

A Message from Tim Balcon, CEO

2015 was one of the busiest, most challenging and most rewarding years in IEMA's history. It was a year of review and reflection to ready ourselves to achieve some ambitious 2016 targets.

This appraisal was the final stage of total review of what we do, who we do it for and how we do it. We had already reset our vision, embraced sustainability and worked hard to increase our level of influence across the media, employers, government and international standards. With all of that on the right track we spent much of last year reviewing our internal capability and capacity to achieve our goals. That project was completed efficiently allowing us to implement changes to our team and tools during the latter half of the year. As a result, we now have an extraordinarily strong team of management, staff, steering groups and networks who will all prove crucial to our short and long term success.

Last year also brought the start of a real ramp up in IEMA's international growth. New networks in the Middle East North Africa region have quickly gained momentum and we look forward to building on that success with new groups now forming in in Canada, USA and Australia.

We saw member views gathered and disseminated like never before. The launch of the revised ISO 14001 in September 2015 presented a new opportunity for members to influence policy, and the UK General Election in particular gave the chance to generate headlines across key press titles. The COP21 talks in December sparked an excellent series of webinars that was part of an already superb year-long programme of conferences, events and webinars.

It was a busy, demanding and successful year, and you'll see evidence of that throughout this report. I would like to take this opportunity to thank all members for their input during 2015. You will really see your efforts pay off from mid-2016 when we take some bold steps to refresh IEMA.

IEMA's Vision

Transforming the world to sustainability

Mission

Supporting individuals and organisations to set, recognise and achieve global sustainability standards, leadership and transformational sustainability practice.

Objectives

- To add value to our members
- To engage, empower and connect members and partners to lead and deliver sustainability
- To lead and drive the development and uptake of sustainability skills
- To set, establish and promote globally recognised environmental and sustainability standards, and transformational sustainability practice
- To build an influential organisation and recognised brand

Building New Foundations

One critical project took centre stage during IEMA's 2015 – reviewing our membership structure.

The current membership levels have been in place since IEMA's formation in 1999, with the occasional standard review or change to assessments along the way. It is a structure which is very familiar and traditional to professional bodies worldwide. But as reflected in IEMA's seminal 2014 "Preparing for the Perfect Storm: Skills for a Sustainable Economy" report, the kind of professional support Environment & Sustainability professionals now require has shifted. Businesses across the globe need to access a new scale of scale of environment & sustainability skills, they can improve their environment and sustainability performance which contributes to the wider green economy.

The review of IEMA's membership levels has its origins in our 2013 Vision 2020 consultation. Members called on IEMA to make membership more valuable and make upgrading a more compelling proposition. Members and their employers also said that they needed IEMA membership to be more reflective of their roles and the demands of their responsibilities as they gained more experience. Members said we needed to widen our scope to fully embrace sustainability as this area was quickly becoming so prominent in many members' roles.

Taking this feedback away, IEMA spent some time analysing how to turn this concept into reality. How should our membership standards reflect shifts in the nature of the roles? What would a new membership structure look like? How do we open up the points of

entry to help more professionals access membership? What support do members really need to help them progress? We spent much of 2013 and 2014 working with our Professional Standards Committee, Council and Board to explore each of these areas and many more.

We continued the review of our membership levels, their standards, assessments and training options throughout 2015, testing our thinking on a representative Steering Group of members, our Employers Forum and several key Training Partners. With their input we finalised the new standards for each level and identified a "personality" for each member grade. This, which coincided with a project to refresh the IEMA brand, guided what content, services, events, opportunities and networks would best serve each member level and provided the final stage of the review.

We ended 2015 ready to begin implementing a brand new membership structure which would be underpinned by new IEMA Skills Map, a new and more meaningful approach to CPD, new assessment methods and a new look visual and "tone of voice" brand.

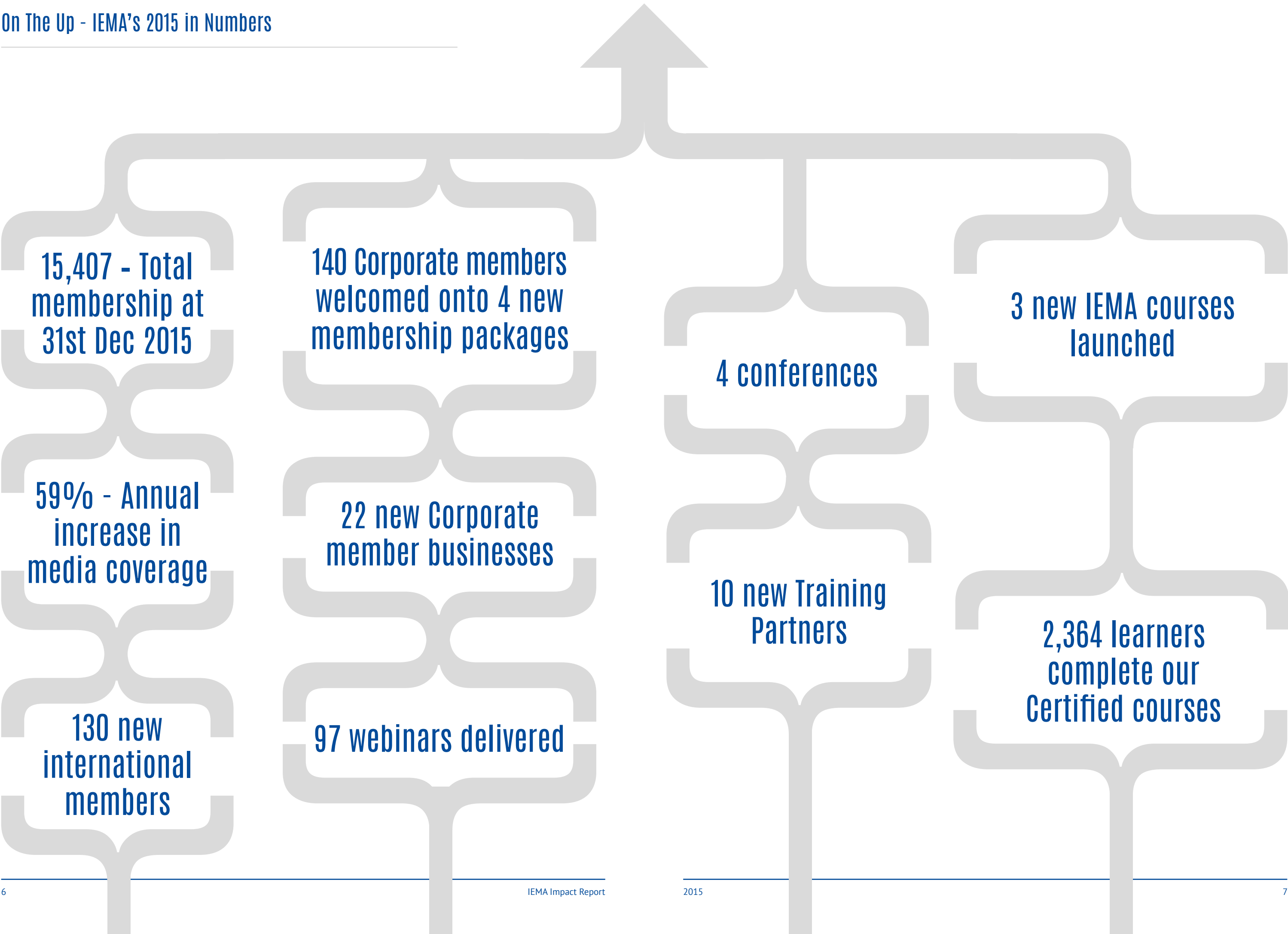
The mid-point of 2016 marks the time when we bring all of these strengthened elements together to support IEMA's vision to transform the world to sustainability.

What We Do

IEMA's Vision 2020 objectives call for us to provide valuable membership, create powerful connections, influence policy and support the development and uptake of skills underpinned by a strong brand – all to transform the world to sustainability.

This is how that vision works in practice.





Looking Ahead

2015 was a distinct pivot point in IEMA's history. It will be recorded as a time when the Institute took all the right steps to completely transform its relevance, market position and value proposition for members. 2016 will see much of that work come to real fruition and will be a launching pad for all our future plans and achievements.

Looking ahead to next year, we have some very exciting developments to come. In June IEMA will introduce a new membership structure, including a new membership level and some major changes to an existing entry grade membership. This will ensure the appeal and relevance of IEMA can be broadened out to attract members from diverse backgrounds who all ultimately have a stake in driving environment and sustainability improvements and innovations.

This will be the biggest single change to IEMA since our formation in 1999; it has been totally driven by members who have collectively spoken of the changing demands they face at work each day. The planned changes will help us all to embrace sustainability while absolutely protecting environmental management as a discipline, as a business opportunity and as a profession.

To focus on some more “heart and soul” changes, we will also refresh the look and feel of our brand at the same time as the new membership structure goes live. We'll have a new logo of course, but the brand review will go much deeper than just visual changes. We'll reveal a revision to our name, new brand values and a fresh new way to talk about who we are and what we do.

The brand refresh will also include a new website. This will - overnight - become more useful to members, easier to navigate and help every member to take full advantage of its facilities.

Following the launch of the new membership structure and brand, you will see a new approach to CPD. Recording and submitting your annual CPD record will be more meaningful, straightforward and really support your development and contribute to your future upgrades.

In order to get the foundations right so all our 2016 plans come to life, we'll review some of our governance and look at introducing some new articles of association at the September AGM. We will of course keep members updated on this so you all have the opportunity to vote for the proposed alterations.

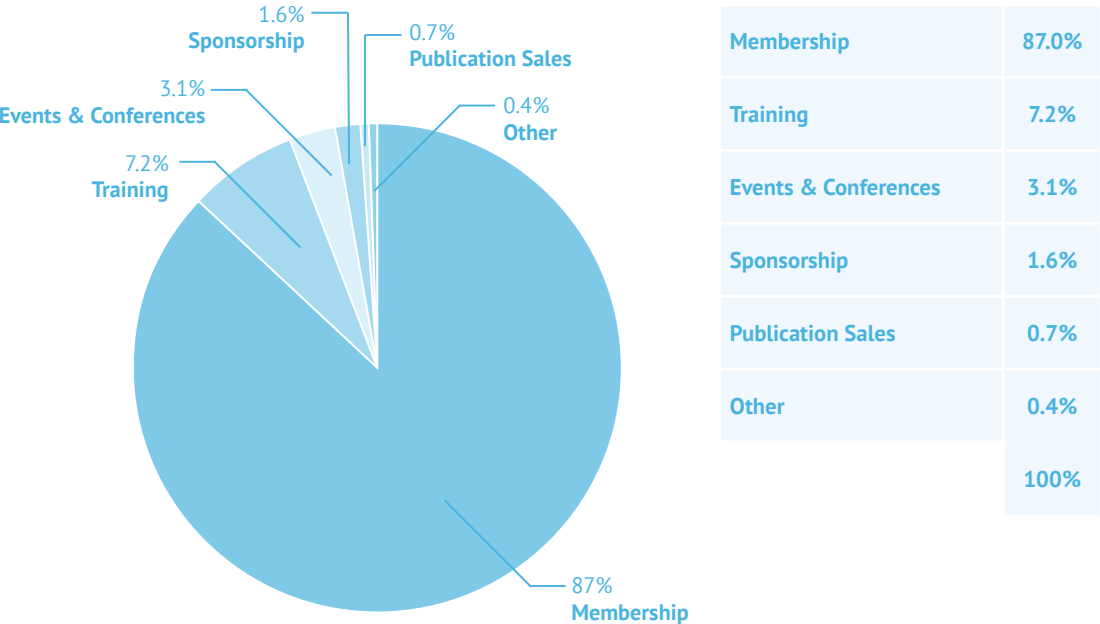
2016 will be a year of significant change, but not for mere change's sake. Every amendment, alteration or adjunct will be introduced based on members' views, and to ensure our institute remains future fit and is empowered to transform the world to sustainability. Together, we can achieve big things. I look forward to working with you in 2016 and beyond on our mutual mission to make change happen.

Tim Balcon
CEO, IEMA

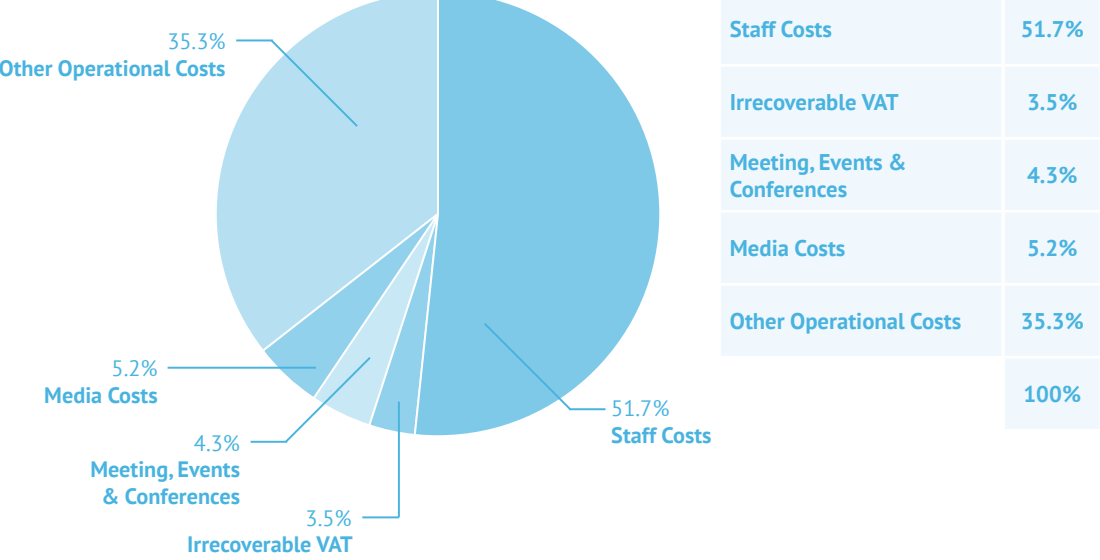
IEMA's 2015 Accounts

	2015	2014	2013
Membership Income	2378086	2197411	1818400
Other Income	354377	290750	429073
TOTAL INCOME	2732463	2488161	2247473
Expenditure	2805084	2447393	2238915
Interest	2336	4869	15195
Tax	-453	453	-1571
SURPLUS/Deficit	-69832	46090	22182
Reserves b/f	472706	426616	404434
Prior Year Adjustment			
SURPLUS/Deficit	-69832	46090	22182
Reserves c/f	402874	472706	426616

INCOME BREAKDOWN



EXPENDITURE BREAKDOWN



We are proud to be working with

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To see a list of all of our Corporate members go to
www.iema.net/corporate-membership/our-partners