



For a just and regenerative future

Forum for the Future's 2023-2025 strategy

A more sustainable future in which people and the planet can thrive is within our grasp. Creating it will mean embracing the immensely unsettled nature of a world that is changing, everyday.

Among the multiple transitions already in play, Forum believes **three offer genuinely game-changing potential** to address our intensifying environmental, social and economic crises: how we think about, produce, consume and value both **food** and **energy**, and the role of **business** in our society and economy.

With increased attention and investment, current momentum behind these transitions is encouraging. And yet, as time to avert the worst of the climate crisis rapidly runs out, we're **not seeing the results** we need.

These transitions could either be:

- **deep, deliberate and urgent** – ultimately transforming the way the world works
- or **shallow and piecemeal** – addressing specific problems in isolation, but failing to maintain momentum and to tackle the root causes of the issue. 'Fixes' that ultimately fail – going neither far enough or fast enough, while simultaneously risking unintended consequences.

The sustainability movement can no longer afford to fall short.

For too long, our challenges have intensified faster than the movement's willingness, readiness and capabilities to respond. That's why **we're honing our focus on enabling deep, deliberate and urgent transformation**. We're collaborating with ambitious and diverse change-makers working in our food, energy and market systems **to influence how people feel, think, act and collaborate** to drive truly transformational change and create what's urgently needed: **a just and regenerative future**.

"We all have such limited time to avert the worst of the climate crisis, and yet we're continuing to see organisations focus on incremental, short-term steps that won't take us far or fast enough to address major social and environmental challenges. That's why – as investment and momentum for change builds – Forum is honing its focus on enabling deeper and faster transformations in three potentially game-changing areas: food, energy, and the role of business in society and the economy. We'll influence and enable key change-makers to reset their ambition, and to have the greatest impact they possibly can."

— Rita Clifton, Chair, Forum for the Future

"Creating a better future necessitates taking a just and regenerative approach. That means strengthening the capacity of all living systems to adapt, replenish and regenerate; respecting everyone's human rights and potential to thrive; and rewiring our economies and societies to serve both people and the planet."

— Dr Sally Uren, Chief Executive Officer, Forum for the Future

The main elements of our strategy

What we stand for

Systemic interventions capable of creating a just and regenerative future in which both people and the planet thrive.

Where the world could get to: our vision

We believe greater ambition is needed to tackle today's escalating challenges. That's why we're looking beyond long-established but now no longer fit-for-purpose notions of 'sustainability' and even 'net positive'. Forum's vision is a truly just and regenerative future in which both people and the planet thrive; a future in which:

- our social and environmental systems are capable of adapting to and addressing challenges of the future with **flexibility and resilience**;
- the world has moved **beyond artificial divides** between people, nature and economy - integrating ways to stabilise the planet, restore and replenish our ecosystems, and promote dignity, fulfilment and equity for all;
- the meaning of a **'prosperous economy' is redefined** as one that meets the needs of everyone in society to thrive, distributes value fairly, and operates in harmony with nature and planetary boundaries;
- the **root causes** of today's challenges - the climate emergency, nature in crisis and systemic inequality - have been tackled by dramatically reconfiguring the systems on which we rely.

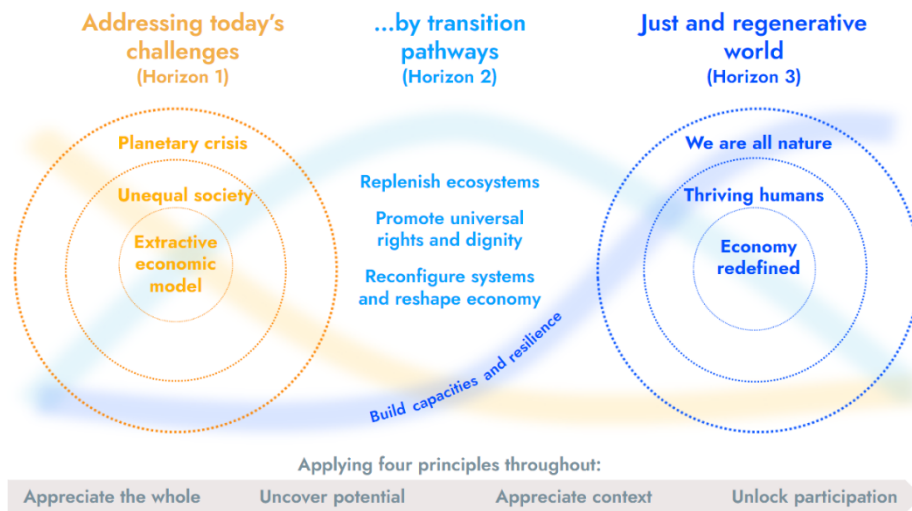
How we get there

The transitions that we seek in food, energy and the role of business are part of a wider shift to a just and regenerative world. Essential ingredients, but not the only ones. In working on these three transitions, we will be exploring, applying and inspiring just and regenerative principles.

We do not claim to have all the answers but believe the pathways between today's degenerative world and the future we seek must entail four key things: prioritising building capacity to thrive; reconfiguring the economy and other systems; promoting universal rights and dignity; and replenishing ecosystems.

There is no blueprint for the journey. Indeed we believe the opposite. Core principles are to appreciate and adapt to real-world context, unlock genuine participation, uncover potential to create new solutions, and look at the whole system.

Figure 1: Applying a Three Horizons framework to our thinking on just and regenerative



Above: Forum for the Future's vision of a more just and regenerative future ('horizon 3'), in which we have tackled today's challenges ('horizon 1': a planet in crisis; an unequal society; an economic model based on short-termism) by following 'transition pathways' ('horizon 2': replenishing ecosystems; promoting universal rights and dignity; reconfiguring systems and reshaping the economy; building capacities and resilience).

Our overarching goals

By 2030, Forum has helped to enable a deep and urgent transition:

- **of our food system to enable equitable access to nutrition for all whilst securing sustainable livelihoods for producers and restoring nature.** We will work to enable a socially just and ecologically safe transition to a system in which food is produced and consumed in a way that is safe, affordable, nutritious and sustainable for all. A future-fit food system will optimise for people and the planet, balancing health and nutritional outcomes with restoration of the ecosystems and farming livelihoods on which we all depend. This will be underpinned by both climate mitigation and adaptation practices, with a focus on mainstreaming regenerative agriculture, enhancing resilience and transforming the supply chains that deliver key commodities from plant to plate, crop to cup.
- **to renewable energy that is ecologically safe, socially just and resets the goals of the energy production system.** We will work to shift to a system that: is radically decarbonised and resilient in a rapidly changing world; depends wholly on renewables and/or other carbon-neutral sources; actively engages those who produce, trade and consume energy in the sector's development; prioritises universal energy access by providing affordable, reliable, ecologically safe and human-rights respecting energy;
- **in the role of business to drive a just and regenerative economy.** We will work with business leaders and other change actors in the market system to shift how and why business operates. We are looking to reset business as a driver of a just and regenerative economy in which people and the planet take priority.

Just imagine: an agricultural system that impoverishes the land and its people transformed to one capable of feeding more than nine billion in healthy, affordable and sustainable ways; a fossil fuel-based energy system transformed to a renewable one that supports communities and allows natural systems to regenerate; business models and economies that prioritise short-term profits transformed to prioritise social and planetary wellbeing.

Three transitions moving at pace and on track to stabilise our climate, restore our natural ecosystems and reverse inequality.

So how will we recognise deep transformation? Characteristics include:

- **changing the goals** of the systems we've created to prioritise just and regenerative outcomes. For example, shifting from a food system that prioritises efficiency and profit to one that prioritises and rewards the regenerative practices key to restoring ecosystem health;
- **building capacity** for natural and social systems to thrive. How can we ensure they are resilient and capable of adapting to as well as mitigating global challenges?
- **addressing the root causes** of our challenges and past imbalances. For example: shifting from a supply chain model that does not pay farmers and workers a living wage, to one that distributes value fairly; providing reparations for past enslavement; returning land to the indigenous communities who once owned it;
- **shifting mindsets** so that people appreciate the interconnections between people and the planet;
- **repatterning power dynamics**. For example, the move from shareholder capitalism to stakeholder capitalism;
- **acting at a scale and pace** commensurate the challenge.

What this all means for what's changing at Forum...

- **A concerted move** to build new, and cultivate existing, relationships with multiple and **key organisations and individuals** whose place and power in the food, energy and/or market systems gives them agency. We will enable them to make the greatest difference possible not only across their immediate operations, but across the broader system in which they operate.
- A stronger **focus on using futures for sustainability** tools and techniques.
- A doubling down on the **urgent need for systems change** and asking for greater accountability among our partners and collaborators in driving it.
- **A tighter portfolio of programmes**.
- The **School of System Change** will now operate *in partnership* with Forum as our *sister organisation*, rather than as one of our programmes. With **more independence**, the School is primed to flourish in pursuit of a world where people embrace complexity and address the challenges of our time through new ways of thinking, acting and being. As the field of systems change continues to evolve, the School will support networks, organisations and individuals to collectively learn, to navigate various tools and methods, and to apply this thinking to their own challenges. The goal: to nurture more and more change-makers to enact deep, lasting change.
- Creating interventions with real potential to tackle both **environmental and social** challenges; not one or the other.

- A stronger focus on **equality, diversity and inclusion** both externally in our programmes, and internally as part of building a thriving international organisation.
- An eye over bigger changes at play, such as the changing use of **land**, the changing role of the **finance sector** and what **new economic models** may be emerging. We will also demonstrate **proof-points** that transformation is not only necessary, but possible.
- **A move away from** partnerships, programmes and interventions that we feel lack the ambition needed, or that fail to aim for deep transformation over shallow, incremental gains. We will also be more vocal - speaking out quickly and boldly where we feel solutions fall short, or may potentially lock in unsustainable practices.

Interested in collaborating with Forum?

Does your organisation have a specific sustainability challenge in mind? Are you keen to reset your ambition? Do you want to join one of our many pre-competitive collaborations? Perhaps you're interested in becoming a friend of Forum? Or in providing the vital funds needed for us to carry out our work?

Whether it's working one-to-one or by joining forces with other actors in the sector, there are many ways we can collaborate.

Together, let's think systemically, act faster and go further.

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Interested in collaborating with Forum's sister organisation, the School of System Change?

Do you want to adopt systems change approaches in order to enact deep, lasting change? Keen to immerse yourself in multiple systems change methods, while navigating the growing field of systems practice? Or perhaps you're looking to learn with a network of practitioners embracing new ways of thinking, acting and being?

If so, the School of System Change may be just what you're looking for.

Email hello@schoolofsystemchange.org

Three transitions, one opportunity to transform for a just and regenerative future.