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Sir,

Upon the occasion of Your Royal Highness's 70th birthday I would like to recognise the important achievements of A4S and the other related initiatives designed to encourage the development of resilient business models and a sustainable economy.

My involvement with A4S began when working in Investor Relations at Unilever more than 6 years ago. At that time, the low level of engagement between companies and investors on sustainability and long-term value creation was evident. The subsequent conversation inspired by A4S has enabled great progress to be made in understanding the barriers to longer term discussions.

In this context, Your Royal Highnesses's ability to bring together participants from different parts of the investment chain to explore the underlying causes of short termism and to work together on solutions has made a significant impact.

In my work with A4S I have also been struck by the energy released by bringing together young Finance talent and tapping into their passion to change business for the better. The conversations with like-minded people and the inspiration from sharing best practice has been vital to build momentum and encourage others to join.

Reflecting on my involvement over the years, the breadth of the agenda which Your Royal Highnesses's team have driven is impressive. From the actions which led to the formation of the International Integrated Reporting Council, the CFO Leadership Network to the creation of the A4S Guides and the Task Force on Climate Disclosure, all of which have played an important role in shaping Unilever's current strategy and actions.

Looking to the future, there still much to do to achieve Your Royal Highnesses's original vision to prepare the finance and accounting community to meet the challenges of the next century. My personal view is that we now need to join the efforts of many disparate groups to create greater alignment and hence impact than the individual activities can achieve on their own.

With thanks for Your Royal Highnesses's continuing leadership and inspiration.

Roger Seabrook