



Annual Review & Financial Statements 2009



The Direct Marketing Association (UK) Ltd

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Chairman's Report



David Metcalfe
Chairman

The backdrop to this financial report has been the biggest economic crisis to hit the UK for decades. There have been difficult trading conditions for many of our members and challenging times for the industry as a whole. The need for the organisation to respond to these circumstances has been at the forefront of our thinking over the period and we have, as a result, delivered significant changes in the way we work.

The implementation of the recommendations of the 2007-8 Strategic Review of the DMA has resulted in a period of radical and remarkable change for the organisation. The new-look DMA is now leaner and better equipped to continue to support the direct marketing industry as a whole and to empower, protect and develop the interests of our members.

Transforming the DMA

Overhauling the DMA from top to bottom has been a two-step process. The first step was to create a new governance framework to provide a more proactive, streamlined structure. This approach was introduced in October 2008 with a pared-down Executive Board and, at the same time, the setting up of an Advisory Council. Whilst the Executive Board now holds the day-to-day responsibility for the delivery of the DMA's strategic objectives and financial good health, the Advisory Council provides the critical function of setting the DMA's strategy and policy

framework on issues facing the whole industry.

The second stage of the restructuring programme was to address the internal structure of the DMA by putting in place a new organisational design. This saw the formation of a new leadership structure with management duties shared between the newly created roles of a Chief of Operations and a Chief of Membership & Brand. The rest of the organisation and job functions are now aligned with these new divisions.

Mike Lordan serves as Chief of Operations, and Robert Keitch occupies the Chief of Membership & Brand position. Prior to their appointments, both served as senior members of the DMA Management Team and together have decades of commercial experience in the marketing industry.

As Chief of Operations, Mike manages the day-to-day operations of the DMA. Robert's appointment as Chief of Membership & Brand means that he serves as the public 'face' of the DMA and manages its relationship with its members, directs thought-leadership initiatives and engages with government and stakeholders. The newly-formed position of Executive Board Member coordinates the two roles on a part-time basis.

The cost of delivering the restructuring

programme has been achieved within expectations, and has been treated as a one-off cost in the year's accounts. I am pleased to report that this cost was kept to a minimum because of the speed, efficiency and professionalism of the DMA staff in implementing the changes.

Business as usual

In spite of the significant work that has been put into overhauling the DMA, the organisation has also continued with its 'business as usual' in delivering new tools and services for its members and for the wider industry. This has included the launch of PAS 2020, the first environmental performance standard to be developed specifically for the direct marketing industry; the Environmental Planning Tool, an online application for helping businesses take their first step towards managing their environmental responsibilities; Return on Ideas, a seminal report into improving communication between marketing and finance professionals; and ClientView, a service that helps agencies to develop their business with existing clients.

Facing forwards

The new-look DMA has been restructured to ensure that it is equipped to meet its set of strategic objectives of empowering and protecting the business interests of its members and the direct marketing industry as a whole. As the industry evolves, and the economic climate

changes, it is vital that the DMA is prepared and ready to deliver the guidance, support and services its members require to develop and grow their businesses under any circumstances.

Of course, the real measures of success of the DMA's restructuring programme will be if members derive genuine benefit from its enhanced services, and if it attracts new members. I have every confidence that the revitalised, dynamic DMA that we have delivered will become ever more indispensable to the businesses and industry it serves.

I cannot finish without expressing my thanks to the Advisory Council members and to the Board members (past and present) who have supported the changes over the course of the year and to the staff who have risen to the challenge they were set.



David Metcalfe
Chairman

10 November 2009

Chief of Membership & Brand's Report



Robert Keitch
Chief of Membership
& Brand

The financial year 2008/2009 was a dramatic period for the direct marketing industry as it faced an economic crisis on a scale never seen before in living memory. The DMA continued, however, pursuing a busy agenda in supporting the industry.

PAS 2020, the groundbreaking environmental standard initiated by the DMA, was published and a personalised complimentary copy sent to the primary contact of every DMA member. The reaction to PAS 2020 by both industry practitioners and senior policymakers has been overwhelmingly positive. PAS 2020 is a tremendous start to the direct marketing industry's response to the mounting environmental challenge and will be further supported in 2009/10 with other initiatives.

The DMA Councils have also kept up a hectic pace with many initiatives coming to fruition.

Agencies Council

The Agencies Council's primary focus for the year was in tackling the major issue of improving communications and understanding between marketing and finance professionals. The seminal *Return on Ideas* report, which sets out a common

language for marketing and finance in which to converse, was the product of the Council's drive to improve understanding between both commercial functions. The Agencies Council produced the report in collaboration with The Chartered Institute of Marketing, and the Chartered Institute of Management Accountants, and was authored by Prof. Robert Shaw of Cass Business School.

Contact Centre & Telemarketing Council

The CCTC's major achievement for 2008/9 was preparing and staging the well-attended and well-received conference 'The Sustainable Future of Telemarketing', which featured speakers from the Council, Ofcom and BT.

Data Council

The Data Council kept busy in 2008/09 with a number of projects. These included a comprehensive update of the Council's best practice guidelines. The definitive guidelines provide advice to help raise data handling standards by direct marketers.

Door Drop Council

The Door Drop Council launched the inaugural DMA Door Drop Award, the success of which means a Door Drop category is now included within the annual DMA Awards. The wide range of entries received reflect the diversity of the door drop sector with entries coming from companies and organisations working within financial services, charities, telecoms, retail, FMCG, leisure and government. The Gold prize was presented to BD Network for their door drop campaign for Lurpak.

Financial Services Council

To understand the true impact of the economic crisis on the financial services sector, the FS Council undertook two research projects. The Financial Services Tracker conducted in February 2009 provided the industry with real-time evidence of how consumers viewed retail financial services companies and their products, and ascertained how the consumer likes to be communicated with. Following this successful report, the Council embarked on a second research project concerning financial services marketers' prioritisation of addressing environmental issues.

Email Marketing Council

During 2008/09, the Council celebrated many achievements. These included initiating a concerted communications programme to raise awareness of the DMA's activities in this sector via events, press releases, a revamped newsletter and the launch of a blog. The Council also partnered with IAB to launch the Ready Steady Email! Series of events, the success of which means it is now rolling out to all DMA regions. Additionally, the Council's Benchmarking Hub launched the quarterly Email Benchmarking Report and its annual Client Survey.

Inserts Council

The Council enjoyed an eventful year during 2008/9. Chief among its successes was the publication in July 2009 of its inaugural report *Insert Response and the Internet*, which demonstrated the effectiveness of inserts in driving online responses.

Mailing House Council

In February 2009, Council members conducted a brainstorming session at a workshop at the Royal Mail Innovation Lab. The session enabled members to re-think and discuss the Council's core objectives and identify how best to deliver them, which has helped to shape the new strategic direction of the Council.

Mobile Marketing Council

March 2009 saw the publication of the Mobile Marketing Council's *Bluetooth Marketing Guidelines*, which were well received by the trade media, mobile marketing sector and government bodies alike. The Council is currently working on MobileSafe, a scheme that will help to develop consumer confidence in the value of mobile marketing. MobileSafe will be rolled out in early 2010.

Field Marketing Council

Following the successful launch of the Field Marketing Accreditation Scheme in 2007, the Council published in March 2009 a revised set of best practice standards for the scheme. The Council also published *Ten Tips on Reducing Mileage and Fuel Costs*, a simple guide to assist members in considering both environmental and monetary factors relating to staff travelling in the field.

Response Management Council

The Council published its first Response Management Commitment Scheme leaflet as part of its ongoing programme to support supplier members who carry out response handling services in-house. Through the scheme's leaflet, suppliers can demonstrate to potential clients the quality of their services, and approved suppliers are entitled to bear the

scheme's recognised logo on their company stationery. The Council also published its research into the level of response by companies to sales enquiries.

DMA REGIONS

DMA North

In January 2009, DMA North welcomed Suzanne Kay as its new regional manager. Suzanne organised a number of key regional events, including its annual conference, which brought together national brands and the region's top agencies to share professional knowledge and insight into dealing with a tough trading environment. The past year has also seen a surge in the number of regional members taking a more active role in working on DMA initiatives.

DMA Scotland

DMA Scotland has continued to raise political awareness of the needs of the direct marketing industry through close engagement with members of the Scottish Parliament. In March, representatives from DMA Scotland hosted two dinners for MSPs where they were briefed about industry issues including the environment and data security. Further government engagement saw DMA Scotland discuss recycling and environmental issues with a number of government bodies. The region also played host to a number of knowledge sharing and networking events, including the PAS 2020 road show, at which local members of the direct marketing industry learned about the specialist environmental standard.

DMA West

DMA West's strategic alliance initiative over the past year has forged mutually beneficial relationships with other trade bodies in the South West and Midlands. These include the Institute of Direct Marketing, the Chartered Institute of Marketing, the Chartered Institute of Public Relations, the Independent Print Industries Association and the Chartered Institute of Purchasing and Supply. Following a number of successful joint events, there are plans for more in the future to enable the DMA to engage with a wider and more diverse audience. In addition, Wales gained greater DMA representation with two Welsh organisations now taking seats on the DMA West Council.



Robert Keitch
Chief of Membership & Brand

10 November 2009



The Direct Marketing Association (UK) Ltd

Report of the Board For the year ended 31 March 2009

The Board presents its report and the financial statements of The Direct Marketing Association (UK) Limited for the year ended 31 March 2009.

Principal activities

The company is the principal trade association for companies and organisations involved in the direct marketing industry in the United Kingdom.

Review of the business

The company is a not-for-profit organisation. The directors are satisfied with the results for the year.

Share capital

The company is limited by guarantee without share capital.

Directors

The board members since 1 April 2008 are listed on page 15.

Statement as to disclosure of information to auditors

The directors who were in office on the date of approval of these financial statements have confirmed, that as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

Auditors

A resolution to re-appoint Baker Tilly UK Audit LLP, Chartered Accountants, as auditor will be put to members at the Annual General Meeting.

Small companies provisions

The report of the directors has been prepared in accordance with the special provision of Part VII of the Companies Act 1985 relating to small companies.

By order of the Board

David Metcalfe
Chairman

10 November 2009

Board's responsibilities in the preparation of the financial statements

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent Auditor's report to the members of The Direct Marketing Association (UK) Limited

For the year ended 31 March 2009

We have audited the financial statements on pages 8 to 14.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of directors and auditors

The Board's responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Board's Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 and whether the information given in the Report of the Board is consistent with the financial statements. We also report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read other information contained in the annual report and consider whether it is consistent with the financial statements. The other information comprises only the Chairman's Report and Chief of Membership & Brand's Report. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland). An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the company's affairs at 31 March 2009 and of its deficit for the year then ended and have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Report of the Board is consistent with the financial statements.

BAKER TILLY UK AUDIT LLP
Registered Auditor
Chartered Accountants
65 Kingsway
London WC2B 6TD

10 November 2009

Income and expenditure account

For the year ended 31 March 2009

	Notes	2009 £	2008 £
Turnover	1	2,979,248	3,007,068
Cost of sales		(630,937)	(603,487)
Gross income		2,348,311	2,403,581
Administration expenses		(2,460,069)	(2,390,721)
Operating (Deficit) Surplus		(111,758)	12,860
Investment income	2	51,975	74,227
(Deficit) / Surplus on Ordinary Activities before Taxation	3	(59,783)	87,087
Taxation	4	5,792	(19,409)
(Deficit) / Surplus on Ordinary Activities after Taxation	11	(53,991)	67,678

The operating deficit for the year arises from the company's continuing operations.

No separate statement of Total Recognised Gains and Losses has been presented as all such gains and losses have been dealt with in the Income and Expenditure Account.

Balance sheet

31 March 2009

	Notes	2009 £	2008 £
Fixed Assets			
Tangible assets	6	21,850	35,417
Investments	7	1,002	1,002
		<hr/>	<hr/>
		22,852	36,419
Current Assets			
Debtors	8	910,104	1,271,739
Cash at bank and in hand		1,046,829	1,007,981
		<hr/>	<hr/>
		1,956,933	2,279,720
Creditors: Amounts falling due within one year	9	(1,643,619)	(1,925,982)
		<hr/>	<hr/>
Net Current Assets		313,314	353,738
		<hr/>	<hr/>
Net Assets		336,166	390,157
		<hr/>	<hr/>
Reserves			
Accumulated reserves	11	336,166	390,157
		<hr/>	<hr/>
Members' Funds	11	336,166	390,157
		<hr/>	<hr/>

The financial statement have been prepared in accordance with the special provision of Part VII of the Companies Act 1985 relating to small companies.

The financial statements on pages 8 to 14 were approved by the board of directors and authorised for issue on 10 November 2009 and are signed on its behalf by:



D Metcalfe
Chairman



A Merron
Hon Treasurer



Accounting policies

For the year ended 31 March 2009

Basis of accounting

The financial statements have been prepared under the historical cost convention.

The company is exempt from the requirement to prepare group accounts by virtue of section 248 of the Companies Act 1985. These financial statements therefore present information about the company as an individual undertaking and not about its group.

Tangible Fixed Assets

Fixed assets are stated at historical cost.

Depreciation is provided on all tangible fixed assets to write each asset down to its estimated residual value evenly over its expected useful life, as follows:-

Fixtures and fittings	10-25% straight line
Computer equipment	25% straight line

Investments

Participating interests are stated at cost in the company balance sheet.

Deferred Taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantially enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Leased Assets and Obligations

Where assets are financed by leasing agreements that give rights approximating to ownership ("finance leases"), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor.

Lease payments are treated as consisting of capital and interest elements, and the interest is charged to the profit and loss account in proportion to the remaining balance outstanding.

All other leases are "operating leases" and the annual rentals are charged to profit and loss on a straight line basis over the lease term.

Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

Turnover

Turnover comprises the total amount receivable by the company in the ordinary course of business for subscriptions, goods supplied and services provided, exclusive of value added tax. Subscriptions are credited to the income and expenditure account according to the proportion of each member's subscription year falling within the company's accounting period.

Notes to the financial statements

For the year ended 31 March 2009

1. Turnover and (deficit) / surplus on ordinary activities before taxation

The company's turnover and (deficit) / surplus on ordinary activities were all derived from its principal activity. Sales were all made in the United Kingdom.

2. Investment income

	2009 £	2008 £
Bank interest receivable	51,975	74,227

3. (Deficit) / Surplus on ordinary activities before taxation

	2009 £	2008 £
(Deficit) / surplus on ordinary activities before taxation is stated after charging:		
Depreciation and amounts written off tangible fixed assets:		
Charge for the year		
owned assets	27,124	29,658
Auditor's remuneration		
- statutory audit services	12,000	12,000
- tax compliance services	3,000	2,900
Operating lease rentals		
- plant and machinery	17,045	16,782
- land and buildings	375,000	377,690

4. Taxation

	2009 £	2008 £
UK corporation tax (credit) / charge at 28% (2008: 20%)	(5,792)	19,409
	2009 £	2008 £
Current tax		
UK corporation tax on (deficit) / surplus of the period	-	13,889
Adjustments in respect of previous periods	(484)	-
Total current tax	(484)	13,889
Deferred taxation		
Origination and reversal of timing differences	(5,308)	5,520
Total deferred tax	(5,308)	5,520
Tax on (deficit) / surplus on ordinary activities	(5,792)	19,409

Notes to the financial statements

For the year ended 31 March 2009

continued

	2009 £	2008 £
Factors affecting tax charge for the period		
The tax assessed for the period is higher than the standard small companies rate of corporation tax in the UK (28%). The differences are explained below:		
(Deficit) / surplus on ordinary activities before taxation	(59,783)	87,087
(Deficit) / surplus on ordinary activities before taxation multiplied by standard rate of corporation tax in the UK 28% (2008: 20%)	(16,739)	17,417
Effects of:		
Expenses not deductible for tax purposes	6,939	2,969
Capital allowances for period in excess of depreciation	(1,678)	(1,087)
Tax losses utilised	-	(7,517)
Adjustment to tax charge in respect of previous periods	(484)	-
Income taxable included in CT payment	-	97
Short-term timing differences	630	2,010
Receipt for group relief	(4,595)	-
Losses surrendered for group relief	15,443	-
	(484)	13,889
Tax (credit) / charge for period		
	(484)	13,889
5. Employees		
	2009 No.	2008 No.
The average monthly number of persons employed during the year was:-	52	49
	£	£
Staff costs for the above persons:		
Wages and salaries	1,821,319	1,539,279
Social security costs	197,919	173,084
Pension contributions	40,031	37,666
	2,059,269	1,750,029

The above amounts include the cost of staff recharged £320,891 (2008: £261,756).

No remuneration was paid to the directors during the year, (2008: £nil).

6. Tangible fixed assets

	Fixtures & fittings £	Computer equipment £	Total £
Cost or valuation			
1 April 2008	345,053	129,879	474,932
Additions	1,619	11,938	13,557
Disposals	(317,902)	(58,224)	(376,126)
31 March 2009	28,770	83,593	112,363
Depreciation			
1 April 2008	331,094	108,421	439,515
Charged in the year	5,901	21,223	27,124
Disposals	(317,902)	(58,224)	(376,126)
31 March 2009	19,093	71,420	90,513
Net book value			
31 March 2009	9,677	12,173	21,850
31 March 2008	13,959	21,458	35,417

7. Investments

£

Cost

At 1 April 2008 and 31 March 2009

1,002

Company	Country of Incorporation	% shareholding	Activity
The Telephone Preference Service Limited	England and Wales	100	Telephone and fax opt-out service
NSF Limited	England and Wales	100	Data suppression service

During its latest financial year ended 30 April 2009, The Telephone Preference Service Limited made a profit before tax of £258,966 following a profit before tax in the previous year of £739,336. At 30 April 2009 the aggregate surplus of capital and reserves was £2,735,592 (2008: £2,530,610). The Telephone Preference Service Limited has adopted a different accounting reference date due to the term of the contract with OFCOM which constitutes the trade of that company.

During the year ended 31 March 2009, NSF Limited made a profit before tax of £3,344 (2008: £3,787). At the end of that period the aggregate surplus of capital and reserves was £32,417 (2008: £29,844).

The trading results of both companies were broadly in line with expectations.

8. Debtors**2009****2008**

£

£

Due within one year:

Trade debtors	175,486	281,343
Amounts owed by group undertakings	34,020	327,324
Other Debtors	32,783	28,807
Prepayments	212,719	246,741

455,008

884,215

Due after one year:

Other debtor	455,096	387,524
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910,1041,271,739

Included within other debtors is a deferred tax asset of £21,422 (2008: £16,114) made up as follows:

2009**2008**

£

£

Accelerated capital allowances	15,878	12,604
Other timing differences	5,543	3,510

21,42216,114

Balance at 1 April 2008		16,114
Credited to the profit and loss		(1,138)
Adjustment to tax rate applied		6,446

Balance at 31 March 2009

21,422

Notes to the financial statements

For the year ended 31 March 2009

continued

9. Creditors: Amounts falling due within one year

	2009	2008
	£	£
Trade creditors	312,104	488,602
Subscriptions in advance	523,170	645,866
Amounts owed to group undertakings	69,944	20,190
Corporation tax	-	14,374
Other taxation and social security	167,038	221,795
Other creditors	61,018	184,936
Accruals and deferred income	510,345	350,219
	<u>1,643,619</u>	<u>1,925,982</u>

10. Share Capital

The company is limited by guarantee without share capital.

11. Members' Funds

	2009	2008
	£	£
1 April 2008	390,157	322,479
(Deficit) / surplus for the financial year	(53,991)	67,678
31 March 2009	<u>336,166</u>	<u>390,157</u>

12. Commitments under Operating Leases

At 31 March 2009 the company had annual commitments under non-cancellable operating leases as follows:

	2009	2008
	£	£
Office equipment expiring in the second to fifth year	17,258	17,174
Land and buildings expiring after five years	375,000	375,000
	<u>392,258</u>	<u>392,174</u>

13. Related Party Transactions

During the year, the company received subscriptions of £89,701 (2008: £97,662) from companies with common directors. At the year end the balance owing was £4,077 (2008: £3,308).

During the year, the company charged The Telephone Preference Service Limited fees for management services, rent and for contributions towards the DM Commission of £876,000 (2008: £641,082). At the year end the balance owing to The Telephone Preference Service Limited was £49,849 (2008: creditor £305,511).

During the year the company charged NSF Limited fees for management services of £15,243 (2008: £23,665). At the year end the balance owing from NSF Limited was £17,608 (2008: £21,813).

14. Contingent Liabilities

The company has provided guarantees in respect of the performance obligations of NSF Limited up to an aggregate amount of £100,000.

Board of directors

From 1 April 2008 to 31 March 2009

Directors

The following directors have held office since 1 April 2008:

Alison Helen Williams	(resigned 13 November 2008)
Amanda Merron	
Andrew John Wilton	(resigned 27 June 2008)
Anthony John Kane	
Charles Michael Ping	(resigned 13 November 2008)
Christopher Arnold	(resigned 13 November 2008)
Christopher Mitchell	(resigned 13 November 2008)
Christopher Porte Combemale	
David Allan Metcalfe	
Fedelma Good	
Gillian Lyall	
Hendrick Johan Dijk	(resigned 13 November 2008)
Iain Fraser Lovatt	(resigned 13 November 2008)
Janette Anne Morris	
Jennifer Mary Moseley	(resigned 13 November 2008)
Joanna Patricia Reynolds	(resigned 13 November 2008)
John Franklin Price	(resigned 13 November 2008)
John Robert Watson	(resigned 13 November 2008)
Justin Basini	(resigned 13 November 2008)
Lucienne Stafford	(resigned 13 November 2008)
Malcolm George Black	
Malcolm Green	
Mark Peter Young	(resigned 13 November 2008)
Michael John Colling	(resigned 13 November 2008)
Nicholas Fuller	(resigned 13 November 2008)
Peter Gordon Phillips	(resigned 13 November 2008)
Rosemary Kathleen Smith	(resigned 13 November 2008)
Scott Morrison Logie	
Stephen Groom	(resigned 13 November 2008)
Victor Godding	(resigned 13 November 2008)
Yvonne Mane Lindsay Balfour	(resigned 13 November 2008)

Secretary

James Milligan

Registered office

DMA House
70 Margaret Street
London W1W 8SS

Auditors

Baker Tilly UK Audit LLP
Chartered Accountants
65 Kingsway
London WC2B 6TD

Our thanks

Advertising Association (AA)
Advertising Standards Authority (ASA)
Advertising Standards Board of Finance (ASBOF)
Association of Publishing Agencies (APA)
AAR
British Printing Industries Federation (BPIF)
British Promotional Merchandise Association (BPMA)
Broadcasting Committee of Advertising Practice (BCAP)
Centaur Media
Chartered Institute of Marketing (CIM)
CMPi (United Business Media)
Communications, Advertising & Marketing Foundation (CAM)
Committee of Advertising Practice (CAP)
Confederation of British Industry (CBI)
Customer Contact Association (CCA)
Department of Environment Food and Rural Affairs (DEFRA)
Department for Business, Innovation & Skills (BIS)
Direct Selling Association (DSA)
e-Business Regulatory Alliance (ERA)
Federation of European Direct and Interactive Marketing (FEDMA)
Financial Services Authority (FSA)
Foreign & Commonwealth Office
Future Foundation
Haymarket Publications
HM Treasury
Home Office
Incorporated Society of British Advertisers (ISBA)
Information Commissioner's Office (ICO)
Institute of Direct Marketing (IDM)
Institute of Practitioners in Advertising (IPA)
Institute of Sales Promotion (ISP)
Interactive Advertising Bureau (IAB)
International Chamber of Commerce (ICC)
International Direct Marketing Associations
Mail Order Traders Association (MOTA)
Mail Users Association (MUA)
Newspaper Publishers Association (NPA)
Newspaper Society (NS)
Office of Communications (Ofcom)
Office of Fair Trading (OFT)
Periodical Publishers Association (PPA)
PhonepayPlus
Postal Users Group (PUG)
Postcomm
Postwatch
Regional Chambers of Commerce
Royal Mail (RM)
Safe Home Ordering Protection Scheme (SHOPS)
Telephone Users Association (TUA)
The Electoral Commission
Trade Partners UK (TPUK)
Universal Postal Union (UPU)



The Direct Marketing Association
(UK) Limited
is a company limited
by Guarantee.

Registration in England
No. 2667995.

Registered office as below.



The Direct Marketing Association (UK) Ltd

The Direct Marketing Association (UK) Limited

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