FORSTER COMMUNICATIONS

IMPACT REPORT

2025-26

Certified B Corporation

SME Climate Hub COMMITTED 2026

Business Declares

RACE TO ZERO

CLEAN CREATIVES APPROVED

We are a Living Wage Employer

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

TISFD TASKFORCE ON INEQUALITY and SOCIAL-RELATED FINANCIAL DISCLOSURES

CONTENTS

OUR PURPOSE: TO HARNESS THE POWER OF COMMUNICATIONS TO PROTECT AND IMPROVE LIVES

OUR VALUES: CURIOUS MINDS
COLLABORATIVE ATTITUDES
PIONEERING ACTIONS

INDUSTRY RECOGNITION

FOREWORD

In 2026 we mark 30 years of Forster Communications using the power of communications to protect and improve lives. We were committed to reporting from the start, and it has been fascinating to look back to our early impact reports. While some of the metrics tracked have undoubtedly changed (and it is interesting to note that we started tracking our carbon emissions in 2005), our commitment to transparency and learning has remained consistent throughout.

And learning is key. Amid economic uncertainty, geopolitical change and shifting expectations around sustainability, adaptation is critical if we are to help social and environmental action to continue. The messages and methods used for communications must constantly evolve while the underlying need to create meaningful value for people and planet remains the same.

This report marks the conclusion of our three-year Taking it Personally plan. We set ourselves ambitious goals, knowing they would not all be easy to achieve. While we are proud of the progress made, we are open about the challenges that remain. In some cases, data was unavailable for us to use, in others the expected reporting standards are still developing and, across all sectors, delays or backtracking in global policy decision-making since 2023 have undoubtedly slowed take up of new initiatives across our value chain. Systems change is rarely a linear process and, as always, these challenges need to become opportunities to develop. We are looking carefully at our priorities for the years ahead.

A major step forward for us this year was the creation of our first Integrated Profit and Loss (IPL) account, developed through our partnership with the Capitals Coalition. This has helped us better understand our impacts across human, social, produced and natural capital, while highlighting where we can go further. It reinforced that many of our greatest impacts are at a human, individual level and often without a tangible number associated; from supporting individuals in our team through specific life events, to scaling behaviour change with our community partner Practical Action and sharing our experiences with other purpose-led SMEs and across the not-for-profit sector. It is a reminder that the daily actions we take can make a positive difference.

As we celebrate 30 years in business, we look forward with optimism and determination. There's much to do and effective communications remains core to protecting and improving lives. As our founder Jilly Forster said in our 2006 impact report: "At Forster, we try to maximise our positive impact on society and the environment – and minimise our negative impact – every day. For us, this is fundamental. We believe that every business, regardless of size, can be a powerful changemaker which combines real social benefit with commercial success."

From company to individual, and in partnership with all our clients, suppliers, partners and friends, we will continue to focus on how to make every action count.

A L Powell-Smith

Amanda Powell-Smith, Chief Executive,
Forster Communications

OUR YEAR IN NUMBERS

BEST BITS

+£3.53M

Our IPL showed a positive impact and a quantified value of £3,532,936.35

30 YEARS

of being in business to drive positive change

1ST TIME

a male member of the team has benefited from our family leave policy

61.97

average hours of training per person

11%

increase in ethnic diversity of our team

29%

increase in active minutes per person

17%

increase in business sector clients paying a real Living Wage

10%

reduction in scope 1, 2 and 3 CO_2 emissions

34%

increase in suppliers who are members of Living Wage Campaign

CHALLENGES

31%

reduction in clients with verified SBTis in place

30%

reduction in NGO clients with Living Wage commitments

11%

increase in home working CO_2 emissions per person

CREATING OUR INTEGRATED PROFIT AND LOSS ACCOUNT

As part of our ambition within the Taking It Personally plan, we set ourselves the goal to understand the total impact we make by creating an Integrated Profit and Loss account (IPL) by 2026. We joined a pilot programme run by the Capitals Coalition, a global NGO redefining value to transform decision making. This process involved mapping all of our positive and negative impacts across each of the four capitals.

HUMAN CAPITAL

The knowledge, skills, competencies and attributes embodied in individuals that contribute to improved performance and wellbeing within and beyond the organisation.

PRODUCED CAPITAL

The human-made goods and financial assets that are used and generated by an organisation to produce goods and services consumed by society.

SOCIAL CAPITAL

The networks, together with shared norms, values and understanding, that facilitate cooperation within and beyond the organisation.

NATURAL CAPITAL

The stock of renewable and non-renewable natural resources (plants, animals, air, soils, minerals) the organisation uses to yield a flow of benefits.

As the project progressed, we mapped the goals set out in Taking it Personally against the four capitals and structured our reporting accordingly.

"The Framework for Integrated Decision-Making aims to help organisations of all sizes integrate the value of nature, people and society into their decision-making processes, and importantly, do so transparently and with confidence. By doing so, we believe that organisations will be better equipped to adapt to the ongoing polycrisis of biodiversity loss, climate change and social inequality, making decisions that are not only financially sound but also regenerative, inclusive and resilient.

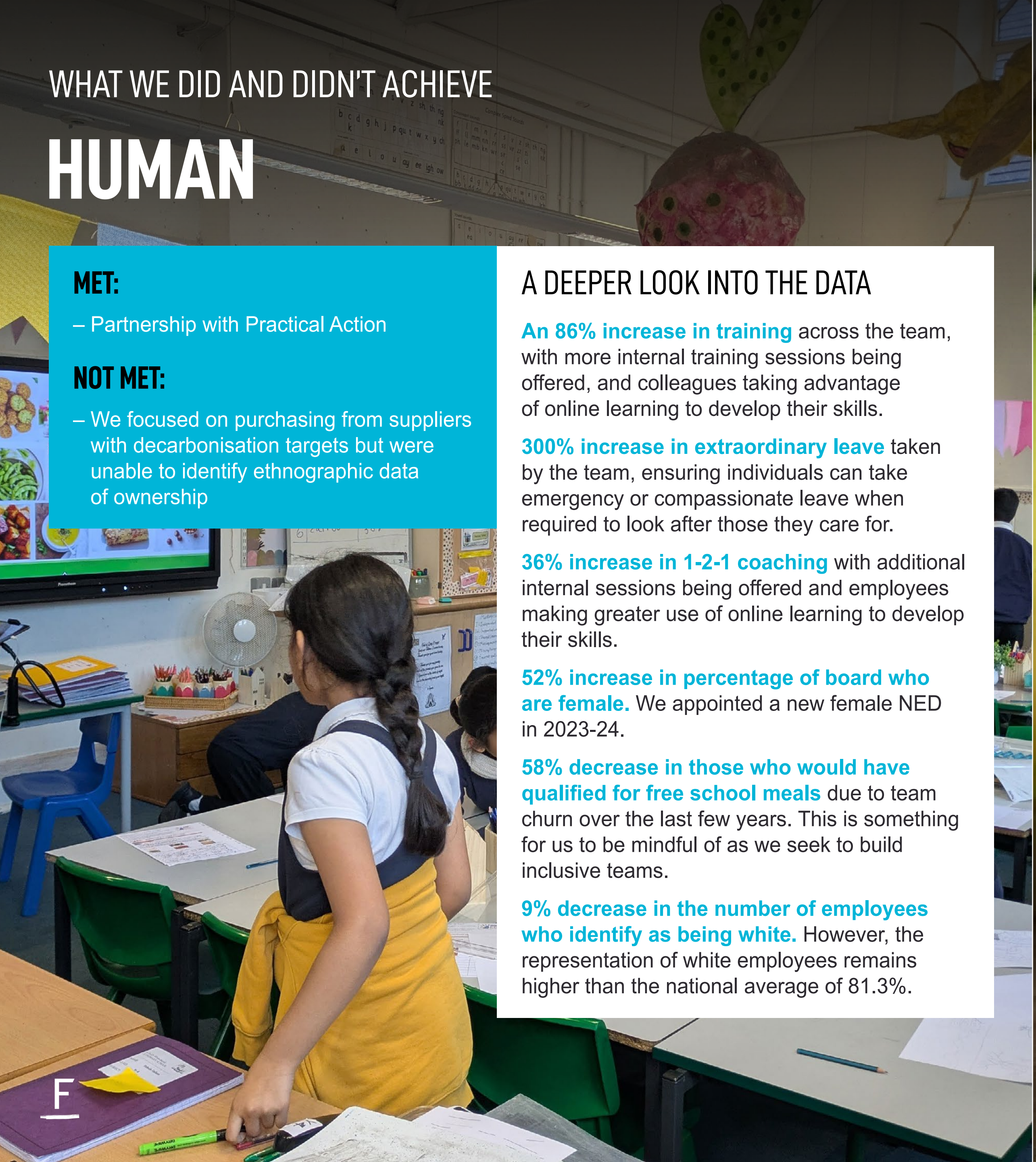
Graeme Nicholls, Technical Manager,
Capitals Coalition

CAPITALS COALITION

OUR GOALS 2023–26: A REMINDER

Read our climate action plan: Taking it Personally

HUMAN	PRODUCED	SOCIAL	NATURAL
By 2026 we will create an IPL account that connects the value of our business to the value we make – or take – across society and the world around us.			
We support our local economy and businesses run by people from minoritised backgrounds through our purchasing wherever possible. We provide support – either directly, in partnership with our clients or through experienced intermediaries – to reduce the impact of the climate crisis on vulnerable communities by March 2026.	100% of our suppliers have verified 1.5°C-aligned science-based targets by March 2025. 50% of our suppliers have public commitments to protect nature by March 2026. >70% of our suppliers have public commitments to fair pay to their employees and across their supply chain by March 2026. Our business clients have verified 1.5°C-aligned science-based targets by December 2024. 100% of our clients are publicly committed to decarbonisation by April 2025. 100% of our clients have GHG emission reduction targets in place by March 2026. 100% of our business clients have credible targets to protect nature by March 2026. 100% of our clients have public commitments to fair pay to their employees and across their supply chain by March 2026.	We continue to be active members of the Living Wage Campaign. We champion, share and encourage best practice with others who share our values with >36 direct interventions with others (beyond print, digital and social media) between April 2023 and March 2026.	We update our SBTi target to include scope 3 emissions. We develop approved targets to protect and support nature by April 2024, and create a tangible positive impact by March 2026. Impacts of international travel required by the team for client services are mitigated by direct support of a nature-based community project. We support and enable our team so that our carbon emissions as a business are reduced by 10% per person per year.



WHAT WE DID AND DIDN'T ACHIEVE

HUMAN

MET:

– Partnership with Practical Action

NOT MET:

– We focused on purchasing from suppliers with decarbonisation targets but were unable to identify ethnographic data of ownership

A DEEPER LOOK INTO THE DATA

An 86% increase in training across the team, with more internal training sessions being offered, and colleagues taking advantage of online learning to develop their skills.

300% increase in extraordinary leave taken by the team, ensuring individuals can take emergency or compassionate leave when required to look after those they care for.

36% increase in 1-2-1 coaching with additional internal sessions being offered and employees making greater use of online learning to develop their skills.

52% increase in percentage of board who are female. We appointed a new female NED in 2023-24.

58% decrease in those who would have qualified for free school meals due to team churn over the last few years. This is something for us to be mindful of as we seek to build inclusive teams.

9% decrease in the number of employees who identify as being white. However, the representation of white employees remains higher than the national average of 81.3%.

PRODUCED

MET:

– 87% of suppliers are members of the Living Wage Campaign

NOT MET:

– 100% of suppliers have decarbonisation targets in place but it has not been possible to insist on verified targets aligned to 1.5°C

– Adoption of nature commitments remains low, prompting a focus on requiring suppliers to have decarbonisation targets in place

– 50% of our clients have verified SBTis

– 83% of our clients have general decarbonisation commitments in place

– 72% clients have GHG targets in place, including 96% of businesses and 100% of INGOs. Only one civil society client has a target in place

– 36% of business clients have credible nature targets in place

– 59% of all clients have Living Wage commitments in place. Data on supply chain, fair pay, and a qualification for this, is not available

A DEEPER LOOK INTO THE DATA

40% decrease in the number of briefs declined because they did not meet our engagement criteria. Fewer declined briefs due to a better articulation of our provision. Our integrity and diligence remain unchanged, supported by our Client Engagement Policy.

92% decrease in percentage of income from carbon critical industries. We concluded our project with a global automotive business, supporting their decarbonisation and circularity-focused communications.

19% increase in percentage of clients with decarbonisation targets in place. All our business and INGO clients have general GHG reduction commitments in place, and four of our civil society clients have them in place, which marks evolving practice across the sector.

98% increase in the percentage of suppliers who are members of the Living Wage Campaign. A significant change in percentage of suppliers who are members of the Living Wage Campaign and support the real Living Wage.

289% increase in percentage of suppliers who are B Corps. The overall number of our suppliers reduced, but we continue to work with, and prioritise, companies with shared values.

SOCIAL

MET:

– We continue to be active members of the Living Wage Campaign

NOT MET:

– 10 interventions in 23/24 & 24/25 and 11 in 25/26, however, we continue to meet other individuals and companies to share our knowledge

A DEEPER LOOK INTO THE DATA

38% increase in volunteering hours used per person. We are working to increase this further so all the team utilise their full allocation of 20 hours per year.

230% increase in pro bono hours per person. This includes pro bono charity clients such as our work for Grenfell Testimony Week, as well as our partnership with Practical Action.

38% increase in interventions encouraging best practice. We continue to actively speak with B Corps and other companies about our impact approach, sharing insights and learning with others.

NATURAL

MET:

– We included scope 3 in our SBTi target

– We updated our contracts to mitigate the impact of international travel with a nature-based solution offset, as well as a carbon offset

– Our total reduction across the three-year period was 30%

NOT MET:

– Our impact on nature was discovered to be so small that we didn't set a target for it

A DEEPER LOOK INTO THE DATA

30% decrease in total scope 1, 2 & 3 emissions in tonnes of CO_2. This big reduction in overall emissions was driven by banking and pensions, alongside a reduction in international air travel for clients.

154% increase in active minutes per person. A significant jump in number of colleagues taking advantage of our active minutes policy, showing our support for physical and mental health.

19% reduction in office waste per person, reflecting our efforts to use resources more mindfully, alongside the introduction of our flexible plastics takeback scheme.

780% increase in business travel: UK trains tonnes CO_2. There was an increase in business travel in the UK, with the return of face-to-face meetings after COVID.

27% increase in total tonnes CO_2 from commuting by train/underground. Increased office attendance has pushed our commuting numbers up, and we continue to encourage active commuting in the form of pedal points.

REFLECTING ON WHERE TARGETS WEREN'T MET

The overarching goals are important to show the broader view but equally significant, if not more so in a number of areas we can have agency over, are the very detailed and multiple impacts we have mapped, set targets for and are now reporting on under capitals (see Our Impact in Detail for a full breakdown).

There are a number of goals we have struggled to meet. We have reflected on this and attribute this to a range of factors including:

- Organisations tend to be focused on their core action areas rather than all aspects of sustainability and ESG
- The increase in our international client portfolio means application of a Living Wage standard is harder
- Nature is rising fast as an area where action is required but currently lacks the depth and nature of reporting that is seen with decarbonisation
- Standards and reporting are not as consistently used by the not-for-profit sector, which represented a larger segment of our client portfolio in 2025-26 than previously

"We believe meaningful, transparent impact reporting should reflect both successes and setbacks. Where targets haven't been met, we've sought to understand the reasons, share them openly and use that learning to inform our impact strategy in the years ahead.

George Ames, Board Director and Head of Impact Working Group

IMPACT SNAPSHOT 2025-26

IPL VALUE ACROSS HUMAN, PRODUCED, SOCIAL AND NATURAL CAPITALS

TOTAL IMPACT	HUMAN	PRODUCED	SOCIAL	NATURAL
+£3.53M	**+£811k**	**+£1.94m**	**+£794k**	**-£12k**

VALUE CREATED

Positive contributors

Clients	+£2.39m
Taxes	+£781k
Salaries	+£744k
Retained value	+£188k
Training	+£67k
Social investments	+£12k

COSTS & IMPACTS

Negative contributors

Supplier spend	-£636k
Banking	-£11k
Travel	-£902
Scope 2 (home)	-£182
Scope 2 (office)	-£127
Waste	-£0.02

KEY READ-OUTS

A quick scan of the IPL totals

BIGGEST VALUE DRIVER
CLIENTS +£2.39m

LARGEST NATURAL IMPACT
BANKING -£11k

LARGEST COST
SUPPLIER SPEND +£636k

NET HUMAN VALUE
SALARIES & TRAINING +£811k

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WHAT WE'VE LEARNED AND WHERE NEXT FOR THE IPL

The purpose of creating an IPL account was to transform how we make decisions as a business, embedding the value of nature, people and society into everything we do now and what we do next.

This year's IPL account has shown that we have again achieved an overall positive impact, and a financial return figure quantified as £3,532,936.35, which is almost the same as was calculated for the previous year.

The positive value of Forster Communications as a whole, far outweighs the negative impacts.

We are an SME consultancy that has no production footprint or complex supply chain to consider. We have a very small negative impact on natural capital, and a large positive impact on human and social capital coming from client income and paying our team well.

The process of creating the IPL account has been illuminating, especially as a small business. While valuation frameworks and methods make logical sense to use for aspects of natural capital, such as CO_2 emissions from travel, for human and social capital (people and society), some of our impacts are more qualitative.

If we were to transition to only reporting or target-setting on quantifiable IPL metrics, we would risk underplaying our important but as yet financially unquantifiable impacts, including some of those highlighted in the previous section.

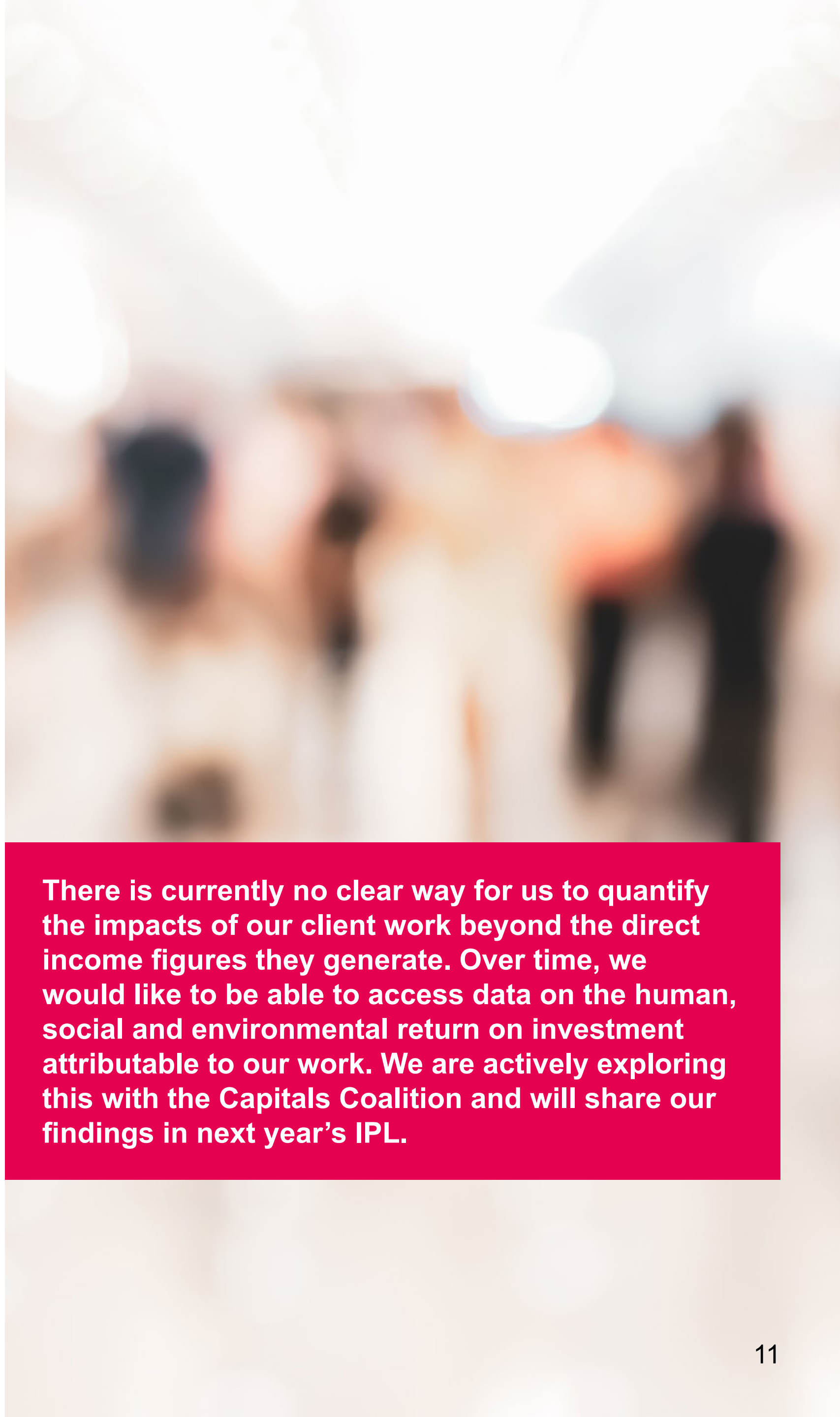
WHAT'S NEXT FOR OUR IMPACT STRATEGY?

We embarked on the process of creating an IPL account to help us push forward, revealing what else we can do and where we can go next to stay ahead of the curve as a progressive business.

We remain committed to this and will continue to explore new ways to measure and improve our impact, working alongside the Capitals Coalition and other partners to advance our approach. We are also further integrating our impact strategy with our wider business strategy to ensure full alignment and focus.

As our business has a small footprint we would have to consider quite challenging and significant changes to further boost our quantified IPL value. Examples include:

- Not heating or cooling our office (we already monitor closely)
- Not having an office at all
- Not having suppliers and systems to support the delivery of our work
- Considerably increasing our pro bono work further



There is currently no clear way for us to quantify the impacts of our client work beyond the direct income figures they generate. Over time, we would like to be able to access data on the human, social and environmental return on investment attributable to our work. We are actively exploring this with the Capitals Coalition and will share our findings in next year's IPL.

A FOCUSED LOOK AT OUR 2025-26 IMPACTS

In this section, we look back on the final year of our Taking it Personally plan, covering the 2025–26 financial year.

Litter picking with Moo Canoes along the Regents Canal

TAKING IT PERSONALLY:

HUMAN

We strive, and always have, to walk our talk when it comes to investing in our people.

This year, sickness absence remained broadly stable, increasing by just 1%, while training, one-to-one coaching and active minutes (reported under Natural due to their link to commuting and travel choices) all increased.

We are also delighted to report that a male member of our team was, for the first time, able to use our progressive family leave policy following the birth of his son. This policy is far above Government recommendations, and enables secondary carers to take 20 weeks of fully paid leave.

The figures for turnover, social mobility, sexual orientation, gender identity, and the proportion of female board members all remained largely unchanged from last year.

Climate Ed school volunteering workshop

VOLUNTEERING AT A LOCAL SCHOOL

"On an issue like the climate crisis, where it can often feel like we're not making the progress needed, volunteering with Climate Ed has helped me make a small but meaningful impact that gives me hope for the future. It's a privilege to have the opportunity, through work, to volunteer with these students and play a part in something bigger than reducing my own footprint on the planet."

Kate Parker, Senior Marketing Manager

ENHANCED FAMILY LEAVE

"I feel incredibly lucky to work for a company that offers generous parental leave. After the usual whirlwind start to parenting, having four months of paid time off work to start life as a family of three was hugely special for us. The team were really accommodating with my return to work, enabling me to work flexibly around parenting requirements where needed, and I feel genuinely supported as a new Dad."

Harry Day, Associate Director

28%

decrease in extraordinary leave

11%

increase in training hours

11%

increase in ethnic diversity of our team

TAKING IT PERSONALLY:

PRODUCED

This is the capital where we can, and have, made purchasing decisions for our own business, such as requiring suppliers to have decarbonisation targets in place.

However, building on our reporting from last year, we have encountered practical challenges in going the extra mile, particularly in requiring suppliers and clients to have SBTi-verified targets. For some, especially smaller businesses, the costs and resources required make this difficult. For others, including larger businesses, having a decarbonisation pathway in place does not automatically translate into SBTi verification. The measurement and management of scope 3 emissions continues to present a significant challenge for many.

While nature is receiving growing attention among businesses, the number with formal nature-focused targets remains relatively low. Given this, it would not be practical or effective to work only with those already leading the way. Instead, we seek to support and engage both those at the forefront and those at earlier stages of their sustainability journey.

CHANGING OUR CREDIT CARDS

"We made the decision to move our bank accounts to ethical banks in 2022 and updated our auto-enrolment pension scheme to one of the most ethical on the market, while retaining strong returns on employees' capital. This year, we also decided to switch our company credit card provider to align with the commitment we had already made through our banking arrangements. While this proved to be a lengthy process, by the end of March 2026 we had transferred our company credit card facility to our preferred ethical bank."

Will Kirk, Head of Operations and Impact

CHANGING OUR FRUIT DELIVERY

"We made the decision early in the year to change our supplier of office fruit and veg not because of the quality or the values behind the company, but because we needed to ensure it would arrive earlier in the week and be able to be enjoyed when most of the team are in the office. A quick and easy way to reduce our already very low food waste."

Will Kirk, Head of Operations and Impact

31%
reduction in the number of clients with science-based targets in place*

16%
drop in the number of clients with nature-focused targets

30%
decrease in the number of international NGO clients with Living Wage commitments in place, perhaps reflecting the need for clearer global standards

83%
of our clients have general decarbonisation commitments in place, a 4% increase from last year

87%
of suppliers are members of the Living Wage Campaign, a 34% increase from last year

*This reflects a shift in our client portfolio towards not-for-profit organisations, where target adoption remains less common.

TAKING IT PERSONALLY:

SOCIAL

It’s been another strong year for volunteering across the company, with a 7% increase since last year. We also delivered an average of 149 hours per person of pro bono support to charity clients, including communications to raise awareness of Practical Action’s vital flood resilience work in Bangladesh.

We continue to present to, network and discuss best practice with other organisations to share our insights and learn from them on where we could go next. Our Chief Executive and Head of Operations spoke at 11 events this year.

Reflecting the economic climate, our charitable donations reduced this year to £3000 (-78%), but we maintained our paid internship programme.

Skoll World Forum event

7%

increase on volunteering hours per person

9%

increase in pro bono hours per person

10%

increase in number of interventions to encourage best practice

WE WELCOMED AHLAM MOHAMED, OUR THIRD SUMMER INTERN, FROM THE TAYLOR BENNETT FOUNDATION SUMMER STARS INTERNSHIP PROGRAMME

“Upon completing an internship with the team at Forster Communications, I came to understand what it meant to do meaningful work with impact. I learned this through getting involved with a range of clients, from local communities to large corporations, and understanding how we can work towards a sustainable future across all sectors. I am happy to say that I continue to carry the ideas and ethos I learned at Forster into my current role and will be forever grateful for the opportunity I was given.”

Ahlam Mohamed, intern in 2025

INTERVENTION / BEST PRACTICE

“We were the communications partner for Meaningful Business, the global organisation helping purpose-led leaders to flourish through provision of relevant networking, increased profile and support on scaling. Our team provided winning entrepreneurs from the MB100 with pro-bono communications workshops and one-to one-advice, reiterating our commitment to accelerating new solutions across the world. We are delighted to be continuing our support for Meaningful Business in the year ahead.”

James Montague, Senior Account Manager

TAKING IT PERSONALLY:

NATURAL

For another year in a row we have achieved no waste to landfill, focused on plant-based food for all team entertainment and food provision, and encouraged cycling, walking and staying active.

We have seen another significant reduction in our total scope 1, 2 and 3 emissions. In 2022, we reviewed our banking provision and remain committed to using our sustainable banking partners. In 2024, we reviewed and changed our insurance providers, which has reduced emissions further.

We have seen an overall reduction in client travel in the year, with the majority involving train travel within the UK and Europe. We attended just two client events that were beyond the reach of the European rail network and therefore required air travel.

Company Brompton used for travel to meetings

GROSVENOR SQUARE: BIODIVERSITY

In Summer 2025, we supported Grosvenor’s announcement that work was beginning on the multi-million-pound transformation of Grosvenor Square in London’s Mayfair, creating a biodiverse haven for nature and people. Securing media coverage in the New York Times, London Standard and critical trade outlets, we helped amplify how London’s largest garden square would be radically reimagined in only the fourth redesign in its 300-year history, with 70,000 new plants, 80,000 new bulbs, 44 new trees and new wetlands. Completed in July 2026, the square will play a significant role in supporting urban climate resilience, helping to regulate urban heat island effects and mitigate flood risk.

CLEAN AIR FUND: PROGRESS REPORT

Super pollutants like methane, black carbon (soot) and tropospheric ozone, are responsible for half of global warming. One of our favourite projects in 2024-25 involved gathering insights from global stakeholders to create tailored messaging and a communications strategy for Clean Air Fund, highlighting why tackling black carbon is a ‘win-win’ for climate and health.

10%
reduction in total emissions across scope 1, 2 and 3

7%
reduction in total emissions from banking, pensions and insurance

2
Used only two reams of paper for the whole year

29%
increase in active minutes per person, bringing the average to 4,425 minutes

OUR PARTNERSHIP WITH

PRACTICAL ACTION

We continued our partnership with Practical Action, offering nine additional days of pro bono time.

We worked as an extension of Practical Action’s communications team, supporting vital flood resilience work in Bangladesh, as well as other flagship programmes across the globe.

This included researching speaking opportunities focused on climate resilience and adaptation, suggesting production companies, curating specialised media lists, and placing Rachel Hudson, Fundraising, Marketing and Comms Director, on a panel on the subject of localisation with TRANSFORM at Marmalade Festival.

In 2025, during COP30, we helped amplify the voices of those on the frontlines of climate innovation in Brazil, placing an op-ed from their CEO in Reuters ahead of the summit – ‘Power to the people: How climate finance can reach frontline communities’ – and sharing a selection of creative concepts to explore at the summit.

As a result of our donation, Practical Action mobilised 838 applications and trained 129 young people from Bangladesh through two days of intensive residential climate resilience training. Participants built practical skills in climate science, disaster preparedness, early-warning tools, simulations, and community action planning. They are now positioned as Local Resilience Agents, helping spread early warnings and lead youth-driven resilience activities in vulnerable communities.

OUR IMPACT IN DETAIL

2025-26

OUR IMPACT DATA 2025-26

HUMAN CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
WELLBEING	Sickness days / person	2.55	2.57	1%	A rise in sickness days taken by the team as we supported individuals with medical issues. Our total remains below the national and industry average and we are committed to ensuring all employees have the space and time to look after themselves.	1.93	33%	A rise in sickness days taken by the team as we supported individuals with medical issues. Our total remains below the national and industry average and we are committed to ensuring all employees have the space and time to look after themselves.
	Extraordinary leave days / person	1.38	1.00	-28%		0.25	300%	A rise in extraordinary leave taken by the team, ensuring the individuals can take emergency or compassionate leave when required to look after those they care for.
	EAP use / downloads	14	15	7%	Better signposting to our EAP has meant a bigger uptake, especially using the discount for gym memberships. This is now taken up by 63% of the team.	0	–	New measure.
DEVELOPMENT	Training hours / person	55.85	61.97	11%	An increase in training across the team, with more internal training sessions being offered, and employees taking advantage of online learning to develop their skills.	33.37	86%	An increase in training across the team, with more internal training sessions being offered, and employees taking advantage of online learning to develop their skills.
	Individuals having one-to-one coaching	18	19	6%	Although spend on training decreased, we still offer one-to-one coaching for individual needs and continue to offer DISC training.	14	36%	Although spend on training decreased, we still offer one-to-one coaching for individual needs and continue to offer DISC training.
ATTENDANCE	Office attendance	57%	54%	-5%	We continue to encourage employees to come back to the office, with the requirement that the team attends at least 50% of the time. Attendance has dipped a little in the year while some of the team juggle caring requirements.	0%	–	New measure.
	Employee turnover	4%	4%	0%	A junior member of the team left in Q4. We continue to promote team members internally and bring in fresh talent as interns.	0%	–	New measure.
FAIR PAY	Paying the real Living Wage	Yes	Yes	–	We continue to support the development of interns through our programme, and advocate for the London Living Wage. While we had a salary freeze across the team, the increase in the London Living Wage pushed up our entry salaries.	Yes	–	A small increase in the ratio, we always ensure the whole team, including interns, are paid the London Living Wage, but the full team have also had pay rises inline with inflation.
	Highest : lowest salary ratio	4.53	4.29	-5%		4.02	7%	
	Parental leave offered – 20 weeks full pay (Maternal and Paternal)	Yes	Yes	–	We continue to offer well above government recommendations, and have equity with secondary care leavers also able to take 20 weeks fully paid leave.	Yes	–	

OUR IMPACT DATA 2025-26

HUMAN CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
DIVERSITY, EQUITY & INCLUSION	% of board who are female	50%	50%	0%		33%	52%	We appointed a new female NED in 2023-24.
	% of owners who are female	50%	50%	0%	No change in ownership.	56%	-11%	One of our shareholders sold shares back to the company.
	Gender – % identify as female	72%	72%	0%		75%	-4%	A small decrease in the make up of our team.
	Race – % identify as white	95%	85%	-11%	There has been a slight change to the ethnic diversity of our team over the past year. The representation of white employees remains higher than the national average of 81%.	93%	-9%	There has been a slight change to the ethnic diversity of our team over the three years. The representation of white employees remains higher than the national average of 81%.
	Disability – % consider themselves to have a disability, mental or physical health condition	14%	14%	0%	Our current percentage is below the national figure of 18%.	12%	22%	A small overall change in number of the team reporting a disability.
	Sexual orientation – % identify as having an LGBTQI+ orientation	24%	14%	0%	No change from last year and it is still much higher than the 3% who identified with an LGBTQI+ orientation in the 2021 census.	30%	-20%	Overall a reduction in the team identifying as LGBTQI+, but still remains higher than national average.
	Religion – % who say they do not have a religion or belief	71%	71%	0%	No change to the percentage of our team have a religion compared to last year (29%), we are still below the national average of 37%.	82%	-13%	Overall a reduction in the team having a religion, but still remains higher than national average.
	Social mobility – % state they received or would have qualified for free school meals as a child	10%	10%	0%	Our figure of 10% is well below the national figure that shows 24% of all pupils are eligible for free school meals.	24%	-58%	The drop on % is down to team churn over the last few years.

OUR IMPACT DATA 2025-26

PRODUCED CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
CLIENTS	Client Disclosure Report published	In July 2025	In July 2026	–	We will publish our sixth report in line with our commitment.	In July 2023	–	
	Number of new briefs declined because they did not meet our engagement criteria	2	3	50%	We declined three briefs in the year from companies who did not pass our client selection criteria as outlined in our engagement policy and as part of our commitment to Clean Creatives.	5	-40%	Fewer declined briefs down to a better articulation of our provision.
	% total clients with targets to protect / regenerate nature	19%	16%	-16%	Due to some client turnover in the year, our percentage of clients with nature targets has reduced over 2025-26.	–	–	New measure.
	% total clients with verified 1.5°C-aligned science-based targets in place	32%	22%	-31%	A reduction in clients with science-based targets in place. We also grew our portfolio of international NGO and civil society clients that are less likely to have science-based targets.	–	–	New measure.
	% of income from clients with verified 1.5°C-aligned science-based targets in place	47%	30%	-36%	A 36% decrease in income received from clients with SBTi targets in place. Not all of our international NGO clients have targets, but all work towards reducing emissions for others.	–	–	New measure.
	% civil society sector clients with verified 1.5°C-aligned science-based targets in place	0%	0%	0%	We changed our requirements in 2023-24 to track science-based targets rather than generalised GHG reduction targets. There is no format for charities to get these in place.	–	–	New measure.
	% business sector clients with verified 1.5°C-aligned science-based targets in place	58%	50%	-14%				
	% International NGO sector clients with verified 1.5°C-aligned science-based targets in place	0%	0%	–				
	% clients with Living Wage commitments in place	58%	59%	2%	New measurement for 2023-24. Small change over the year. There is no international standard so its hard to compare in different countries and this is a metric we will need to review.	–	–	New measure.
	% business sector clients with Living Wage commitments in place	58%	68%	17%	Pleasing that there is a good increase in the number of clients paying the Living Wage, which is inline with our commitments to fair pay for all.	–	–	New measure.

OUR IMPACT DATA 2025-26

PRODUCED CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
CLIENTS	% civil society sector clients with Living Wage commitments in place	50%	53%	6%		–	–	New measure.
	% international NGO sector clients with Living Wage commitments in place	71%	50%	-30%	There is no international standard so its hard to compare in different countries and this is a metric we will need to review.	–	–	New measure.
	% of income from carbon critical industries	10%	1%	-90%	We concluded our project with a global automotive business, supporting their decarbonisation and circularity-focused communications.	13%	-92%	We concluded our project with a global automotive business, supporting their decarbonisation and circularity-focused communications.
	% clients with GHG reduction targets in place	73%	72%	-1%	We concluded our project with a global automotive business, supporting their decarbonisation and circularity-focused communications.	65%	11%	A good increase in GHG reduction target from our clients, Civil society organisations struggle to have these in place as can be seen as a distraction from their purpose.
	% business clients with nature targets in place	–	36%	–	New measure.	–	–	New measure.
	% of clients with general decarb commitments	80%	83%	4%	All our business and INGO clients have general GHG reduction commitments in place, and 4 of our civil society clients have them in place.	70%	19%	A good increase in GHG commitments from our clients, civil society organisations may have these in place, but data is hard to come by.
SUPPLIERS	% of suppliers who are members of the Living Wage Campaign	65%	87%	34%	There was a healthy change in number of suppliers who are members of the Living Wage Campaign and support the real Living Wage. We have updated our supplier screening to cover this more thoroughly, particularly as our international suppliers increase.	44%	98%	There was a healthy change in number of suppliers who are members of the Living Wage Campaign and support the real Living Wage. We have updated our supplier screening to cover this more thoroughly, particularly as our international suppliers increase.
	% suppliers with net zero targets in place	100%	100%	0%	Our final supplier change was in March 2023. From April 2023, 100% of our spend is with suppliers committed to net zero.	100%	0%	No change.
	% total supplier spend with net zero targets in place	100%	100%	0%		99%	1%	
	% of suppliers who are B Corps	32%	35%	9%	The overall number of our suppliers reduced, but we continue to work with, and prioritise, companies with shared values.	9%	289%	The overall number of our suppliers reduced, but we continue to work with, and prioritise, companies with shared values.
	NB – This category covers suppliers with whom we have a direct purchasing arrangement.							

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OUR IMPACT DATA 2025-26

SOCIAL CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
TAXES	Corporation tax	Paid	Paid	–		Paid	–	
	PAYE	Paid	Paid	–		Paid	–	
	National Insurance	Paid	Paid	–		Paid	–	
COMMUNITY	Volunteering hours / person	6.47	6.90	7%	In addition to individual volunteering including support of Pause, Green New Deal Rising, Centenary Action, litter picking along Regents Canal and climate education with Climate Ed.	5.00	38%	An increase in time spent volunteering across the team, we are working to increase this further so all the team utilise the full allocation of 20 hours per year.
	Pro bono hours / person	137	149	9%	Including pro bono support of charity clients as well as our partnership with Practical Action.	45	230%	A big increase in pro bono support offered to charities, including our support for Practical Action.
	Charity / pro bono donations	£13,675	£3,000	-78%	We donated £12,000 to Practical Action at the end of 24-25, and used pro bono time to support them in 25-26.	–	–	New measure.
	Paid internship programme	Yes	Yes	–	We ran three internships which paid the real London Living Wage.	No	–	No interns in 22-23.
	Paid work experience programme	Yes	Yes	–	We ran work experience for six weeks through the Taylor Bennett Foundation paying the real London Living Wage.	No	–	No work experience in 22-23.
EVENTS	Industry events attended by our team	70	73	4%	Including edie, Business Green & Climate & Impact.	–	–	New measure.
	Attendees welcomed to our hosted events	275	116	-58%	We hosted two events last year: the Conduit workshop with Nice and Serious and a webinar with Climate Outreach.	–	–	New measure.
	Number of interventions encouraging best practice	10	11	10%	Leadership team speaking with external organisations with interventions relating to climate or nature as part of our Taking it Personally plan.	8	38%	An increase in interventions in speaking with B Corps and other companies about our Climate Positive Plan.

OUR IMPACT DATA 2025-26

NATURAL CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
Scope 2 Emissions								
GHG EMISSIONS	Office electricity total tonnes CO_2 / person	0.12	0.08	-33%	A milder winter and cooler summer resulted in higher energy usage in the office in 2024-25 compared to this year.	0.11	-27%	A small reduction in office based emissions.
GHG EMISSIONS	Home electricity & gas total tonnes CO_2 / person	0.09	0.10	11%	Home-working emissions increased as office attendance declined, largely due to greater use of home heating. We need to address this for 2026-27.	0.09	11%	A small increase in home working emissions, down to changes in GHG conversion rates.
GHG EMISSIONS	Total scope 2 tonnes CO_2 / person	0.19	0.18	-5%	A small decrease due to lower office emissions.	0.19	-5%	A small decrease due to lower office emissions.
GHG EMISSIONS	Total scope 2 tonnes CO_2	4.55	4.21	-7%		3.50	20%	
Scope 3 Emissions								
TRAVEL, COMMUTING & ACTIVE MINUTES	Business travel – UK trains tonnes CO_2 / person	15.12	7.04	-53%	An overall reduction in client travel in the year, with the majority involving train travel within the UK, or for European meetings. After a year without any air travel, we took two flights to attend client events that could not be reached via train.	0.80	780%	An increase in business travel in the UK, with the return of face-to-face meetings after COVID.
TRAVEL, COMMUTING & ACTIVE MINUTES	Business travel – Eurostar tonnes CO_2 / person	2.14	1.75	-18%		0.00	–	An increase in travel to the Europe supporting our clients, which has increased over the last 3 years.
TRAVEL, COMMUTING & ACTIVE MINUTES	Business travel – short haul flight km / person	–	4,080	100%		–	–	
TRAVEL, COMMUTING & ACTIVE MINUTES	Business travel – long haul flight km / person	–	–	0%		28,765	-100%	In 2022 we supported clients with trips to Singapore and Sardinia as part of our work.
TRAVEL, COMMUTING & ACTIVE MINUTES	Total tonnes CO_2 from business travel	17.26	9.80	-43%		15.20	-36%	A decrease with reduced travel over the last three years
TRAVEL, COMMUTING & ACTIVE MINUTES	Total tonnes CO_2 / person commuting by train	0.79	0.76	-4%	A small decrease in commuting emissions as a result of reduced office attendance from 57% to 54%. We continue to encourage active commutes by offering extra holiday.	0.60	27%	Increased office attendance has pushed our commuter emissions and we continue to encourage active commuting in the form of pedal points.
TRAVEL, COMMUTING & ACTIVE MINUTES	Total % commuting by bike / walking	39%	40%	3%	% of active commuting trips holds steady, with new team members cycling or walking to work.	40%	0%	
TRAVEL, COMMUTING & ACTIVE MINUTES	Cycling to meetings – km	622	672	8%		860	-22%	A decrease in meeting-related travel, supported by increased use of video calls.
TRAVEL, COMMUTING & ACTIVE MINUTES	Active minutes / person	3,438	4,425	29%	Includes running, cycling, swimming, yoga, walking – there was a big increase in the year.	1,739	154%	Significant jump in number of the team taking advantage of our active minutes policy, showing our support for physical health and mental health.

OUR IMPACT DATA 2025-26

NATURAL CAPITAL

	IMPACT AREA	2024-25	2025-26	% CHANGE	NOTES	2022-23	% CHANGE	NOTES
WASTE	Ratio of recycled : non recycled	86:14	86:14	0%	A drop in weight of recycled material, but an overall drop in waste altogether. Our recycling rate increased due to better signage and more waste training for the team.	89:11	-3%	
	Waste to landfill	0	0	–		0	–	No waste is taken to landfill – it is either recycled or incinerated.
	Total waste tonnes / person	2.36	2.18	-5%		2.70	-19%	Reduction of waste overall per person as we become more mindful. We have bought fewer newspapers.
PAPER	Tonnes / person	0.52	0.62	19%	Although an increase, we continue to use unbleached recycled paper in our printer.	0.58	7%	A small increase in the amount of printing, mainly down to increased office attendance.
FINANCE	Total emissions from banking, pensions and insurance tonnes CO_2	165.3	154.2	-7%	In 2022 we reviewed our banking provision and remain committed to using our sustainable banking partners. In 2024, we reviewed and consequently changed our insurance providers, which has reduced the emissions further.	209.5	-26%	Reduction due to the change in banking provision, and the review of our credit card and insurance cover.
ADMINISTRATION COSTS	Office supplies	£1,895	£3,688	95%		–	–	New measure.
	IT maintenance	£31,200	£33,746	8%		–	–	New measure.
	IT hardware	£3,970	£4,210	6%	We invested in more computing hardware, but have recycled our old laptops through charity partners, and our new laptops include recycled materials.	–	–	New measure.
	Plant-based company lunches (including away day)	£12,375	£3,865	-69%		–	–	New measure.
TOTAL	Total scope 3 emissions tonnes of CO_2	183.35	169.20	-10%		209.50	-21%	A decrease overall, mainly down to the change in banking provision and reviewing our insurance cover.
	Total scope 1,2 & 3 emissions tonnes CO_2	187.90	169.20	-10%	A significant reduction in overall emissions, driven by lower emissions from banking and pensions, as well as reduced international air travel for client work.	242.33	-30%	A significant reduction in overall emissions, driven by lower emissions from banking and pensions, as well as reduced international air travel for client work.

CLIENT DISCLOSURE REPORT

We worked for a leading automobile manufacturer on their strategic sustainability communications to support their transition to a circular economy.

INCOME FROM CARBON CRITICAL SECTORS

1%
PRIVATE CARS

0%
MEAT AND DAIRY

0%
AVIATION

0%
CONCRETE & CEMENT

0%
TRUCKING & SHIPPING

0%
PLASTICS

0%
CHEMICALS & PETROCHEMICALS

0%
COAL, OIL & NATURAL GAS

0%
TIMBER, PULP & PAPER

0%
IRON, ALUMINIUM & STEEL MANUFACTURE

METHODOLOGY FOR CREATING AN INTEGRATED PROFIT AND LOSS ACCOUNT

This methodology sets out how we prepared our IPL account, combining conventional financial performance with monetised social, human and environmental impacts. The aim is to provide a broader view of value creation and value erosion across the business, so that financial results can be considered alongside the wider outcomes generated for employees, suppliers, clients, communities and the Natural.

1. SCOPE AND REPORTING BOUNDARY

The IPL account is prepared for the same reporting period as the statutory financial accounts, using our annual financial year as the baseline. The reporting boundary aligns with the financial accounts wherever possible, covering activities under our operational control. Where impacts occur outside direct operations, such as supplier activity, employee commuting, home working or client-related delivery, these are included where reliable data is available and the impact is material to Forster's overall value creation.

The account is structured around the principal capitals affected by the organisation's activities: financial capital, retained value, societal capital, human capital and natural capital. Each category is assessed using a consistent approach: identify the activity, measure the quantity or cost, apply an appropriate valuation method, and classify the result as either a positive contribution or a negative impact.

2. DATA COLLECTION

Data is collected from existing business systems and supporting records wherever possible. Financial data is taken from the management accounts, payroll system, supplier ledger, tax records and audited or final year-end accounts. Non-financial data is sourced from HR records, training logs, volunteering records, environmental reporting tools, travel records, waste data, energy usage estimates and supplier questionnaires.

3. MEASUREMENT AND VALUATION APPROACH

Each line item is measured using the most direct and transparent valuation basis available. Financial flows, such as client income, supplier spend, tax paid, donations and salaries, are generally valued at their actual monetary amount. Time-based contributions, such as volunteering, pro bono work and internal training, are converted into a monetary value using an agreed average day rate. Natural impacts are converted into carbon dioxide equivalent, where relevant, and then monetised using the selected social cost of carbon assumption.

Positive values represent value created or retained by Forster or its stakeholders. Negative values represent costs, outflows or adverse impacts. For example, client spend is treated as positive income to the business, while supplier spend is treated as an outflow. Taxes paid, social investment, above-baseline employee remuneration and training investment are treated as positive contributions to society or human capital. Emissions, waste and travel impacts are treated as negative environmental impacts once converted into monetary terms.

4. CALCULATION PROCESS

1. Confirm the reporting period and organisational boundary.
2. Extract financial data from the management accounts and year-end records.
3. Identify relevant social, human and natural impact categories.
4. Collect activity data for each category, such as hours, days, spend, tonnes of carbon dioxide equivalent or tax paid.
5. Apply the agreed valuation basis to convert each activity into monetary terms.
6. Classify each value as positive, negative or neutral according to the sign convention.
7. Review the calculations for completeness, consistency and reasonableness.
8. Prepare the IPL summary, showing subtotals by capital and an overall net value figure.
9. Document all assumptions, exclusions and limitations so that the account can be reviewed and repeated in future years.

METHODOLOGY FOR CREATING AN INTEGRATED PROFIT AND LOSS ACCOUNT

5. ASSUMPTIONS AND LIMITATIONS

All assumptions are recorded below alongside the account, including conversion factors, day rates, valuation ratios, carbon values, data sources and any estimates used. Where there is uncertainty, we use conservative assumptions and avoid overstating positive impacts. Positive and negative impacts are presented transparently rather than netted off without explanation, so that readers can understand the trade-offs between financial, social, human and environmental performance.

6. REVIEW AND GOVERNANCE

The methodology will be reviewed annually to ensure that it remains appropriate, evidence-based and consistent with the organisation's strategy and reporting requirements. The finance team own the financial data and calculation controls, while operations, sustainability and leadership teams should validate the non-financial inputs. Any changes to assumptions or valuation methods will be documented clearly so that year-on-year comparisons remain meaningful.

ASSUMPTIONS

CLIENT SPEND

All our turnover for the year including our fees and payment of third party recharges. This is a positive amount as the income is coming into our business. It is hard to put a benefit amount on top of this as we are a service business, and showing the value added is a challenge we are looking at calculating.

SUPPLIER SPEND

Suppliers include IT maintenance, accountancy, consultancy, legal, telephones etc. measured at cost. This is a negative value as the cash is leaving our business. All our suppliers have net zero targets in place as of 31 March 2026. 50% of our suppliers had SBTi targets in place, with 65% certified as paying a real Living Wage.

RETAINED VALUE

Includes profit made post tax, interest and depreciation.

SOCIETAL CAPITAL

Taxes
All socio-economic measurements and tax paid on PAYE, NI, VAT and Corporation tax. Reflected in ratio of 1:1. We assume that every £ paid in tax supports the local and national economy.

Social investments
Includes volunteering and pro bono time (calculated using an average day rate) and donations in monetary terms ratio 1:1.

HUMAN CAPITAL

Salaries
Calculated as the salaries paid above London Living Wage – which is the baseline for what should be paid to employees, also includes sick pay, family pay and compassionate leave.

Training
Includes bought in training at cost, as well as internal training (costed using average day rate).

EMISSIONS

Scope 2 – office
Heating and lights at the office converted from tCO_2 to £ using SCC calculation of £70/tCO_2e.

Scope 2 – home working
Energy usage whilst working at home (calculated by compareyourfootprint.com) converted from tCO_2 to £ using SCC calculation of £70/tCO_2e.

Waste
Calculated by converting volume of waste to CO_2e, and then allocating £70 value per tCO_2e (SCC).

Travel
Includes business travel as well as employee commuting, CO_2e volume multiplied by £70 per tCO_2e (SCC).

Banking
Includes Banking, Insurance and Pensions CO_2e volume multiplied by £70 per tCO_2e (SCC).

WHERE NEXT

With this reporting cycle, and Taking it Personally, now concluded we are reflecting on where we can go next to continue to push progress with our business, team, network, suppliers and clients.

As set out in the IPL section we will also continue our explorations with Capitals Coalition and other partners on how we can continue to evolve and strengthen the quantification of our wider impacts and client work.

If you're interested in driving change or would like more information on what we're doing, please get in touch.

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