (from £172k). Trusts and foundations once again provided most of our income, at 81.5 per cent (82 per cent last year). Our sources of income are diverse, and we are not dependent on any one funder for more than 15 per cent of our income.

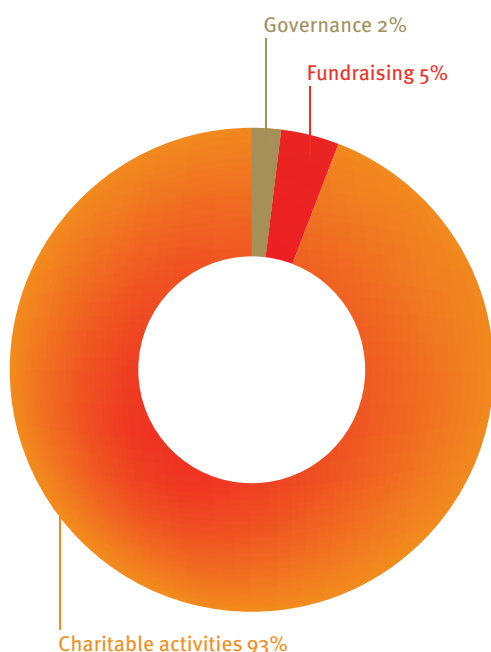
Expenditure for the year was £2.3 million (2021 £1.8 million), generating a surplus of £472k (2021: £397k surplus). This was made up of additions to the restricted fund of £264k to be spent on projects in 2022-23 and a contribution to the free reserves of £208k.

Reserves

The board had agreed that the level of unrestricted reserves required by March 2021 should be £450k, to maintain operations or windup projects as a result of loss of income, or failure to secure funds and to finance an office move later that year. Reserves were then expected to fall to £350k and were to be reviewed each year. A designated fund of £150k had been set aside for the move, but this has now been released due to our new office being in good condition and the lease lasting until at least 2024.

We undertook a detailed review of our funding model this year, to ensure that it stills works for the organisation in the light of our growth. It remains a strong model that is fit for purpose and the review revealed that we need to increase our full cost recovery rates for our future sustainability. A significant proportion of our income for 2022-23 had already been secured, and a budget has been set that sets a target of £300k in unrestricted reserves by March 2023. Our increased rates will enable us to build back reserves in the near future.

Expenditure



Total funds at the end 31 March 2022 (note 12 in the financial statements) were £1.71 million (2021: £1.24 million) comprising of £1.13 million restricted funds (2021: £785k) and £581k in unrestricted funds (2021: £457k).

The free reserves of the charity, being the general unrestricted fund, less the net book value of tangible fixed assets, at 31 March 2022, were £564k.

Investments

At the present time, the trustees' policy is to maintain all cash balances on deposit earning a market rate of interest. Green Alliance held no other shares or investments in the financial year.

Going concern

The board of trustees has confidence in Green Alliance's business model of closely aligning income and costs in an agile manner. Trustees have reviewed stress testing on different scenarios and have considered cash flow forecasts through to October 2023. Trustees believe that the organisation has the ability to manage any operational or financial risks and to respond in a dynamic way. On that basis, the board considers there is a reasonable expectation that Green Alliance will continue in operational existence in the foreseeable future.

For this reason, the board continues to adopt the going concern basis of accounting in the preparation of these financial statements.

Fundraising disclosure

Green Alliance does not employ any third parties to undertake fundraising activity on its behalf. Fundraising is led by the senior management team with support from the staff. The majority of Green Alliance's income is generated through trusts, foundations, NGOs and businesses.

We have a membership scheme for individuals, with over 300 members, who contribute to the organisation through a regular fee. We ask for new members' consent and preferred method of contact and respect the wishes of those who choose not to be contacted. We have not undertaken any fundraising activity involving direct mail or telephoning supporters. We did not receive any complaints about our fundraising activity in the year.

In line with 2016 fundraising regulations, we have written guidance for staff who are concerned about the fundraising practices of Green Alliance, to ensure that they are protected from discrimination in cases of whistleblowing.

Paul Lambert FCA
Hon treasurer

The Green Alliance Trust

Extract of the statement of financial activities for the year ended 31 March 2022 (incorporating the income and expenditure account)

| | 2022 Restricted funds | 2022 Unrestricted funds | 2022 Total funds | 2021 Total funds |
|---|-----------------------------|-------------------------------|------------------------|------------------------|
| | £ | £ | £ | £ |
| Income from: | | | | |
| Donations and legacies | — | 332,364 | 332,364 | 181,143 |
| Charitable activities | | | | |
| Political leadership | 535,635 | 75,000 | 610,635 | 819,236 |
| Greening the economy | 357,907 | 272,626 | 630,533 | 189,201 |
| Low carbon future | 745,262 | 63,499 | 808,761 | 564,703 |
| Resources | 74,920 | 107,039 | 181,959 | 277,575 |
| Natural environment | 150,280 | 39,199 | 189,479 | 177,203 |
| Investments | | 213 | 213 | 370 |
| Total income | 1,864,004 | 889,940 | 2,753,944 | 2,209,431 |
| Expenditure on: | | | | |
| Raising funds: | | | | |
| Fundraising | — | 109,850 | 109,850 | 112,803 |
| Charitable activities | | | | |
| Political leadership | 539,460 | 40,003 | 579,463 | 801,043 |
| Greening the economy | 197,476 | 190,170 | 387,646 | 43,469 |
| Low carbon future | 824,171 | 151,849 | 976,020 | 409,703 |
| Resources | 80,066 | 101,911 | 181,977 | 217,426 |
| Natural environment | 78,461 | 53,266 | 131,727 | 227,521 |
| Total expenditure | 1,719,634 | 647,049 | 2,366,683 | 1,811,965 |
| Net income and net movement in funds | 144,370 | 242,891 | 387,261 | 397,466 |
| Transfers between funds | 123,148 | (123,148) | — | — |
| Reconciliation of funds | | | | |
| Total funds brought forward | 784,501 | 456,731 | 1,241,232 | 843,766 |
| Total funds carried forward | 1,052,019 | 576,474 | 1,628,493 | 1,241,232 |

The Green Alliance Trust

Extract of the balance sheet at 31 March 2022 (company number: 03037633)

| | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|---|-----------|-----------|-----------|-----------|
| Fixed assets | | | | |
| Tangible fixed assets | | 16,933 | | 19,620 |
| Current assets | | | | |
| Debtors and prepayments | 906,039 | | 540,747 | |
| Cash | 1,357,972 | | 1,203,272 | |
| | 2,264,011 | | 1,744,019 | |
| Creditors: amounts falling due within one year | (652,451) | | (522,407) | |
| Net current assets | | 1,611,560 | | 1,221,612 |
| Total assets less current liabilities | | 1,628,493 | | 1,241,232 |
| Charity funds | | | | |
| Restricted funds | | 1,052,019 | | 784,501 |
| General unrestricted funds | | 576,474 | | 306,731 |
| Designated funds | | — | | 150,000 |
| | | 1,628,493 | | 1,241,232 |

The full financial statements were approved and authorised for issue by the trustees on the 10 October 2022 and signed on their behalf by



Chair



Hon treasurer

Partnerships

GREENER UK



Circular Economy Task Force



Business Circle



Thanks

We are grateful to every organisation and individual who contributed to our work in 2021-22.

For details about supporting Green Alliance as a funder, partner or member, please contact Jenny Baker, operations director, jbaker@green-alliance.org.uk

£1,000 - £5,000

CPRE
E3G
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Esmée Fairbairn Charitable Trust

£200,001 - £250,000

Montpelier Foundation

£250,001 - £300,000

Network for Social Change
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Samworth Foundation

£350,001 - £400,000

European Climate Foundation

Members

Thanks to our individual members who include environmental, business and government experts active in our network, and those in other spheres who support our work.

| | |
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| John Ashton | Christine Drury |
| Dr Robert Atkinson | Jane Durney |
| Janet Barber | Jack Easton |
| David Barker KC | Prof Paul Ekins |
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| Sean Birch | Brendan Gillespie |
| Dr Stephen Bolt | William Gillis |
| Anthony Bourne | Matthew Gorman |
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Green Alliance

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David Baldock

Craig Bennett

Rosemary Boot

Ben Caldecott

Rita Clifton CBE

Benet Northcote

Dame Fiona Reynolds DBE

Dhara Vyas
(from July 2022)

Senior management team

Shaun Spiers
Executive director

Belinda Gordon
Strategy director
(to September 2022)

Dustin Benton
Policy director
(on secondment until August 2021)

Jo Rogers
Operations director
(to January 2022)

Jenny Baker
Operations director
(from January 2022)

Roz Bulleid
Deputy policy director

Policy and politics team

Sarah Williams
Head of Greener UK unit

Chris Venables
Head of politics

Sam Alvis
Head of economy

Caterina Brandmayr
Head of climate policy
(to June 2022)

Libby Peake
Head of resources policy
(on maternity leave from September 21)

Susan Evans
Interim head of resources
policy (from September 21)

Gwen Buck
Senior policy adviser
(to January 2022)

James Elliott
Senior policy adviser

Helena Bennett
Senior policy adviser
(from April 2021)

Joe Tetlow
Senior political adviser
(from April 2021)

Ruth Chambers OBE
Senior fellow

Benjamin Halfpenny
Media and communications
manager, Greener UK
(to December 2021)

Philippa Borrowman
Policy adviser
(to September 2021)

Agathe de Canson
Policy adviser
(to April 2022)

Zoe Avison
Policy analyst

Heather Plumpton
Policy analyst
(from May 2021)

Robbie McPherson
APPG co-ordinator
(from June 2021)

Holly Rowden
Policy adviser
(from September 2021)

James Fotherby
Policy adviser
(from September 2021)

Stuart Dossett
Senior policy adviser
(from November 2021)

Verner Viinainen
Policy analyst
(from December 2021)

Zoe Toone
Policy analyst
(from February 2022)

Lydia Collas
Policy analyst
(from April 2022)

Johann Beckford
Policy adviser
(from April 2022)

Cameron Witten
Senior policy adviser
(from May 2022)

Florence Boyd
Political adviser
(from June 2022)

Development team

Karen Crane
Head of communications

Frieda Metternich
Programme and strategy
manager

Liz Potts
Office manager and EA to the
executive director

Olly Mount
Events and engagement
manager (to February 2022)

Siri McDonnell
Events and engagement
manager (from March 2022)

Marta Silva
Finance manager

Joe Dodd
Communications officer

Leslene Powell
HR and administration
officer

**Charlotte MacMenamin-
Walshe**
Funding and partnerships
officer (from May 2022)

Graduate scheme policy assistants

September 2020 to
September 2021

Aradhna Tandon

Holly Rowden

James Fotherby

Tom Booker

Ryan Leung
(to April 2021)

September 2021 to
September 2022

Sophie O'Connell

Sophia Greacen

Jessica Kleczka
(to June 2022)

Joseph Evans
(to June 2022)

Company registered number
03037633

Charity registered number
1045395

Registered Office
Green Alliance, 18th Floor,
Millbank Tower, 21-24
Millbank, London, SW1P 4QP

Secretary
Jenny Baker
Operations director

Auditors
Buzzacott LLP, 130 Wood
Street, London, EC2V 6DL

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

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

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

