

Foster + Partners

Corporate Social Environmental
Responsibility Report 2022 - 2023



Contents



Foreword

At Foster + Partners our ethos is clear: to be the world's leading design practice based on innovation and research, with sustainability at the core, to make the world a better place. This guiding principle shapes every aspect of our operations, driving us to prioritise the wellbeing of both our people and our planet.

This year has been marked by significant growth within our workforce, reflecting our ongoing commitment to fostering a healthy environment for our employees and the broader community. Our dedication to the triple bottom line—people, planet, and profit—remains steadfast, ensuring that our operations across the campus are aligned with our core values.

We are actively exploring pathways to reduce our carbon footprint and achieve net zero emissions. Our efforts are bolstered by strategic partnerships that support our sustainability goals. Additionally, we are expanding our reach in terms of social capital, with a vision to extend these initiatives to our global offices, thereby fostering a cohesive and inclusive practice.

As we continue to grow, our focus on innovation, research, and sustainability will remain at the forefront of our endeavours. We are committed to making a positive impact on the world, one design at a time.



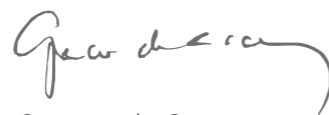
Stuart Latham

Our project work and CSER initiatives are fundamentally linked. This offers us a learning experience to understand how the decisions we take regarding our staff, our facilities and the local community can inform our projects. Similarly, it allows us to seek inspiration from our diverse projects with leading companies to help us make the right decisions to benefit all.

Human-centric design is crucial for sustainable development, as no project or business can achieve true sustainability without people at its core. We continue to run our apprenticeship program and develop educational relationships with universities, promoting sustainable architecture to the next generation.

We are also mindful that we can positively impact the local and wider communities through our decisions, and are continuing to develop relationships with multiple organisations, institutions, and charities where we believe we can add positively to social value through our experiences and the scale of our operations.

Building also on the work on our estate over recent years we continue to develop our facilities and amenities to support the good health and wellbeing of our staff, and provide an equitable, inclusive and diverse working environment for all.



Spencer de Grey

This year, our Corporate Social and Environmental Responsibility (CSER) initiatives have been central to our activities. We launched our first Employee Engagement Survey to gather insights and identify areas for improvement. Weekly wellbeing initiatives and natural ventilation improvements have been implemented to enhance indoor air quality. We achieved Top Employer status from the Top Employers Institute.

Our partnership with Thrive in Battersea Park continues, with ten volunteer days available for employees to assist in gardening tasks. We appointed Jane Samuels as our first Equity, Diversity, and Inclusion lead, supported by our EDI team. Our five Diversity + Inclusion networks provide support and a safe space for colleagues.

We are progressing on sustainability goals, including energy, carbon, water use, and waste. We are aligning with the Race to Zero initiative and continue to procure carbon offsets for travel impacts via Forest Carbon.



Chris Trott



Stuart Latham
Managing Partner

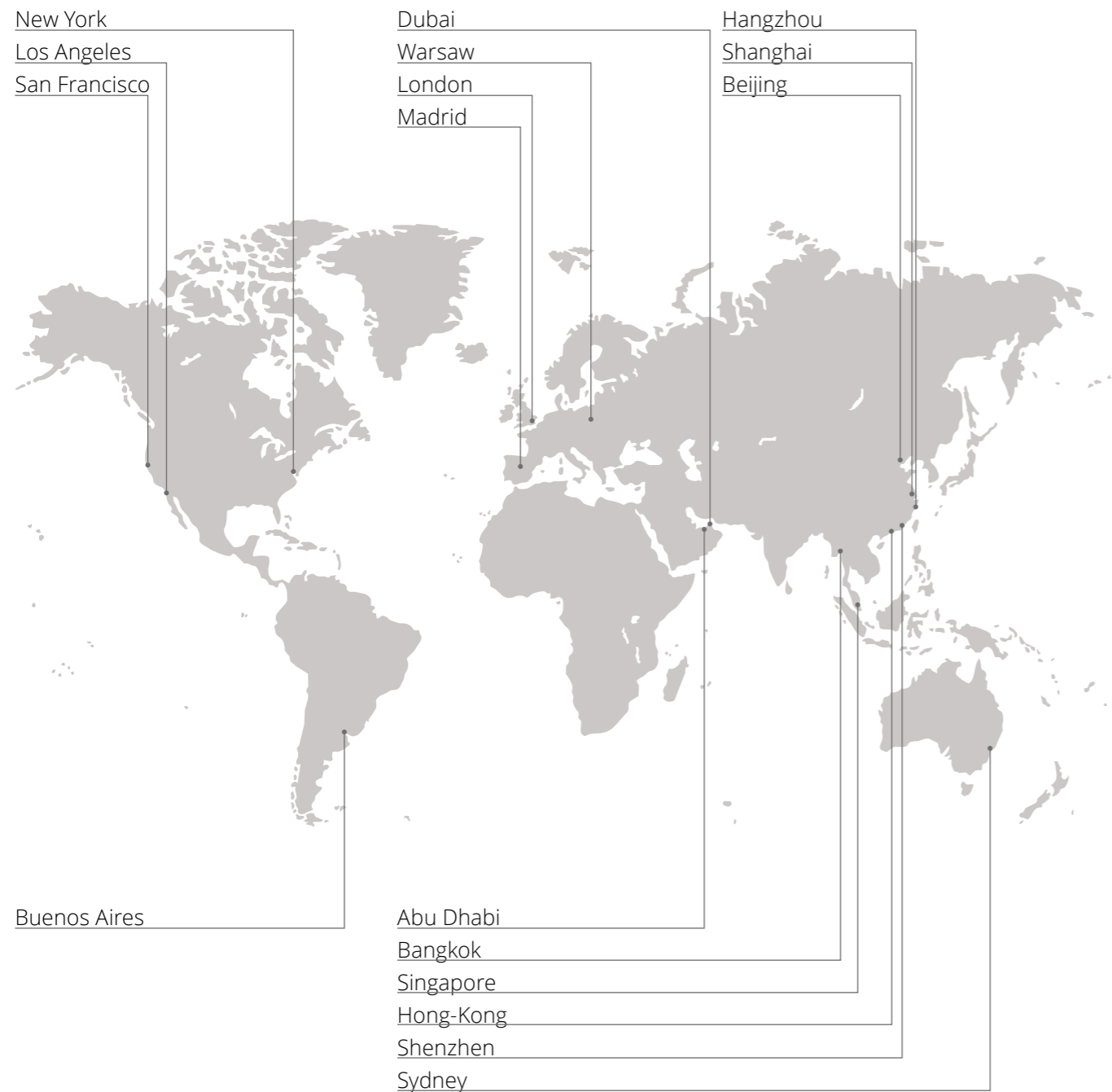


Spencer de Grey
Head of Design



Chris Trott
Head of Sustainability

17 offices worldwide (opening Los Angeles and Warsaw in the past year | 2022-2023)



Foster + Partners, founded by Norman Foster in 1967, is a global studio for sustainable architecture, engineering, urbanism, and industrial design. With offices worldwide, we operate as a single, ethnically and culturally diverse studio.

We believe the best architecture synthesises all elements of a building: structure, services, ecology, natural light, form symbolism, skyline relationship, movement, and the ability to lift the spirits. Architects and engineers collaborate from the project's early concept stage to create integrated, sustainable design solutions.

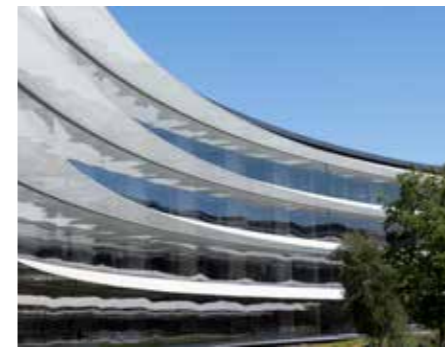
Our mission is to be the world's leading design practice, driven by innovation and research, with sustainability at the core.



Foster + Partners | The Studio

Who makes up our practice?

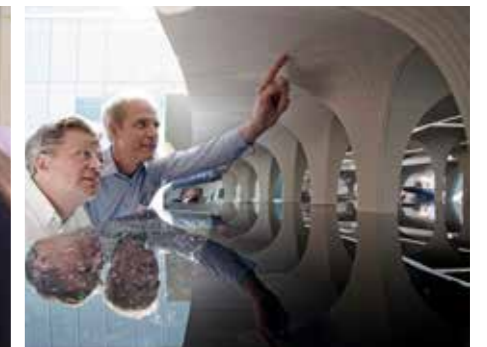
Our practice includes architectural teams working from sketches to completion, alongside specialist teams in structural and environmental engineering, sustainability, urban and landscape design, industrial design, workplace and interior design, and research. This integrated team is supported by design management, communications, visualisation, film, modelmaking, and materials research.



Architecture



Environmental Engineering



Structural Engineering



Design Management



Visualisation and Film



Design Communications



Sustainability



Urban and Landscape Design



Industrial Design



Communications



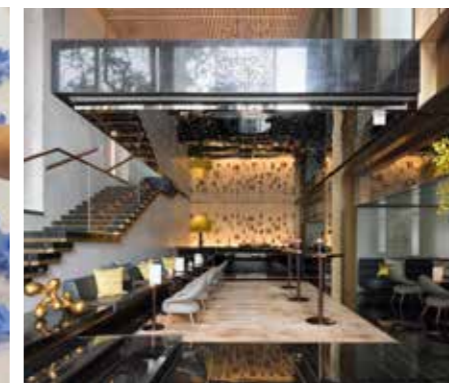
Modelmaking



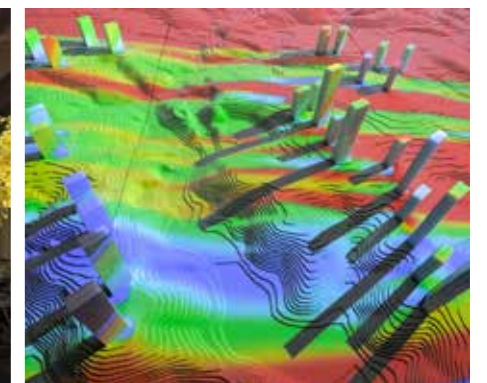
Materials Research Centre



Workplace Consultancy



Interior Design



Special Modelling Group and Applied Research and Development

Foster + Partners | The Campus

We see CSER as fundamental to our business, and The Campus (and our other offices) as the Foster + Partners project we live in. We believe we are making significant progress in key areas within our operations and practices, as we enter our eleventh year of CSER.

London Campus

- 1 Main Studio
- 2 7/11
- 3 Pavilion
- 4 London House
- 5 Sterling House
- 6 Mews
- 7 Albert Bridge House

CSER at Foster + Partners

Our CSER reporting continues to focus upon the operations and associated initiatives of our London campus, as majority of our 'life' as a business is here. Over the course of the financial year we have grown in size, increasing our headcount by almost 10%. Within this we have also expanded our occupied real estate, illustrated by the adjacent image (with the exception of our modelshop, located a short distance away at Stewart's Road). In the future we aim to expand CSER reporting to include our global offices.



Our Governance Structure

CSER utilises the extensive skillsets of our teams, helping to bring cohesion within the practice. The Sustainability Group facilitates the process, working closely with multiple teams, including Facilities, Accounts and Human Resources, supported by other specialist teams to assist with daily operations and initiatives. Monthly updates are provided to the CSER Steering Committee, formed of a selection of key decision-maker colleagues within the business, with ultimately responsibility for decisions made by the Management Board.

Governance Structure



CSER Team



Hannah Eaton

Eveliina Kanervo

The Foster + Partners Responsibility Framework (FRF)

Sustainability at Foster + Partners

Our ten Foster + Partners Responsibility Framework themes (first developed between 2011 and 2014 and explained in more detail later) are Wellbeing, Community Impact, Social Equity, Energy & Carbon, Mobility & Connectivity, Resources, Water, Land & Ecology, Feedback, Planning for Change. They were developed to suit our work on masterplans, buildings, products, and, implicitly for our business operations, they form the platform for our Corporate, Social and Environmental Responsibility (CSER) process. Strategic sustainability goals are explored by applying the ten themes at all stages of CSER, enabling the identification of key concerns and their interconnectedness to related, external issues. They align with the requirements of commonly used green rating systems such as LEED (particularly relevant to our CSER workstream: see Feedback chapter), BREEAM, Estidama, GSAS, etc., but also capture social equity concepts on which green rating systems are often silent.

The FRF themes align with The United Nations Sustainable Development Goals (UNSDGs)

The United Nations Sustainable Development Goals (SDGs), adopted in 2015, the SDGs serve as the principal framework for sustainable development globally. They have been mapped against the Foster + Partners ten themes and offer a practical way to deliver the SDGs within the built environment.

The ten themes also simultaneously offer an expanded reach over the principles denoted within:

The Royal Institute of British Architects (RIBA) Sustainable Outcomes:

The RIBA sustainable outcomes were established in 2019 and identify eight sustainable outcomes that all buildings contribute to. These outcomes are clear, measurable and realistic, and transparent between expectations and outcomes. They successfully address the triple bottom line definition of sustainability, balancing social, environmental, and economic value.

Foster + Partners Themes (2014)



UN Sustainable Development Goals (2015)



RIBA Sustainable Outcomes (2019)



The Ten Themes

The themes are often interconnected, each can influence or be influenced by another, conveying important links within our CSER strategy.

Wellbeing

The promotion of comfortable and high-quality environments that encourage personal fulfilment and inclusivity. Supporting the health, safety and personal development of all staff, while encouraging engagement and participation in initiatives.

Community Impact

Understanding the role we have as a practice within the community; locally, nationally and internationally. This is achieved by the provision of support to and/or working directly with charities, groups and/or professional bodies.

Social Equity

The continuation of positive performance and investment in ethical business practices, with the fundamental aim of ensuring prosperity without exclusion.

Energy and Carbon

Emphasis on reducing our energy consumption and carbon emissions by engaging with and educating employees, enhancing operational efficiency, upgrading equipment and managing our business activities.

Mobility and Connectivity

The encouragement of healthier, low-carbon forms of transportation to promote activity and reduce the impact of our associated travel.

Resources

Analysing and accounting for the life of the resources that pass through our offices by understanding our waste streams and flows. A significant objective is to use materials sustainably and with as little waste as possible.

Water

Continued monitoring of our water consumption, and implementation of appropriate initiatives to ensure future efficiency.

Land and Ecology

Support for and introduction of biophilic principles, underpinning a connection with nature facilitated through an increase in biodiverse, green and outdoor spaces.

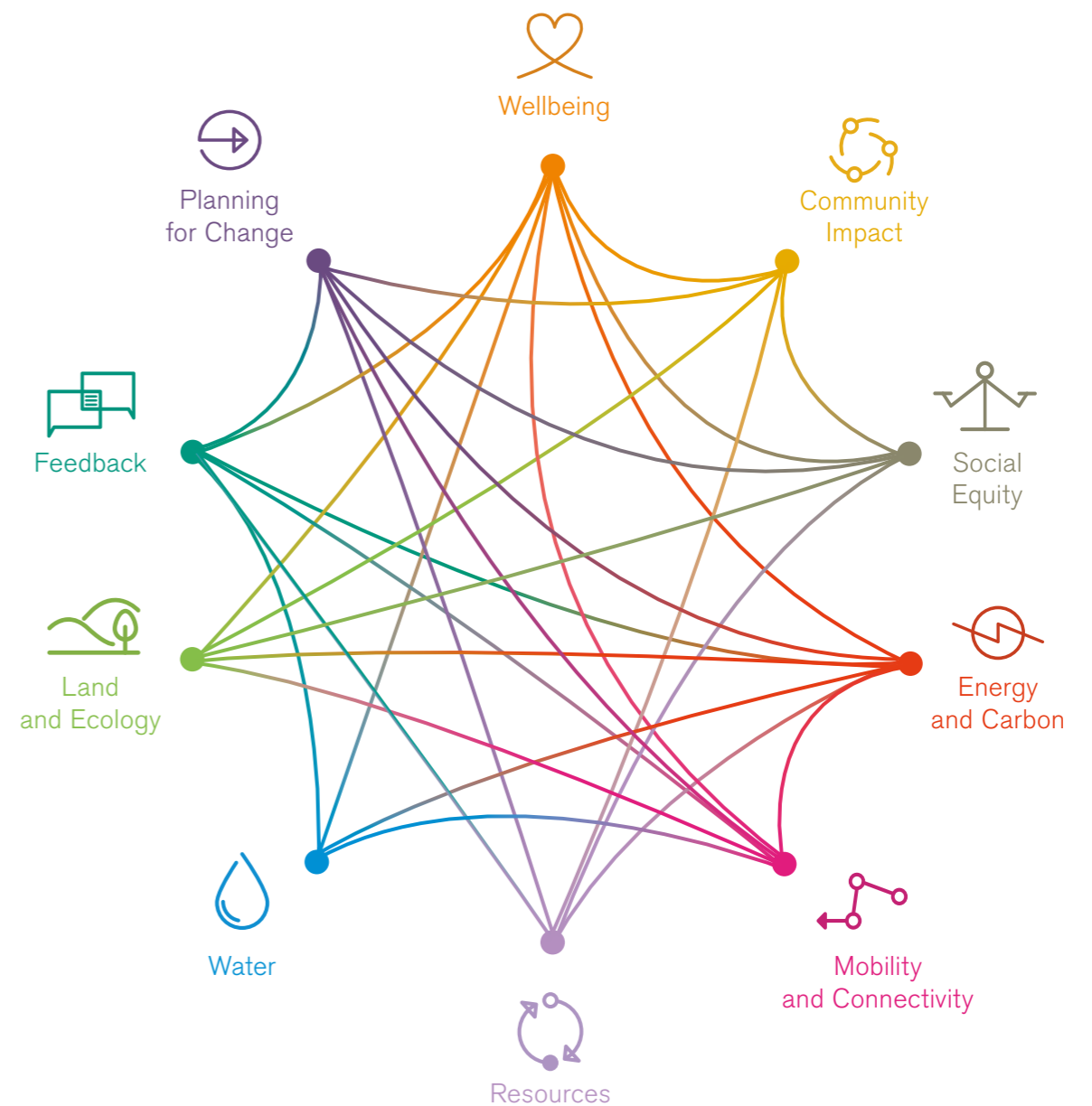
Feedback

The collection and collation of high-quality data to monitor our carbon footprint and further understand our performance to support data-driven decisions.

Planning for Change

Supporting staff in their training and personal development, whilst aiding education and awareness surrounding climate change and the vital role of design in the future.

Interconnected Themes



A Snapshot of our Performance

In the interests of transparency it is important to preface that several initiatives and goals are still being adversely impacted by the Covid-19 pandemic. Here is a snapshot:

Wellbeing

39 qualified Mental Health First Aiders.

Community Impact

Partnership with local charity Thrive.

Social Equity

Appointed our first Equity, Diversity, and Inclusion lead, supported by our dedicated EDI team.

Energy and Carbon

47% reduction in total emissions (from our FY18-19 baseline).

Mobility and Connectivity

54% reduction in our commercial flying (from our FY18-19 baseline).

Resources

Continued achievement of zero waste to landfill.

Water

Improved reporting of our water consumption at the London Campus.

Land and Ecology

Continued partnership with Forest Carbon, supporting the procurement of carbon units to sequester our Scope 1, 2 and Scope 3 business travel carbon emissions.

Feedback

Our Main Studio building on campus (refer back to campus graphic) is performing at LEED Platinum, in alignment with LEED Operations and Maintenance (LEED O+M).

Planning for Change

4 BREEAM practitioners, 14 WELL Accredited Professionals, 58 LEED Accredited Professionals.



Wellbeing

The promotion of comfortable and quality environments that encourage personal fulfilment and inclusivity. Supporting the health, safety and personal development of all staff, while encouraging engagement and participation in initiatives

Interconnected Themes

Community Impact

Social Equity

Energy and Carbon

Mobility and Connectivity

Water

Land and Ecology

Feedback

Our Approach

The optimisation and protection of colleague wellbeing is central to initiatives at Foster + Partners. We offer numerous ongoing programs throughout the campus, focusing on both mental and physical health, while ensuring a safe and healthy environment for all. This effort is coordinated by the Health and Safety, Human Resources, and Facilities teams.

Our Performance

This financial year was the first since Covid-19 without significant pandemic impact. Staff health and wellbeing remained a top priority, with continued support through our Human Resources team, Employee Assistance Programme (provided by Unum, offering free, confidential, personal advice), and virtual GP service (Help@Hand).

We launched our first Employee Engagement Survey to gather insights into working at Foster + Partners. A third party guided the design and analysis of the survey, ensuring confidentiality. 75% of employees participated, and key findings were shared with all.

We implemented natural ventilation improvements to the campus, enhancing indoor air quality and reducing the need for ventilation and air conditioning. Once office presence stabilises, we will analyse data from the BMS system to ensure optimal environments for our workforce.

Wellbeing initiatives are updated weekly on the Intranet. Popular activities include yoga, massages, and creative workshops like terrarium building and origami.

Mental Health Focused Initiatives

We have 39 qualified Mental Health First Aiders (MHFA) in the London studio, up from 30 last year. They provide confidential support and guidance for mental health issues, advocate for mental wellbeing, and help reduce stigmas.

We celebrate Mental Health Awareness Day annually on October 10th. This year's theme was 'make mental health and wellbeing for all a global priority'.

Resources available included:

- Interactive Health Kiosk in our Canteen
- Personal wellbeing consultations
- One-to-One Health Screenings

Physical Health Focused Initiatives

Several physical health initiatives were offered on campus, including:

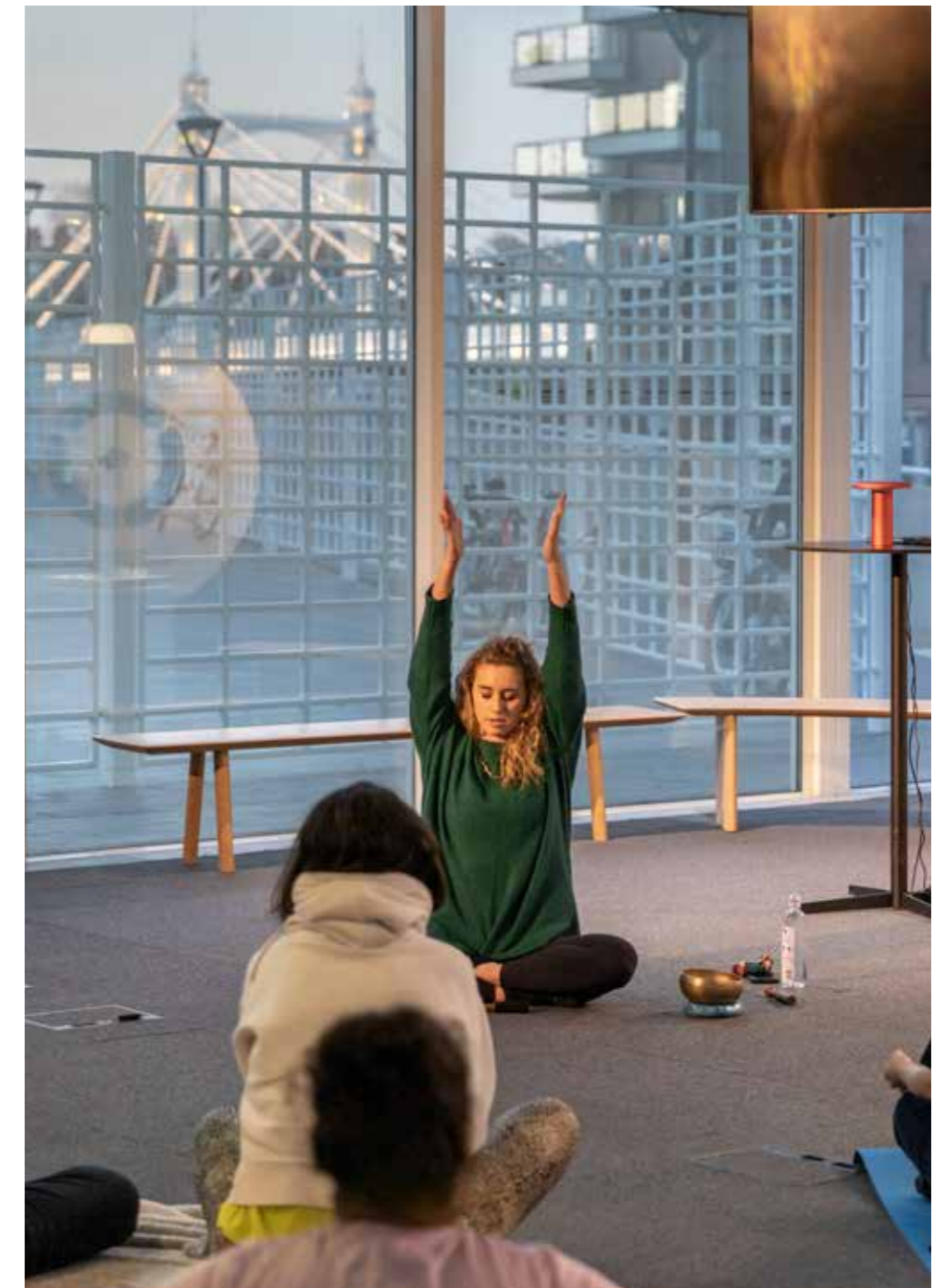
- Social sports clubs and activities like climbing, cycling, tag rugby, running, bootcamp fitness, and yoga
- Discounted gym membership with local Stars gym
- Massage and reflexology sessions, including reflexology, Indian head massage, warm bamboo back, neck and shoulder massage, and ayurvedic foot and leg massage

Key strategies included:

- Annual flu jabs for all employees
- Interactive health kiosk testing key health indicators
- Participation in the J. P. Morgan Corporate Challenge (the world's largest corporate running event)
- Annual Foster + Partners football World Cup in Battersea Park
- British Nutrition Foundation's Healthy Eating Week, this year the official message is 'Eat well for you and the planet!' with discounts on healthy weekly boxes from Mindful Chef



The annual park run organised by J. P. Morgan, one of our major clients



Yoga at the campus

Wellbeing and Benefits Evening 2023

On February 28th, we hosted an evening of wellbeing and benefits initiatives at our London campus, featuring:

- Wellbeing Bitesize Talks
- Massages
- General wellbeing activities
- ClassPass
- Yoga
- PI Studio
- Puppy therapy
- Financial Wellbeing with Hymans Robertson
- Posture advice from Optimal Spine
- BUPA
- Employee Assistance Programme (UNUM)
- Sports and social club - Tennis club
- Terrarium giveaway competition

Health & Safety Training

Our Health & Safety team prioritises colleague wellbeing. We have a comprehensive Health & Safety Policy, reviewed annually and accessible to all staff. The policy requires technical employees to attend Health & Safety Risk Management training and mandates Personal Protective Equipment (PPE) on construction sites. Office-based activities include Display Screen Equipment (DSE) assessments, free eye tests, and corrective eyewear if needed.

Top Employer

The Top Employers Institute, established in 1991, is the global authority on recognising excellence in people practices. It certifies 1,857 organisations in 123 countries, positively impacting 8 million employees globally. The certification acknowledges companies' positive impact on their employees, assessing criteria across six key areas:

- **Steer:** Business strategy, people strategy, leadership
- **Shape:** Organisation and change, digital HR, work environment
- **Attract:** Employer branding, talent acquisition, on-boarding
- **Develop:** Performance, career, learning
- **Engage:** Wellbeing, engagement, rewards, recognition, off-boarding
- **Unite:** Values, ethics, integrity, diversity, inclusion, sustainability

Foster + Partners has become a Top Employer for the seventh consecutive year, committed to upholding these principles.

Looking Forward

We will continue offering mental and physical wellbeing resources, including social sports activities like our football World Cup, J. P. Morgan run, and sailing regattas. New benefits include ClassPass discounts, providing access to gyms, fitness studios, salons, and spas. We aim to increase the number of mental health first aiders and expand wellbeing policies across our global offices.

Community Impact

Understanding the role that we have as a practice within the community; locally, nationally and internationally. This is achieved by the provision of support and/or working directly with charities, groups and/or professional bodies

Interconnected Themes

Wellbeing

Social Equity

Resources

Land and Ecology

Planning for Change

Our Approach

One of the greatest impacts that we can have as a leading company in design and innovation is to support our community; be it locally, regionally, nationally, or internationally. We whole-heartedly support the notion that design possesses the ability to enrich lives and benefit the communities within which people live. We are fortunate enough to have a large presence within the architectural community, and as such are committed to using this platform to promote equal access to education through our various partnerships, memberships, and donations.

Our Performance

Educational Partnerships

Universities

We have developed connections with a multitude of institutions and organisations. Particular emphasis is placed upon the notion of supporting the next generation of young industry professionals. Our involvement with universities throughout the United Kingdom, includes:

- Architectural Association School of Architecture (AA)
- Arts University Bournemouth
- De Montfort University
- Glasgow School of Art, Mackintosh School of Architecture
- Kingston University
- London Metropolitan University
- London School of Architecture
- Manchester University
- Nottingham Trent University
- Oxford Brookes University
- UCL Bartlett
- University of Bath
- University of Cambridge
- University of Kent
- University of Newcastle
- University of Nottingham
- University of Westminster
- Welsh School of Architecture – Cardiff University
- The University of Edinburgh
- The University of Sheffield

These partnerships extend beyond financial contributions and include time volunteered by colleagues including mentorship programs, lectures, talks, seminars, work experience opportunities, summer internships, and student tours.

Apprenticeships

We celebrated 4 years since the launch of the Architecture Apprenticeship Standards. The first cohort completed the Level 7 Architecture Apprenticeship and are now fully qualified architects. We hosted 21 apprentices working towards their Level 7 Architecture Apprenticeship, combining practical work experience with studies at Oxford Brookes University or University of Nottingham. We celebrated their success by sharing their stories internally throughout the practice, and externally upon our social media platforms during National Apprenticeship Week.

RIBA Studio Foundation Programme

We continued participating in this program, supporting young architects in developing their portfolios and gaining work experience. We provided one placement, later converted into an architectural apprenticeship.

Blueprint 1000: This initiative by the Design and Technology Association fosters long-term relationships between companies and schools, supporting high-quality design and technology teaching. We hosted five teachers for internships, broadening their skillsets and understanding of the industry.

Open City – Architecture in Schools

Our Learning and Development, Urban Design Group, Modelshop, and Communications Team collaborated for the fourth year in the Architecture in Schools programme, sponsored by the Canary Wharf Group. This creative learning initiative for Key Stage Two pupils aims to inspire future city-shapers and educate them on how architecture informs our world. It also trains teachers to use architecture to teach various subjects while enhancing children's skills. This year, we partnered with Wyvil Primary School in Lambeth, London, where 60 children participated in architectural activities, including a site visit and design workshops, to motivate them to create their own spaces.



Open City - Architecture in schools

Sponsorship

The Architecture Foundation

We support this platform that brings together industry professionals to discuss and act on design and built environment issues, promoting collaboration, networking, and knowledge sharing.

Museum of Architecture (MoA)

We support MoA, a charity dedicated to engaging the public with architecture and encouraging entrepreneurship within the industry. MoA focuses on vision, mission, and history, building upon the initial work of Nous Gallery.

Academy of Urbanism Young Urbanist

This not-for-profit organisation brings together urban leaders and practitioners, supporting students and early career professionals in planning, design, arts, and development. Our partnership facilitates networking opportunities and enhances industry collaboration.

Charitable Partnerships

Thrive

We continued our partnership with Thrive, a charity in Battersea Park near our London campus. Thrive uses gardening to positively impact people with disabilities, ill health, or those who are isolated, disadvantaged, or vulnerable. They practice social and therapeutic horticulture (STH), where trained horticultural therapists work with plants and people to improve physical and psychological health, communication, and thinking skills. Their values align closely with our biophilic design principles.

Thrive has four gardens in Battersea Park, with our partnership focusing on The Herb Garden. Throughout the year, we offered ten volunteer days, approximately one per month, where groups of ten employees worked with Thrive's horticultural therapists on tasks like weeding, digging flowerbeds, painting, and replacing trellising.



The Gingerbread City

In December 2022, we participated in The Gingerbread City, an annual exhibition by the Museum of Architecture. Our team constructed 'The Ice Stadium,' a concept in harmony with its surroundings. This initiative connects the public with architecture through holiday-inspired designs and raises funds for the Museum of Architecture.

Blueprint for All

Blueprint for All works with young people, communities, and organisations to create an inclusive society where everyone can thrive, regardless of background, race, or ethnicity. We are enthusiastic to support their initiatives promoting inclusivity.

Charitable Giving

We continued our fundraising activities, supporting Crisis at Christmas, a charity for single homeless people. We welcomed participants of Maggie's Centre's London Night Hike to our studio to raise money for people with cancer. Later, we revisited Maggie's Manchester, a building completed to our design in 2016, members from to understand its impact on staff and visitors.

Our Administration team once again organised a charity run, this time taking up the challenge to collectively run a combined distance of 200km. Members of the team in Australia, China, Singapore, Thailand, the UAE, USA and the UK all took part throughout the day and ran either 5km or 10km, collecting over £2000 to Great Ormond Street Hospital. We sponsored Dig Deeper, an adventure race raising money for Anthony Nolan and 353 other charities. Four of our architects participated, placing third in their age group.

Looking Forward

Next year, we will support MacMillan Cancer Support by participating in the Macmillan Coffee Morning. We're organising a volunteer day with Thames21, an environmental charity focused on waterway improvement in London. We will continue engaging with universities through lectures, talks, and workshops.

We will host our Riverside Festival in alignment with the Open House Festival, showcasing work from our architectural studios and support teams. As usual we will work to ensure that the event is inclusive for all visitors with preliminary plans to include a British Sign Language (BSL) led tour to support our deaf guests. The Centre Pompidou in Paris will host an exhibition celebrating Norman Foster's work next summer, curated by Frederic Migayrou in collaboration with Norman Foster, Foster + Partners, and the Norman Foster Foundation.



Social Equity

The continuation of positive performance and investment in ethical business practices, with the fundamental aim of ensuring prosperity without exclusion

Interconnected Themes

- Wellbeing
- Community Impact
- Resources
- Land and Ecology

Our Approach

Social Equity ensures that we provide equal opportunities for all by championing equality, celebrating diversity, and promoting inclusion.

Our Performance

Equity, Diversity + Inclusion

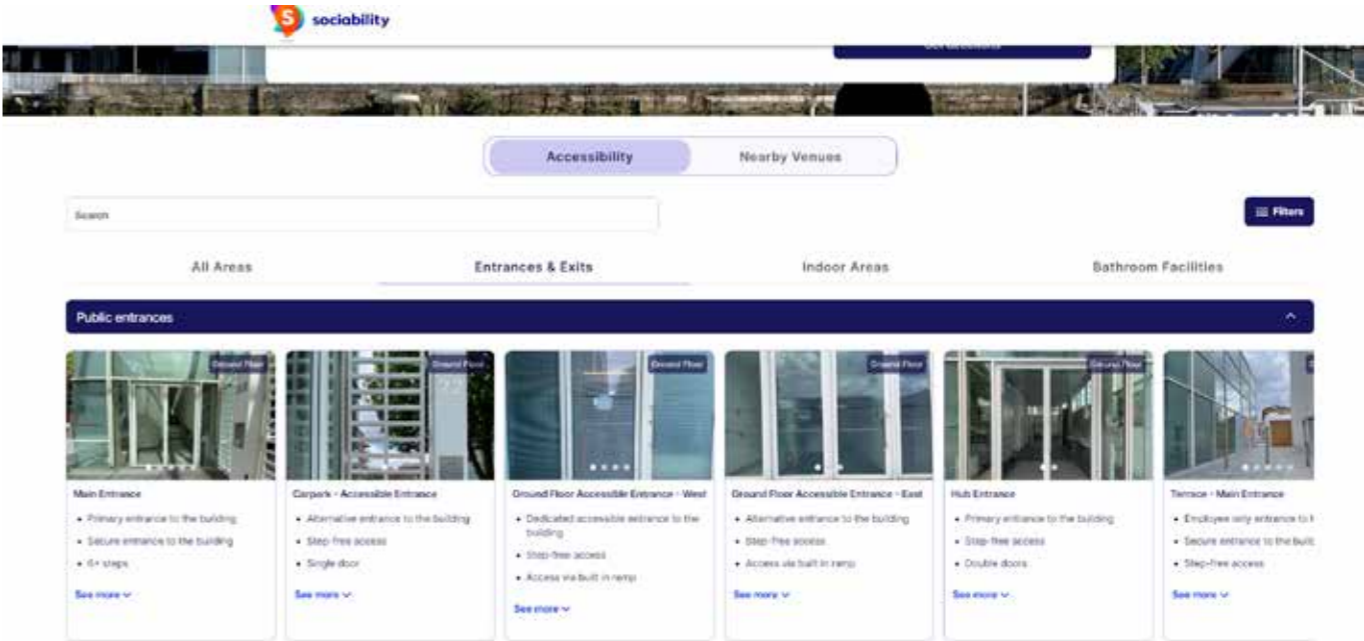
Foster + Partners is a global architectural practice representing diverse nationalities, ethnicities, religions, races, genders, sexualities, and abilities. Our EDI strategy aligns with our ambition to champion diversity, equity, and inclusion. This year, we appointed Jane Samuels as our first Equity, Diversity, and Inclusion lead, supported by our dedicated EDI team. Our five Diversity + Inclusion networks provide lived experience, support, advice, and a safe space for all colleagues.

Disabilities Network

“With, not for. A network to nurture, drive and champion the removal of barriers to physical and mental equity — both within our organisation and in the spaces we create.”

The Disabilities network encompasses disabled people, mental and physical health, abilities, impairments, differences, and various conditions, including mobility impairments, learning difference, and mental health conditions. It embraces the social model of disability, which explores the notion that people are disabled by barriers and not by their difference. By adopting this model, it allows for the focus on identifying and eliminating the barriers that create disability, rather than concentrating on the individual with a difference.

In 2022, our main studio and hub space were mapped by the Sociability app, who help people find accessible places, in order to provide access information for both staff and visitors. In the coming year we hope to map further areas of our campus and integrate within our internal systems. In addition, the EDI team purchased a wheelchair for visitors with mobility disabilities.



Suzan Ucmakligoglu, Architect in Studio 5, received the inaugural Diversity & Inclusion Champion of the Year Award at the BCO NextGen Awards (2022) for her outstanding contribution to creating inclusive workspaces. This award highlights the growing emphasis for good practice in diversity and inclusion across the industry and aims to raise awareness on how the design and operation of the workplace can influence inclusivity — promoting, encouraging, and celebrating diversity and equity.



LGBTQ+ Network

“Here to support LGBTQ+ people and the wider community across the practice. We aim to raise awareness and provide guidance within the industry.” The network promotes positive role models through outreach activities, training, mentorship, and educational opportunities. We supported Architecture LGBT+ and partnered for events like Pride in London and hosted yoga and life drawing classes.



Women's Network

"A network striving to promote, advance and celebrate the ongoing contribution of women at Foster + Partners."

The network enhances engagement across the office by raising and discussing gender-specific issues, providing inspiration, and giving a voice to women. The progression of women in architecture and the built environment professions is aided through career support, mentoring, and leadership.

At Foster + Partners, we recognise the crucial role of diversity and inclusivity. Women have significantly shaped the architecture and construction industries. From designing iconic buildings to implementing cutting-edge technology, their leadership, creativity, and perseverance have transformed the built environment. Our core values focus on listening, encouraging open communication, creating a welcoming environment, promoting inspiring ideas, and fostering a proactive spirit. We aim to promote equitable and respectful treatment of all members of the architectural community, irrespective of gender, race, nationality, sexuality, and religion.

Parents + Carers Network

"A network with representation across all studios and departments to provide a supportive forum to communicate and share ideas about how the Practice can best support colleagues with caring responsibilities."

The network offers engagement, education, and support on family, health, wellbeing, and stress management. We strive to develop policies for a family-friendly workplace, helping colleagues balance family and work obligations.

Women in BIM

Women in BIM is run by women for women. They work to facilitate connections and lasting business partnerships, while developing skills and knowledge.

Ethnicities Network

"The promotion of equality, inclusivity, and anti-racism for all through education, celebration, and support through mentoring and career progression." The Ethnicities network supports colleagues of all backgrounds through motivational talks, community outreach, mentorship, and cultural celebrations. We reflected on key historical moments and supported colleagues during Black History Month, Chinese Lunar New Year, EID, Hanukkah, Holocaust Memorial Day, Ramadan, and Vaisakhi. We also curated a multimedia library celebrating black artists, art, design, architecture, film/tv, museum collections, history and academic research, their untold stories, and their global impact.



Each network plays an important role in supporting the needs of our colleagues. They also successfully facilitate our engagement with external organisations, a selection of which include:

Architect's Benevolent Society

Offering support to those in need in the architectural community and their families; from those beginning their careers, to those who are now in retirement and their dependents.

Architecture LGBT+

A not-for-profit grassroots organisation aiming to provide a safe, inclusive and prejudice-free environment for LGBT+ Architects and those working and studying within the profession through networking events, learning, mentoring and role models.

BPIC (Black Professionals in Construction)

A built environment inclusion business working with industry organisations to improve ethnic minority representation as well as retention, through inclusion guidance, career opportunities, training and networking events tailored to those currently working and aspiring to be in the industry.

Intermission Youth

Intermission Youth Theatre is a London-based charity supporting 16-25-year-olds to improve their skills and find employment through theatre, film, and mentoring. In August, we welcomed 12 talented students to our London studio for design workshops and interviews with Foster + Partners colleagues.

Celebrating Diversity & Inclusion

Black History Month

To celebrate Black History Month, we asked our colleagues to share their and their families' stories.

"Being so close to London, a multicultural hub, it's easy to forget underlying issues. When travelling internationally, I have to be aware that some borders can be less welcoming than others. These are thoughts I shouldn't need to have, but I do.

My time here at Fosters has been positive; a real sense of an international office, but we will always need to push the bounds of diversity across all levels, where everyone can see themselves reflected."

- Greg Gibbon

"I believe the acceptance of positive change is improving with every generation. At present, the UK's architecture profession is 83% white and 78% male-dominated. Black women form less than 1% of the profession. This month, I became a fully qualified architect, passing the RIBA Part 3 Advanced Diploma, and am part of increasing that 1%. I have been at Foster and Partners for over a year and am excited to see the continuation of this growing effort in diversity, equality, and inclusion."

- Savannah Williams

International Women's Day

International Women's Day celebrates the achievements of women. Held annually on March 8th, it marks a call to action for gender parity through raising awareness, fundraising for female-focused charities, and celebrating achievements.

To mark this year's International Women's Day, we celebrated the contributions of women in architecture, engineering, design, and technology across our social media platforms. We welcomed Tabitha Morton, COO at UN Women UK, to our London campus for a discussion with EDI lead Jane Samuels, exploring the theme "DigitALL: Innovation and technology for gender equality."

"Technology has made it easier to bring creative minds and ideas together, enabling development. Designers must combine knowledge of building performance and fabrication methods to create beautiful architecture that responds intelligently to its environment.

No woman wants to be known as the 'woman in architecture'. We strive to be recognised as architects, professionals, and experts."

- Irene Gallou, Senior Partner,
Head of Specialist Modelling Group

"To women and girls, my advice is that it's never too late to care for the world we live in, and that every little grain counts."

- Lara Alegre Rodriguez, Senior Environmental Designer





In Conversation with Tabitha Morton in The Hub for International Womens Day 2023



Intermission Youth Event 2022



Lunar New Year 2023



Tonic Housing Event 2023

National Inclusion Week

Inclusion Week celebrates everyday inclusion in all its forms. The 2022 theme focused on embedding behaviours to make inclusion an everyday reality. We shared a preview of a film promoting our British Sign Language Deaf-led tour, part of our Open House Riverside Festival, rescheduled for September 2023. Armstrong Yakubu, Ethnicities Network sponsor and Senior Partner, participated in a panel for The Aspen Institute UK podcast 'Designing for Diversity': Cities & Communities' in alignment with National Inclusion Week. The discussion explored how the spaces we share are shaped by the cultures that design, build and use them, and how members of society from different backgrounds and ideologies feel alien in what should be seen as familiar and welcoming places. Therefore, we must focus upon how we can design public spaces to help strengthen society's fabric, and the integration of our cities to celebrate history and diversity.

Neurodiversity Celebration Week

Neurodiversity Celebration Week challenges stereotypes about neurological differences, including autism, ADHD, dyspraxia, dyscalculia, dyslexia, and dysgraphia. Around 15% of people in the UK are neurodivergent. To mark Neurodiversity Celebration Week in 2023, we invited three colleagues to share their personal narratives.

LGBT+ History Month

To mark LGBT+ History Month, we collaborated with Architecture LGBT+ to host a panel discussion on inclusive design. Moderated by Andrew Tuck, Editor in Chief at Monocle, the panel included Michael Jones, Architect at Foster + Partners, Anna Kear, CEO at Tonic, and Bob Green, Head of Operations at Tonic. The insightful panel discussion focused upon the shifting historical LGBT landscape since the 1980's, as well as the unique experience of the Tonic residents, several of whom attended the event.

Ramadan and Eid

We refurbished our multifaith room for Ramadan. Whilst the space is for all faiths (and also for none, for those who wish to use it for meditation and contemplation) we consulted with colleagues to ensure comfort for our Muslim community. To encourage and enhance awareness during the month of Ramadan, a group of our Muslim colleagues produced a comprehensive resource that was shared to encourage understanding of how to support colleagues during Ramadan. To celebrate Eid Al-Fitr, we provided an Eid lunch option across our catering outlets.

Home Grown Plus

Our Ethnicities network engaged with Home Grown Plus, a not-for-profit organisation dedicated to improving diversity in architecture and creative industries. We welcomed 10 students to our New York office, where they toured Hearst Tower and visited our NY office. Partners shared their stories on design projects, and students visited project sites like Apple Fifth Avenue, 425 Park Avenue and JP Morgan's Headquarters.

Talks

The provision of education is key to increasing the understanding surrounding diversity and inclusion. Throughout the year we hosted several insightful talks to facilitate this. A selection included:

- Talk with tonic - LGBTQ+ Month
- RIBA CPD: How to achieve inclusive working environments in the post-pandemic world
- In conversations with Tabitha Morton (UN Women UK) - International Women's Day
- Andrew Tuck from Monocle for LGBTQ+ History Month

Development Initiatives

Graduate Show

Colleagues celebrated the 2021 cohort of graduates, providing 48 graduates from our offices in Bangkok, London, Los Angeles, New York and San Francisco the opportunity to showcase their academic work to Lord Foster, Senior Executive Partners, Senior Partners and subsequently all colleagues in the office.

Performance Reviews and Professional Advancements

Annual performance reviews provide colleagues with the opportunity to reflect and set goals for the forthcoming year, aiding professional advancement.

Mentorship Programme

Our mentorship programme supports career growth through skills, management, and research technology development. Colleagues can apply to be mentors or mentees and are matched by our Learning and Development team. The programme expands professional networks and increases collaborative work.

Career Hub

We launched the Career Hub, a platform to record learning and career growth. It tracks CPD activities, skills, and experiences through self-evaluation.

External Impacts

Gender Pay Gap Reporting

We publish our gender pay gap information annually. In 2021, we recruited and promoted more women, reducing our median pay gap from 12.8% in 2021 to 10.5% in 2022. Our median pay gap remains below the industry average of 23.7%. More women are moving into higher-paid roles, reducing the gap further. The bonus median pay gap increased from 5% in 2021 to 26% in 2022, this was expected due to ownership restructure and no partner distribution payments in 2021. Excluding partners, the median bonus gap reduced from 3% to 0%, and the mean gap reduced from 11% to 5%.

Gender Pay Gap reporting does not always give a full picture. Most architectural practices operate as LLPs and do not include partner data. We present our data including and excluding partners for accurate comparison. We are committed to closing the gap by encouraging more women into the practice and developing their careers.

Additional

Employee Benefits

Our Perks that Work platform provides extensive information to employees, including access to the Wellbeing Centre, company offers, employee assistance programmes, and our pension scheme supported by Standard Life.

Diverse Education

Our commitment to promoting equal access to education and a more inclusive industry is central to our Social Equity work. Last year, we aimed to increase engagement with local schools providing information opportunities and education in design careers. We have provided apprenticeships, work experience, and learning opportunities to students at various levels. More details are in our Community Impact chapter.

Looking Forward

A significant goal for the upcoming year is integrating our global offices into our CSER strategy. Colleagues from our London and Sydney offices will work with local consultants in Australia to develop a Reconciliation Action Plan (RAP). We will mark National NAIDOC Week, held annually across Australia in the first week of July celebrating the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians all over the country and the world. RAPs, based on relationships, respect, and opportunities, provide benefits for these communities, increasing economic equity and supporting self-determination.

We will also enhance our CPD and educational offerings on equity, diversity, and inclusion through talks, workshops and presentations. We will hear first-hand from our people across key events covering Juneteenth, Pride, Diwali and International Men's Day. The Riverside Festival will return, including a BSL deaf-led tour. We will also collaborate with People of Colour in Architecture to host a series of workshops for university students. Apprenticeship positions will further increase skills and diversity within the practice.

Additional

We are planning the following activities during the next reporting period:

- May-June 2023: Pride - agenda of events
- June 2023: Employee engagement survey
- June 2023: Why Juneteenth is a national holiday in the US
- July 2023: Commemorating Nelson Mandela Day
- July 2023: Disability Pride Month
- July-August 2023: South Asia Heritage Month
- July-August 2023: South Asia Heritage stories
- August 2023: POC in Architecture Model Making Workshops
- September 2023: Open House | Riverside Festival BSL Deaf-Led tour
- September 2023: Employee Network of the Year finalists
- September 2023: Discover our LGBTQ+ stories
- September-October 2023: National Inclusion Week | 25 September - 1 October July 2023: Marking National NAIDOC Week in Australia
- October 2023: Bonnie Greer, OBE In Conversation with James Robinson
- November 2023: Introduction to Inclusive and Accessible Design for Disability
- November 2023: Diwali: The Festival of Lights
- November 2023: Navratri Memories: Faith, Festivity and the Divine Feminine
- November 2023: International Men's Day
- November 2023: Annual Graduate Show
- December 2023: Calling all Parents and Carers!
- December 2023: Foster + Partners, UCL, and City, University of London develop VARID toolset for inclusive design
- December 2023: Rock the Ribbon Bake Off winners
- December 2023: Inclusive and Accessible Design for Disability; continued
- January 2024: Gender Pay Gap Report 2022 | 2023

Energy and Carbon

Emphasis on reducing our energy consumption and carbon emissions by engaging and educating employees, enhancing operational efficiency, upgrading equipment and managing our business activities

Interconnected Themes

- Wellbeing
- Mobility and Connectivity
- Resources
- Land and Ecology
- Feedback
- Planning for Change

Our Approach

As a global practice, we are aware of our business impact and measure our carbon footprint. We continuously review and update our methodology to ensure a transparent and accurate representation of our carbon impact and overall emissions.

Defining the scopes

We estimate our Scope 1, 2, and 3 emissions in line with the Greenhouse Gas Protocol, using the Corporate Accounting and Reporting Standard and the 2021 UK DBEIS and DEFRA conversion factors. The Greenhouse Gas Protocol, launched in 1998, aims to develop internationally accepted greenhouse gas accounting and reporting standards for businesses.

The Corporate Accounting and Reporting Standard provides a step-by-step guide for companies to quantify and report their greenhouse gas emissions. It helps companies prepare a greenhouse gas inventory that represents a true and fair account of their emissions by adopting standardised approaches and principles.

Key considerations for our emissions calculation include:

- Adopting the financial control approach for organisational boundaries
- Direct emissions from sources owned or controlled by us
- Indirect emissions from activities that occur at sources owned or controlled by another company

Our emissions are split into three scopes:

Scope 1

Direct greenhouse gas emissions from sources owned or controlled by the company (e.g. gas and owned vehicles).

Scope 2

Indirect emissions from the generation of purchased energy (e.g., grid electricity). We calculate our location-based figure, but as we purchase renewable energy, our market-based figure is 0.

Scope 3

Emissions from activities of assets not owned or controlled by us but indirectly impacted in our value chain (e.g., business travel including radiative forcing and hotels, employee commuting, purchased goods and services).

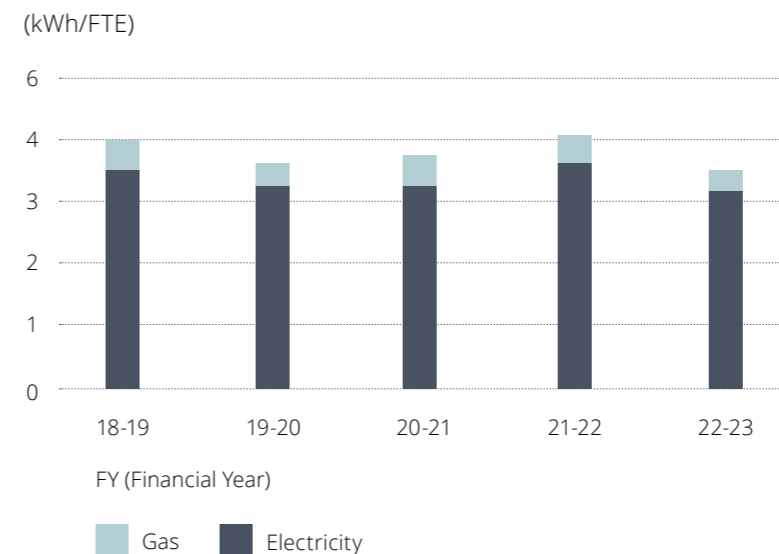
Our Performance

Energy Consumption

Our gas and electricity consumption per full-time employee at the London campus was lower than the previous year, despite more people working at the office. Building works for natural ventilation in our Main Studio began in Spring 2022 and installation will be completed late FY23-24, allowing mixed-mode ventilation during summer, reducing energy consumption for cooling, and improving occupant comfort.

We initiated the installation of smart meters across electricity and gas supplies to improve consumption data quality and make better-informed decisions. We also metered our London campus energy consumption to identify opportunities to reduce operational carbon, finding that IT, lighting, and small power made up a significant part of the energy consumption.

Energy Consumption



FY22-23 CO2 Emissions

This year, without significant Covid-19 restrictions, allowed for better comparison with pre-pandemic baselines.

Scope 1 emissions decreased due to lower gas consumption at the London office and the replacement of a second vehicle with an EV, making 50% of our fleet electric. There has been a 27% reduction in Scope 1 emissions from our baseline year FY18-19.

Scope 2 location-based emissions increased slightly due to more employees and office spaces, but electricity consumption per full-time equivalent decreased. There has been a 15% reduction in Scope 2 emissions from our baseline year. We continue to purchase renewable electricity, with 98% backed by REGO certificates. The remaining 2% of electricity relates to new premises taken on this year, it is emissions free, but is undergoing a switch to our main supplier.

Scope 3 emissions increased significantly due to the rise in commercial flying post-Covid-19 restrictions. However, there has been a 51% reduction in emissions from the baseline year. Further information is given in our Mobility and Connectivity chapter.

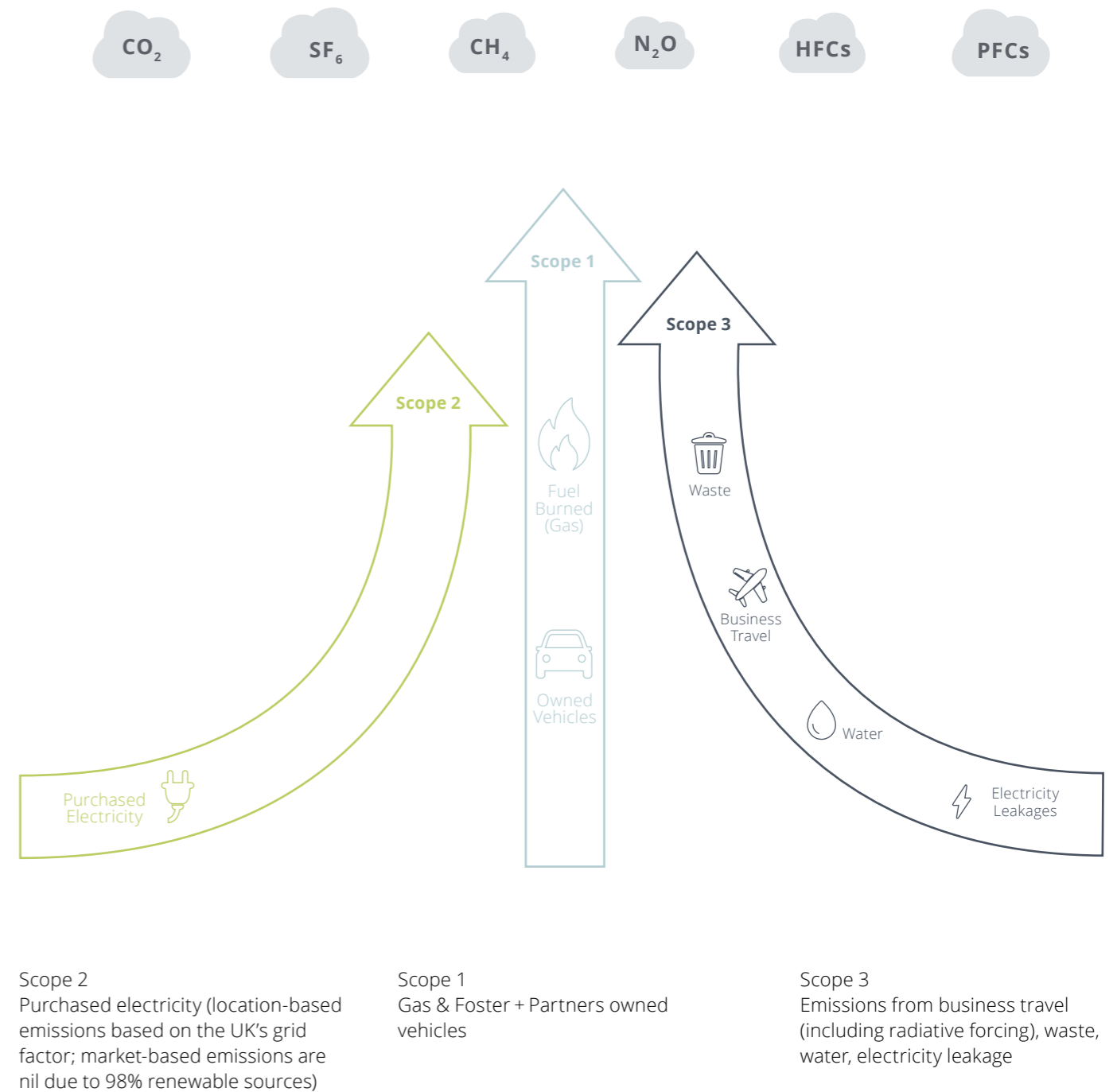
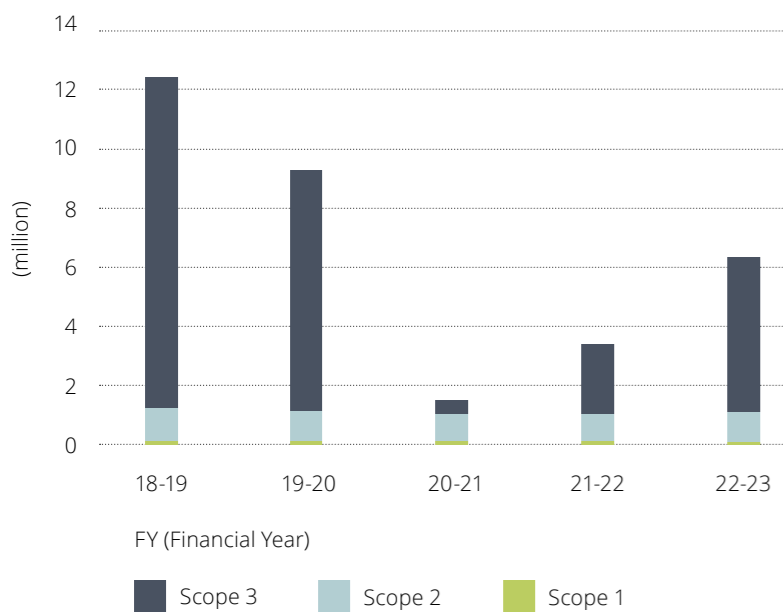
Notes:

We have yet to consolidate a methodology to measure and report accurately Scope 1 fugitive emissions from refrigerant leakage.

Historically we have reported our gas usage from invoices. Following a meter audit, we have uncovered a meter that appears to be unaccounted for. We will need to further our investigation as to the validity of this meter - it could have a significant impact on our gas usage.

Scopes Emissions

Greenhouse Gas Emissions (kgCO₂e)



Scope 2
Purchased electricity (location-based emissions based on the UK's grid factor; market-based emissions are nil due to 98% renewable sources)

Scope 1
Gas & Foster + Partners owned vehicles

Scope 3
Emissions from business travel (including radiative forcing), waste, water, electricity leakage

Energy Savings Opportunity Scheme (ESOS)

In FY15-16, we conducted an energy assessment under ESOS, a mandatory UK scheme ensuring large enterprises are energy efficient. Assessments are required every four years. The assessment considered the energy use in our buildings, as well as our energy used in transportation and identified a number of opportunities for improving the efficiency. We achieved phase 2 ESOS compliance in 2019 for four buildings, covering over 90% of our energy consumption. We will continue ESOS assessments, with the next in 2024.

Energy Productivity 100 (EP100)

We are a member of the Energy Productivity 100 (EP100) initiative led by the international non-profit Climate Group, whose members commit to measuring and reporting on energy efficiency improvements. Our pathway of joining was through The World Green Building Council's Net Zero Building Commitment, which calls on the building and construction sector to take action to decarbonise the built environment, inspire others to take similar action and to remove barriers to implementation. Joining 138 businesses and organisations, 29 cities and 6 states and regions, we are committed to occupying only assets that are net zero carbon by 2030. We intend to achieve this by replacing gas boilers with air source heat pumps and all vehicles with electric vehicles, working in tandem with additional energy efficiency initiatives.

Looking Forward

We are aligning our business practices with the Race to Zero initiative and hope to commit to the required processes next year.

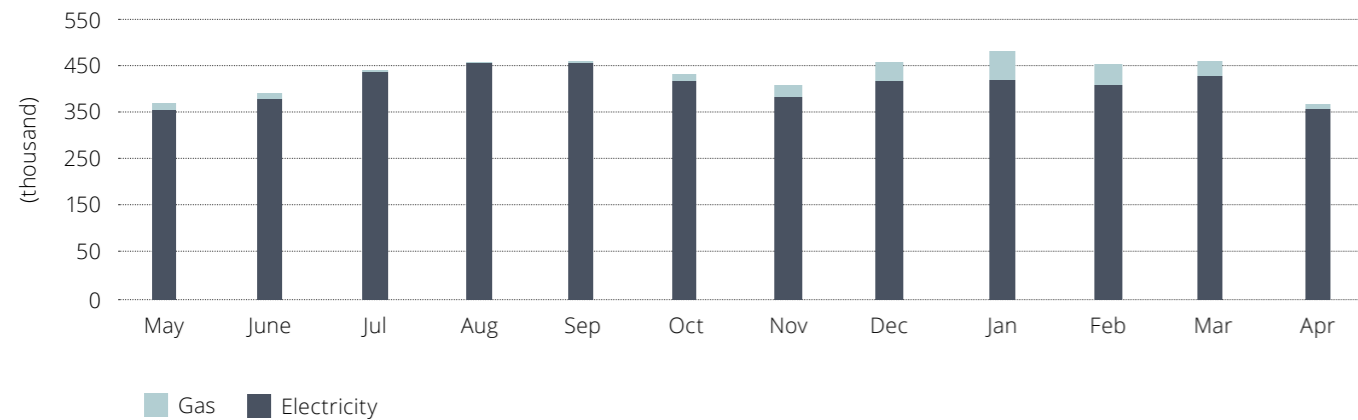
We are assessing the feasibility of replacing gas boilers with air source heat pumps, and aim to introduce them to our campus soon. A third vehicle will be replaced with an EV in FY23-24, aiming for a 100% electric fleet.

We will continue ESOS assessments, with the next in 2024. Purchased electricity will remain REGO certified renewable power. We aim to reduce gross Scope 1 and 2 emissions per square metre of building area by 75% by 2030, from FY18-19 levels. This target excludes Woodland Carbon Units, unlike the EP100 commitment.

Most carbon emissions fall under Scope 3. We aim to improve reporting and transparency within our supply chain. IT procurement strategy will be in the focus next year and we will be appointing an IT Procurement Manager. We will also survey employee commuting to track related emissions and expand Scope 3 reporting to IT equipment and catering.

Monthly Energy Consumption (FY22-23)

Energy Consumption (kWh)



Mobility and Connectivity

The encouragement of healthier, low-carbon forms of transportation to promote activity and reduce the impact of our associated travel

Interconnected Themes

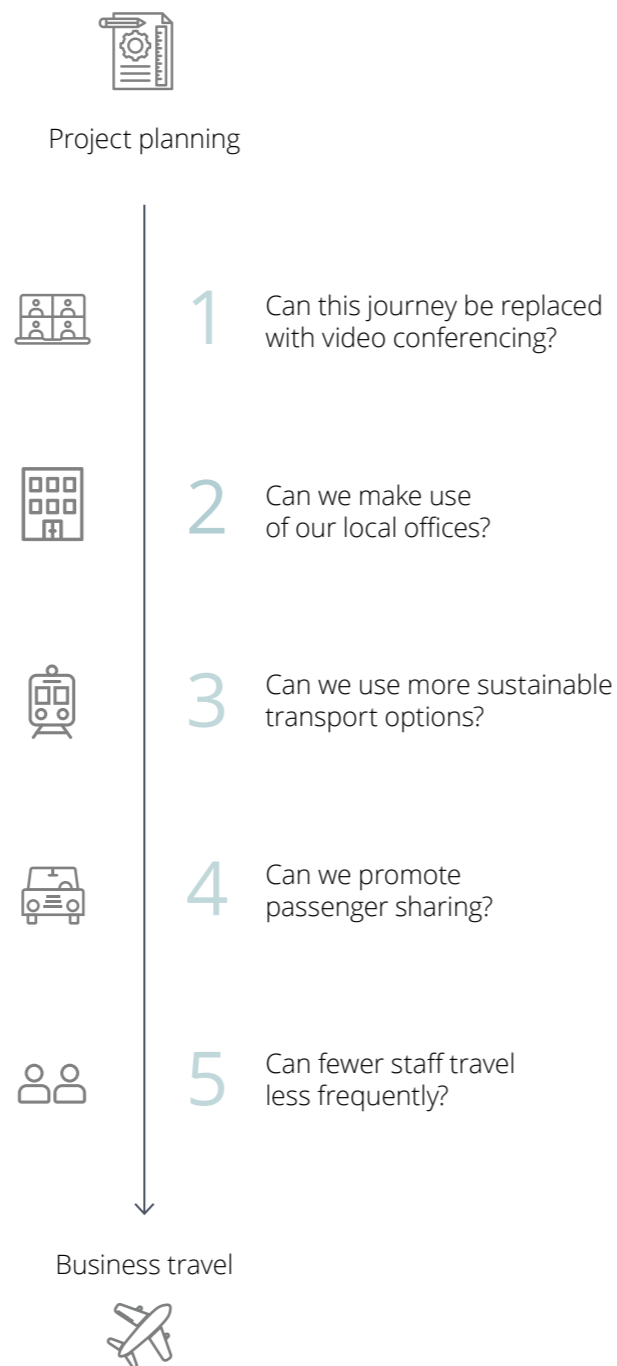
- Wellbeing
- Energy and Carbon
- Water
- Land and Ecology
- Feedback
- Planning for Change

Our Approach

Because of the dynamic and constantly changing nature of our business, our clients, who are investing significant capital sums, expect to see us personally and to build effective teams, often with significant collaborators at the project site. We are a global business and projects often follow broad international financial flows from region to region as the global economy cycles through investment phases. We are not therefore able to control the destinations we travel to. Our strategy therefore is aimed primarily at our modes of transport, where valid choices are available to us.

Travel is therefore a key part of our business, making up a large proportion of our carbon emissions. We monitor business travel to reduce emissions and encourage sustainable transport choices. We fund Woodland Carbon Code certified forestry projects to capture scope 3 business travel emissions, making net emissions from business travel zero for this period.

Business Travel Carbon Management Plan



Our Performance

Commercial Flying

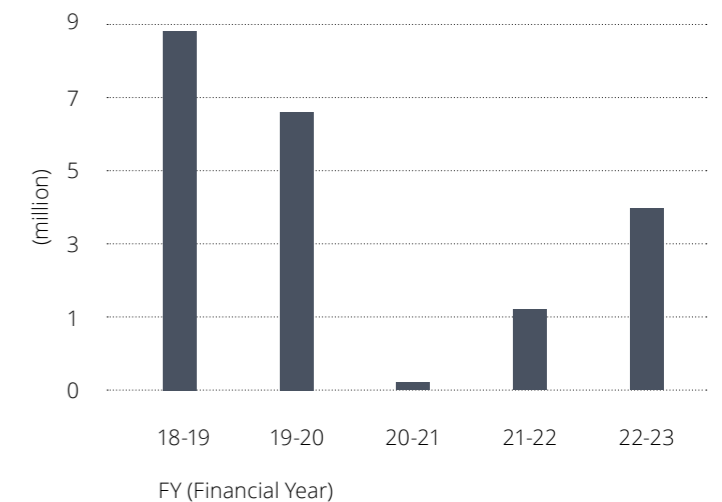
In FY21-22, commercial flying was still impacted by Covid-19 restrictions, keeping business travel low. This year, global mobility returned to normal, increasing commercial flying. However, total carbon dioxide emissions from commercial flying are still 39% lower than FY19-20 and 54% lower than our FY18-19 baseline year.

Sustainable Travel Planning

To reduce long-haul flying, we encourage remote meetings where possible and utilise staff in regional offices for site visits and in-person meetings. Flight necessity is managed via our Business Travel Carbon Management Plan, which promotes sustainable travel planning, while also considering staff welfare (as fatigue affects efficiency and engagement). We have been working closely with our teams to understand the impacts these decisions have on, for example, our ability to commit to initiatives such as Race to Zero.

Mobility Carbon

Greenhouse Gas Emissions from our Commercial Flights (kgCO₂e)



Commuting and Other Business Travel

We encourage sustainable travel through various initiatives.

Cycle to Work Scheme

Our Cycle2Work scheme, part of our Perks that Work benefit, promotes bicycle use as an alternative to cars. It encourages a healthier lifestyle and offers savings of up to 48% on bicycles. Cycle to work payments operate on a salary sacrifice basis, allowing staff to make monthly payments before tax and often meaning employees can make savings of up to 48% depending on their tax rate. The scheme is popular, with 187 employees signing up over the past three years. We also offer free bicycle maintenance, secure storage, and on-site shower facilities.

The Bike Project

We partner with The Bike Project to donate unclaimed bicycles. The organisation refurbishes and donates them to refugees and asylum seekers in London and Birmingham. We have donated over 60 bicycles, supporting our Community Impact ethos and reducing waste.

Other Business Travel

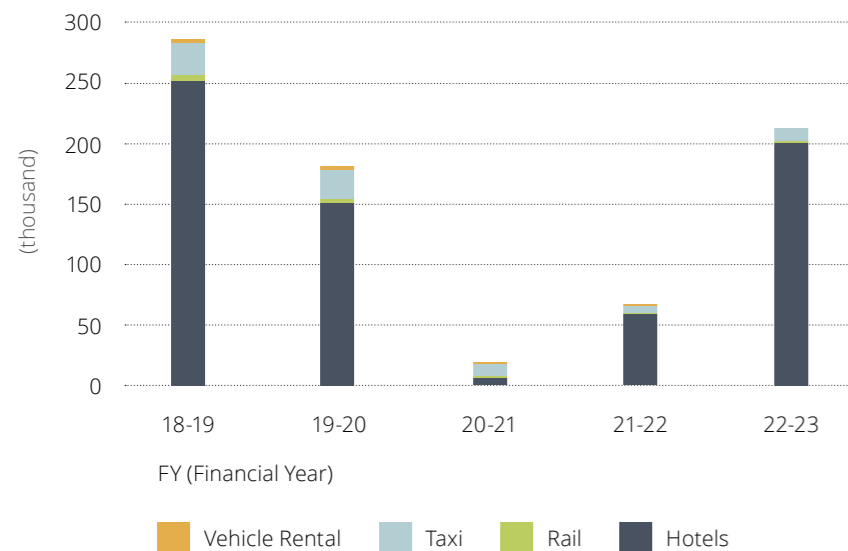
Emissions from business travel (excluding flights) including hotels, rail, taxis, and vehicle rental have followed a similar pattern to commercial flying since the pandemic. Emissions remain 25% below the FY18-19 baseline but have increased post-pandemic. While these emissions are relatively small compared to commercial flying, they are considered in future travel decisions.

Looking Forward

We will continue to monitor business travel data and explore strategies to reduce travel emissions through video conferencing, education, and client transparency. In FY23-24, we will survey commuting patterns to promote sustainable travel and improve staff wellbeing. We will also continue our partnership with The Bike Project, donating any unclaimed bicycles in our bicycle storage for the organisation. Our plan is to renew the initiative every two years, the next time falling for 2024.

Other Mobility Carbon

Greenhouse Gas Emissions from all other Business Travel (excluding Commercial Flights) (kgCO₂e)



Resources

Analysing and accounting for the life of the resources in our supply chains by understanding their flows and waste streams. Significant objective to use materials sustainably (towards circular flows) and with as little waste as possible

Interconnected Themes

- Community Impact
- Social Equity
- Energy and Carbon
- Feedback
- Planning for Change

Our Approach

With nearly 1,500 employees, our campus sees a significant flow of resources daily, from office supplies to food and drink. Although waste contributes less than 1% to our total carbon emissions, we recognise its broader impact. We continually seek ways to reduce consumption, and reuse and recycle materials.

Our Waste Partner

We partner with Recorra, a commercial recycling expert certified with ISO14001, ISO9001, and ISO45001. Recorra aligns with several charities, facilitating our monthly contributions to:

- **FareShare:** Redistributes surplus food to fight hunger.
- **The Children’s Literacy Charity:** Closes the literacy gap for disadvantaged children.
- **The Marine Conservation Society:** Reduces threats to oceans.
- **Trees for Cities:** Plants trees in urban areas.
- **Friends of the Earth:** Tackles environmental issues.
- **The Zoological Society of London:** Conserves animals and their habitats.

Recorra provides monthly waste data reports and collaborates with us on new initiatives, from educational opportunities to material options.

Our Performance

Key Performance Trends

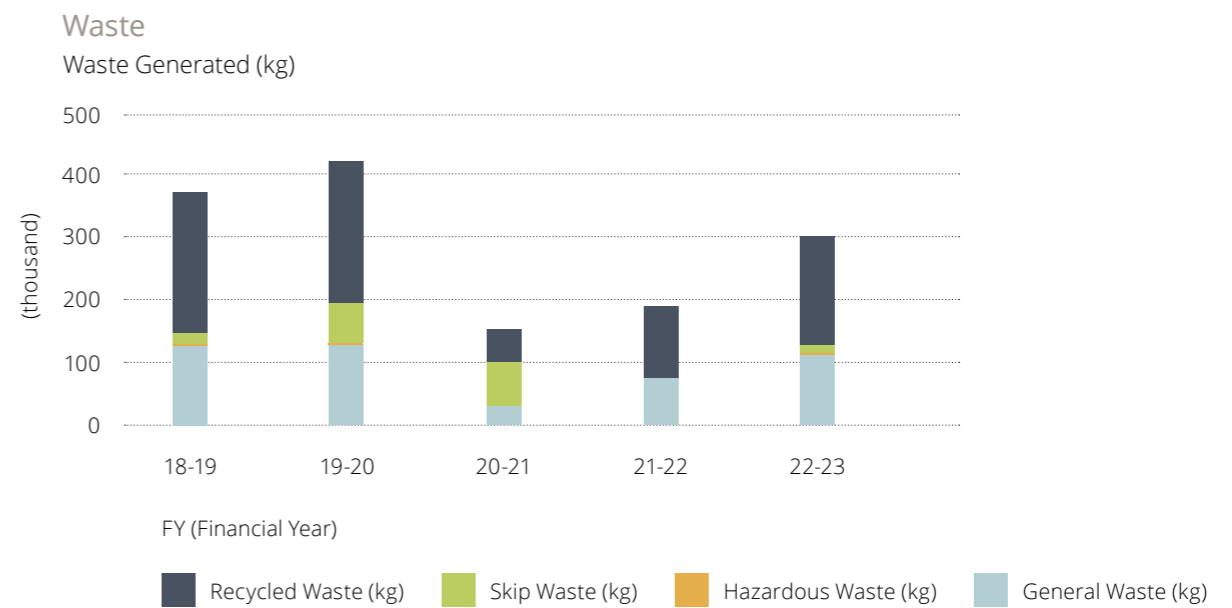
We continued to achieve zero operational waste to landfill. Our recycling rate target is 75% by 2025; this year, we reached 61%, an 8% increase from the previous year, thanks to improved waste streaming introduced in March 2022. Overall waste generation increased due to more employees and post-pandemic office returns. However, we use 23% less cardboard and 17% less paper, cans, and plastic containers than in FY18-19.

Waste Streaming

Our waste streaming, adapted to Recorra’s requirements, includes General Waste, Cardboard, White Paper, Foods, Dry Mixed Recycling, and Coffee Waste. This has improved recycling levels by 8% from the previous year. Engagement and education of our workforce are vital to achieving our targets linked to our Sustainability Linked Loans reporting.

Commercial Waste Streaming

We successfully stream skip waste from commercial waste, though separation within commercial waste remains challenging. We ensure recyclable segregated skip streams, notably wood and metal.



Recycling Initiatives

We promoted recycling through events like Recycle Week and Food Waste Action Week. In March, we eliminated disposable cups, previously used nearly 800 times daily, to help achieve our 75% recycling target by 2025.

Office Equipment and Furniture Recycling Project

One of our goals from the previous year was to introduce conscious furniture disposal initiatives. This goal was turned into action with the help of Reyooz, a circular economy platform for businesses, who helped us launch a project to reuse and recycle old furniture, carpets, and fixtures. This collaboration saved 51,623 kg of waste from landfill and incineration, exemplifying our commitment to minimising waste through the supply chain.

Information Technology Equipment Disposal

We partner with Tier1 Asset Management for IT equipment disposal. Tier1, Tier1 are ISO14001 accredited and are a registered Waste Carrier, hold a Waste Management Licence and are an AATF (Approved Authorised Treatment Facility), registered with the Environment Agency. They are UK's most accredited IT Asset Disposal provider, operating a zero-landfill policy. They reuse components where possible and recycle end-of-life items, embodying the ethos of 'Reduce. Reuse. Recycle.'

Looking Forward

We aim to achieve a 75% recycling rate by 2025. To support this, we will enhance education on recycling practices through intranet posts, events like Recycling Week, and educational videos. One video will detail proper waste streaming, and the other will explain our waste performance and global waste management importance.

Recorra will continue conducting annual waste audits on our campus, helping us identify and improve our waste management strategies. These audits involve sorting and analysing waste to determine what is being thrown away and recycled.

Upcoming initiatives include introducing reusable coffee cups at our London campus in FY23-24. The office equipment and furniture recycling project with Reyooz will also continue, further reducing our waste.

Our recycled materials split (FY22 - 23):



- Coffee Waste - 4%
- Cardboard - 7%
- Glass - 15%
- Biodegradable Waste - 27%
- Paper + Cans + Plastic - 44%
- Other - 3%

Water

Continued monitoring of our water consumption, and implementation of appropriate initiatives to ensure future efficiency

Interconnected Themes

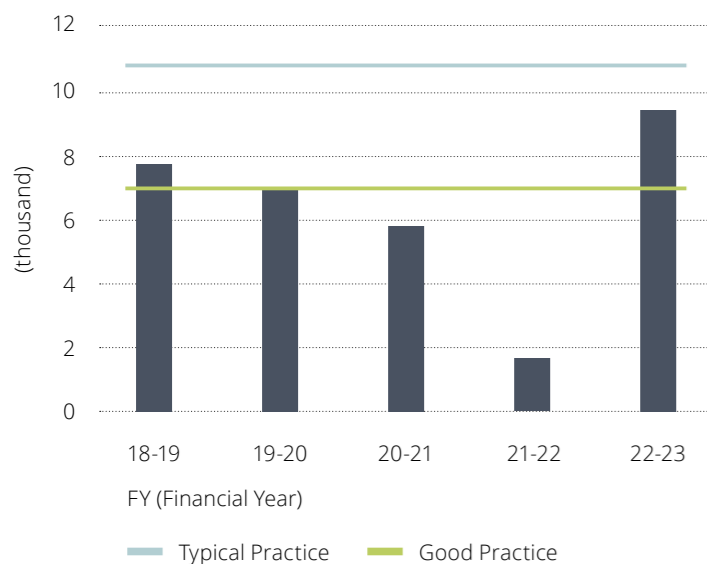
- Wellbeing
- Energy and Carbon
- Mobility and Connectivity
- Feedback

Our Approach

We monitor water consumption using monthly invoice data. For offices without actual data, we estimate based on average consumption. This year, 88% of our London office space had actual data. The rest was estimated from average consumption per m². We compare our water use to typical UK offices using the Better Building Partnerships 2020 Real Estate Environmental Benchmarks.

Water Consumption

Water Consumption (m³)



Our Performance

Water Consumption

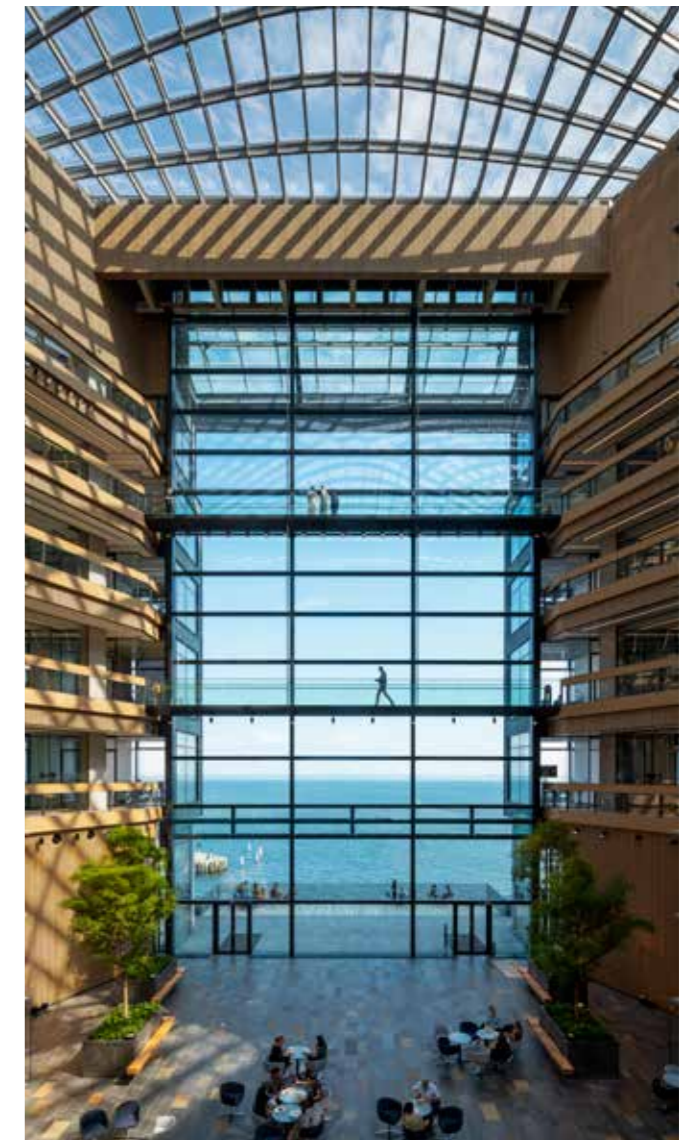
This year's metered water consumption is higher due to several factors: last year's data challenges, an increase in employees, and more rented office space. Improved reporting accuracy also contributed to higher figures. Despite this, our water consumption remains lower than typical UK offices.

We use Clean Zero, a chemical-free cleaning solution, for water-washable surfaces. Tap water is passed through seven stages of unique micro-filtration to remove the following elements: chlorine, natural minerals, grit and other inorganic compounds such as calcium. The benefits include less exposure to harmful chemicals, a reduction in chemical waste and pollution, a reduction in deliveries, and reuse of plastic bottles as the filters are installed on site. All London employees have access to changing and shower facilities, promoting health and sustainable travel. A feasibility study confirmed the sufficiency of our shower facilities.

Looking Forward

We aim to improve water monitoring and reporting efficiency. We plan to install automated Pulse meters across the London campus to record real-time water usage, eliminating manual reading errors. This will enhance our understanding of water consumption.

Next year, we plan a volunteer day with Thames21, an environmental charity focused on improving London's waterways. Activities include cleaning river shores, improving biodiversity, and creating sustainable drainage solutions to enhance water quality and reduce flood risk.



Land and Ecology

Support for and introduction of biophilic principles, underpinning a connection with nature facilitated through an increase in biodiverse, green and outdoor spaces

Interconnected Themes

- Wellbeing
- Community Impact
- Social Equity
- Energy and Carbon
- Mobility and Connectivity

Our Approach

Land and Ecology aims to support ecosystems and natural habitats. We have very little area within our London Campus to introduce further biodiversity. The Terrace provides a space for people to connect with nature and each other. Most of our contribution to this theme is therefore off-site. As covered in our Community Impact section we contribute to the upkeep of the Herb Garden in Battersea Park, through a volunteer a program. We support Forest Carbon in their reforestation efforts in the UK, recognising the holistic benefits of nature, central to biophilic design principles we deliver on our campus.

Our Performance

The Terrace

The Terrace, behind the Hub on our London campus, is an open-air social space embodying biophilic design principles. It offers a comfortable space for collaboration amidst nature. This year, the Terrace was extended to accommodate more employees and enhance collaboration. Sustainability has been integral to the project, using materials recovered on-site and repurposed items like oil barrels and two large cargo containers have been sourced and repurposed as food and drink stalls to offer alternative lunch and coffee spots to the Hub and canteen. The landscape design features three zones: Aromatic Mediterranean, Foraging Heart, and Flowering Hedgerow, offering diverse vegetation and sensory experiences.

COP15 and Biodiversity Week

The United Nations Conference of Parties (COP15) to the Convention of Biological Diversity in December 2022 resulted in the Kunming-Montreal Global Biodiversity Framework, setting four global goals to address biodiversity loss by 2050:

- **Goal A:** Increase natural ecosystems, stop human-induced extinction, and maintain genetic diversity.
- **Goal B:** Enhance biodiversity and ecosystem functions.
- **Goal C:** Share benefits from genetic resources with indigenous peoples and local communities.
- **Goal D:** Ensure all parties, especially developing countries, have the means to implement the framework.

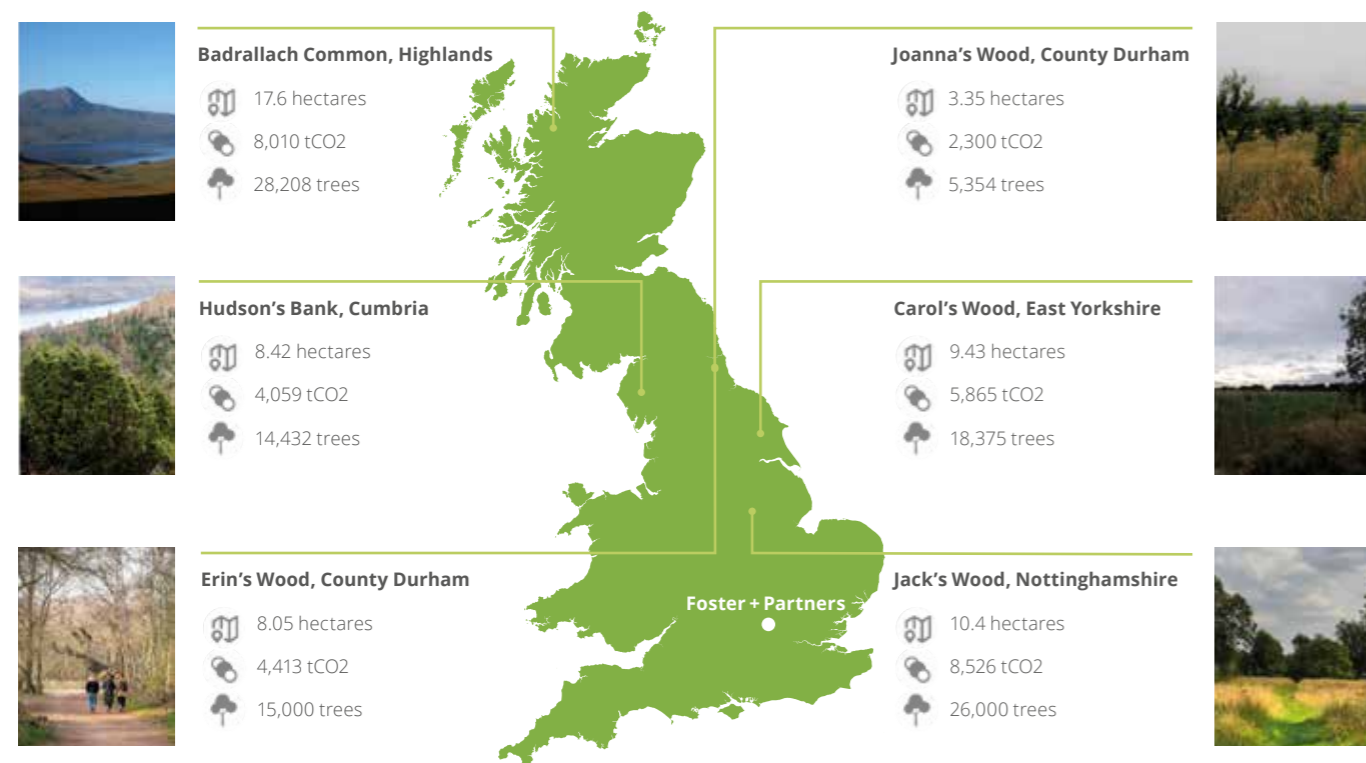
Aligning with COP15, we hosted an internal Biodiversity Week with external speakers discussing topics related to COP15. Key talks included:

- **Rewilding:** Sir Charles Burrell on the Knepp Estate rewilding.
- **Biodiversity Net Gain:** Johnny Miller on Biodiversity Net Gain and Natural Capital.
- **Urban Habitats:** Richard Gowing on new urban plant communities.
- **River Ecology:** Bella Davies and Toby Hull on healthy rivers.



The Terrace at our London campus is an open-air social space embodying biophilic design principles

Foster + Partners Purchased Woodlands



Carbon Sequestering

We address our carbon emissions by purchasing carbon units from Forest Carbon, which helped form the UK's Woodland Carbon Code. This code assures woodland creation projects in the UK. We procure carbon units equivalent to our scope 1, 2, and 3 business travel emissions. Together with Forest Carbon, we have planted 107,369 tree saplings across six sites, aiding biodiversity, water quality, and flood mitigation, with added social and community benefits.

Looking Forward

We will continue partnering with Forest Carbon to purchase carbon units for our scope 1, 2, and 3 business travel. We are organising a volunteering day with Thames21 to improve rivers and canals. Next year, we will change our catering provider to focus on local suppliers. We will also continue nature-focused educational talks, workshops, and programs, including acknowledging important dates like Desertification and Drought Day in our internal communications.

Feedback

The collection and collation of high-quality data to monitor our carbon footprint and further understand our performance to support data-driven decisions

Interconnected Themes

- Wellbeing
- Energy and Carbon
- Mobility and Connectivity
- Resources
- Water
- Planning for Change

Our Approach

We live in a data-driven world, using various sources to monitor and measure performance. These sources include manual and automated data sets, both internal and external, such as our travel partner. Feedback from this data informs initiatives across our London campus, impacting our colleagues. Data is crucial for setting formal targets and monitoring key performance indicators, enhancing decision-making and transparency.

Our Performance

Smart Campus

In 2021, our Applied R+D and Facilities teams made the SmartCampus dashboard available via iPads on each floor. In 2022, it was extended to web browsers within the company network. Our Information Systems team launched a widget for the intranet, allowing staff to view current indoor air quality for their work area and other monitored floors.

We expanded SmartCampus, integrating new data sources and extending it globally. Live data from our lighting system shows illumination levels and will include energy consumption. We are evaluating occupancy monitoring technology to understand how occupancy patterns interact with energy and air quality. The dashboard now offers real-time air quality data to staff in 12 regional offices.

Striving for Net Zero at Foster + Partners' Battersea HQ

This year, we collected energy consumption data to identify opportunities for operational carbon reductions. IT, lighting, and small power accounted for significant energy use. Three options for reducing energy consumption in operation were identified:

1. Improving energy efficiency: replacing PCs with laptops and optimising lighting controls.
 2. Enforcing power off out of hours: turning off power and lighting on office floors out of hours.
 3. Reducing the use of office space outside core hours.
- Future efforts will focus on adapting new working patterns to strive for net zero.

Sustainability Barometer

Our Sustainability Barometer captures real-time sustainability rating system performance and whole-life carbon impact of our projects, including operational carbon, embodied carbon, and transport carbon. All studios must enter projects to build an accurate database.

Surveys

We recognise the impact of our business on employees, especially during and after the pandemic. Enhanced employee engagement has been crucial. This year, we launched our first Employee Engagement survey to gather insights into working at Foster + Partners. A third party ensured confidentiality in designing and analysing the survey. With a 75% response rate, an action plan will be formed based on key findings and published next financial year. This survey will benchmark future Employee Engagement surveys.

Intranet

Our intranet is a crucial communication platform for company communication, announcements, achievements, and knowledge sharing. It hosts internal Communities, including a Sustainability Community to communicate climate-related agendas. This year, we launched a new Human Resources page and introduced a dynamic message board, based on Employee Engagement survey suggestions.

SLL Verification Partner

We started a verification partnership with the Carbon Trust, which acts as the verifier of our Sustainability Linked Loans (SLL). The Carbon Trust provides third-party verification of our calculation methodologies and achievements against our Sustainability Performance Targets (SPTs).

+ Plus Journal

Foster + Partners Plus is a journal offering insights into our projects, philosophy, people, and processes. It profiles design innovation, industry-leading discussions, and non-traditional design stories.

“The possibilities offered by CNC technology are endless. The challenge was to use it in a restrained manner that reduces wastage and produces an efficient, soft geometry that characterises the furniture range. The form emerged from a deep understanding of the tools that influenced the final form of the chair. The result is an inviting and approachable chair that offers maximum durability and flexibility.”

Mike Holland, Head of Industrial Design, Foster + Partners

Goodwoof Dog Kennel

We designed the Dome-Home for Goodwoof’s Barkitecture competition, showcasing cutting-edge kennel design. Architects competed for the ‘Single Kennel Design Award,’ with proceeds donated to Dog’s Trust. The Dome-Home features a geodesic shell structure, hand-built by Benchmark, with a flexible padded fabric liner and constructed from engineered cherry wood.

“We are delighted to be involved in this year’s Goodwoof. The Dome-Home features a geodesic shell structure – it is like architecture in miniature.”
- Norman Foster, Founder and Executive Chairman of Foster + Partners



Looking Forward

We are replacing all gas and electricity meters with smart meters and installing sub-meters for more granular energy consumption data. Initially focusing on electricity, this allows the opportunity to extend metering to heating and cooling systems in the future. Accurate data from these meters will help identify major energy consumers and guide improvement actions. As we gather more data, the need to measure performance against standards like LEED O+M becomes clearer.

We aim to make system operations transparent to staff using smart building technology. An additional Smart Campus interface will provide location-specific information on window conditions and the effects of changes on air flow and temperature. We will expand this interface to the natural ventilation system beyond the main studio as hardware and systems are configured in more campus areas.

Our environmental engineering team is implementing detailed electricity sub-metering, integrating this data into the SmartCampus application. We are moving toward understanding how occupancy, air quality, lighting, and energy usage interact.

We will continue focusing on employee engagement to inform decision-making and strategy. Upcoming surveys include another Employee Engagement Survey, a catering survey, and a commuting survey.

SETA Chair

The SETA chair, designed with Mattiazzi, was launched at Salone de Mobile in Milan. Made from sustainably sourced ash timber, it combines material honesty with CNC technology to create a unique, durable, and flexible piece of furniture.

Environmental Engineering at Narbo Via

Narbo Via, a new museum of Roman antiquities in Narbonne, France, was designed and engineered by Foster + Partners with a sustainable environmental agenda inspired by Roman techniques. Services are contained within a subterranean void, allowing passive cooling with thermal mass. Cool air is supplied at a low level, maintaining a comfortable environment. High ceilings create a thermal flywheel effect, pushing warm air upwards and exhausting it out.



Narbo Via

Planning for Change

Supporting staff in their training and personal development, whilst simultaneously aiding education and awareness surrounding climate change and creating more resilient business and facilities.

Interconnected Themes

- Social Equity
- Energy and Carbon
- Mobility and Connectivity
- Resources
- Feedback

Our Approach

We acknowledge that our world is constantly evolving, and our Planning for Change initiatives help us to adapt, contributing to a more resilient business. We encourage innovative thinking within our CSER workstream, business strategy, and design, exploring concepts like climate change, building certifications, and developing technology. We facilitate the constant evolution of our workspace and workforce, and we support colleagues through personal development and education on climate-related issues.

Our Performance

Training and Development

Education, training, and personal development are key to tackling future change. We offer talks, workshops, and training opportunities for Continuing Professional Development (CPD) across all disciplines, both formally and informally. We invest heavily in research and development through our specialist groups: Applied Research and Development (ARD), Materials Research Centre (MRC), and Specialist Modelling Group (SMG).

Our partnerships promote education, such as our Professional Practice Academy (PPA), which has facilitated the qualification of over sixty colleagues as Architects (UK and Global). Our degree apprenticeships enhance education for young professionals, ensuring a brighter future for the industry.

Green Building Certifications & Professional Development

Building design is evolving, and sustainable practices are crucial. Certifications like BREEAM, WELL, and LEED facilitate green building design. Our Learning and Development team offers training, educational materials, and financial support for colleagues to expand their credentials. We have:

- 4 BREEAM Accredited Professionals (APs)
- 14 WELL Accredited Professionals (APs)
- 58 LEED Accredited Professionals (APs), with specialties in BD+C, Homes, ID+C, ND, and O+M.

COP 27

COP27 took place in Sharm El-Sheik in November. Senior Partner Seif Bahaa-El-Din and Partner Farah Caswell attended, participating in Round Table discussions hosted by Community Jameel. Internally, we hosted daily themed talks, panels, and discussions to raise awareness and understanding of COP27 themes, with contributions from 32 speakers across the practice illustrating how 36 projects contributed to the themes.



Norman Foster at UNECE

Norman Foster attended the 83rd session of the UNECE Committee on Urban Development, Housing, and Land Management in San Marino to launch the San Marino Declaration. This Declaration, adopted by governments, sets out “Principles for Sustainable and Inclusive Urban Design and Architecture” aligned with the Sustainable Development Goals. The Declaration sets out the goal for every city, urban infrastructure and building to be designed in line with the set of integrated and indivisible Principles.

“In this time of crisis, we can find great hope in the bold action being taken to make cities worldwide climate-neutral, safer, more inclusive and resilient. Yet, with the magnitude and urgency of the challenges before us, urbanists, architects, engineers and designers — along with other key shapers of our cities such as civic leaders, managers and developers — have a unique duty to drive forward transformational changes at the scale required. I call on all to harness their creativity and expertise with a commitment to put the Principles of the San Marino Declaration, prepared by the United Nations, into action.”

- Norman Foster, Founder and Executive Chairman of Foster + Partners

Lifecycle Carbon Group

Our Lifecycle Carbon Group promotes innovation and best practices for low carbon projects. The group hosted talks, lectures, and workshops, providing a platform for sharing insights into carbon at any lifecycle stage. Presentations included internal and external contributions from academics, organisations, and industry professionals.

MRC Newsfeed

The Materials Research Centre and Information Centre (MRC + IC) team offers consultancy services on materials and products. They manage the MRC library and publish a regular newsfeed on our Intranet, this year covering topics including the sand crisis, food waste, engineered living materials, and leather alternatives.

CPD Community

This year, we launched a Continuing Professional Development (CPD) community page on our Intranet to support colleagues' education and development. The page offers a comprehensive overview of in-house CPD opportunities, from structured to unstructured learning, and includes access to recordings of talks, e-learnings, LinkedIn learning, and more.

We view CPD as essential for professional growth and competence. Everyone in the company must complete and record CPD relevant to their role.

Highlights of this year's CPD talks include:

- RIBA: Designing for health and wellbeing
- Rise International: Sustainable International Development
- RIBA: Low Carbon Design and the Performance Gap
- RIBA: The Building Safety Bill
- Terroxy: The Original Recycled Flooring
- RIBA: Energy Efficient Design
- Kvadrat: Circular Crafting
- Foster + Partners: Environmental Design and Analysis 101 – Natural Ventilation
- RIBA: Inclusive Working Environments Post-Pandemic
- SSAB: Fossil Free Steel and Circular Economy
- Innovation Forum: Sustainability of Digital Fabrication with Concrete
- Foster + Partners: New Aesthetics for Green Energy Cladding
- Foster + Partners: Environmental Design and Analysis 101 – Optimising Outdoor Space

Looking Forward

We will continue to support our colleagues in the pursuit of education and personal development opportunities. Continued innovation and education will support our plans for future change.

We have identified the potential climate change risks that may impact our business activities and recognise that requirement for future mitigation. We aim to evaluate the operational efficiency of our campus buildings in relation to future UK targets to aid understanding and analyse surrounding our alignment with UK decarbonisation trajectories.

Additional Areas

Sustainability Linked Loans (SLL)

What are SLLs and SPTs

Our Revolving Credit Facility is structured in accordance with the Loan Market Association's Sustainability Linked Loan Principles. A Sustainability Linked Loan encourages borrowers to achieve ambitious Sustainability Performance Targets (SPTs). It organises relationships between sustainability objectives and SPTs, measures improvement by predetermined SPTs, and ensures transparency through reporting. Three SPTs were chosen to measure performance and help achieve sustainability commitments.

What are our Targets?

The Loan Market Association's Sustainability Linked Loan Principles require participants to outline a roadmap with ambitious annual targets to achieve the SPTs. With 80-90% of our employees on our London campus, our SPTs are based on our operational performance here. Performance is continuously measured and monitored.

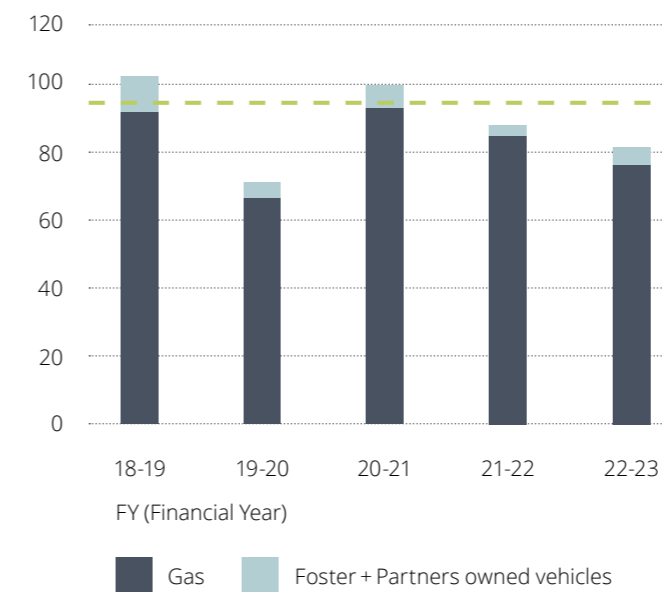
SPT 1: Carbon intensity reduction for scope 1 and 2 emissions

We aim to reduce carbon emissions (market-based) associated with Scope 1 and 2 activities by 75% by 2030 from the FY18-19 baseline. As 98% of our electricity is from renewable sources backed by REGO certificates and the remaining 2% a combination of renewable sources and nuclear (no carbon emissions), our Scope 2 electricity emissions are nil. Scope 1 emissions come from onsite gas consumption and owned vehicles. Emissions are measured in kgCO₂e/FTE to account for company growth.

The annual target for FY22-23 was a 24% reduction from the FY18-19 baseline. We successfully met our target and achieved a 45% reduction in scope 1 and 2 market-based emissions this year. Gas consumption emissions reduced by 42% per FTE, and vehicle emissions by 66% per FTE. One vehicle was replaced with an electric vehicle, now comprising 50% of our fleet. We aim to further reduce scope 1 emissions next year.

Carbon Emissions

Greenhouse Gas Emissions (kgCO₂e/FTE)



SPT 2: Waste management

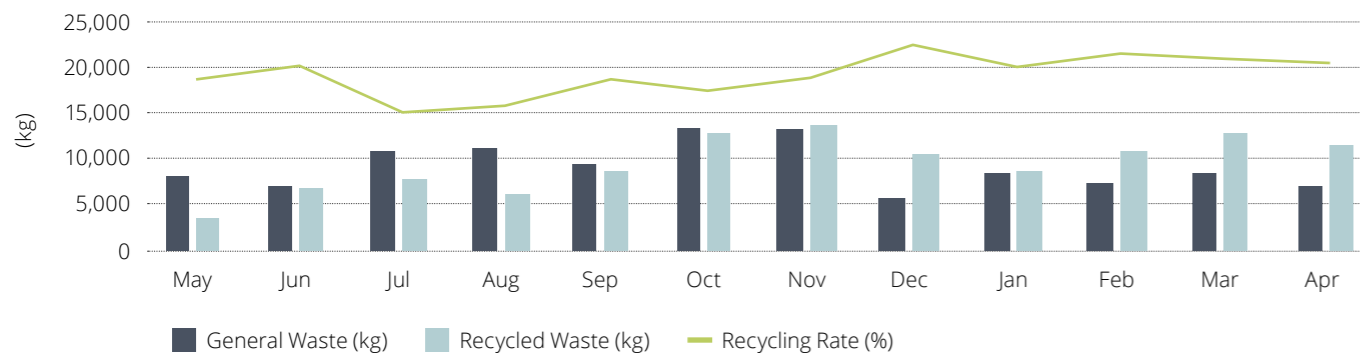
Our target is a 75% recycling rate (by weight) from the London campus by 2025, with zero waste to landfill each year. The annual target for FY22-23 was a 72% recycling rate. Despite increased waste production due to campus expansion, our recycling rate improved by 8% from the previous year, reaching an average of 61%, falling short of this year's 72% target. We are working with our supply chain to achieve our 2025 target.

Our approach is to take ownership of our waste as much as possible on site by engaging with our staff to contribute to high quality waste streams. We currently have seven waste streams and to date this leads to higher levels of contamination than you would expect within two waste streams of Dry Mixed Recycling or Waste or Energy. Our ambition remains to achieve high quality segregated waste streams and 75% recycling.

SPT 3: Top Employer Score

We aim to maintain a Top Employer score equal to or exceeding the average of the last three years, focusing on improving our Engage and Unite scores. While we exceeded the average Top Employer score, we did not maintain our Unite score or increase our Engagement score. We are investing in an employee engagement survey and platform to drive cultural change and meet future targets.

Monthly Waste



Our Future

Race to Zero

We are assessing joining Race to Zero. It is a global campaign for net zero by 2050, covering 25% of global CO₂ emissions and over 50% of GDP. Members set and report on science-based targets for 2030 and 2050. Further information can be found in the Energy and Carbon and Mobility and Connectivity sections.

Our Corporate Relationships and Partnerships

We are fortunate enough to have several, established partnerships and alignments with a wide array of bodies and organisations. This selection includes The Chartered Institute of Personnel and Development (CIPD), The Royal Institute of British Architects (RIBA), The Chartered Institution of Building Services Engineers (CIBSE), The Institute of Environmental Management and Assessment (IEMA), Institution of Civil Engineers (ICE) and The World Green Building Council (WGBC).

Additional Reporting

As a business we produce annual publicly available reports which illustrate our performance over the financial year against a wide array of metrics. They align closely with our CSER framework, reporting and principles, and are the Streamlined Energy and Carbon Report (SECR), and the Gender Pay Gap report.

Foster + Partner Reports:

- Gender Pay Gap Report: https://content.fosterandpartners.com/api/media/getMediaFile?path=/media/rcybfofz/foster_-_partners_uk_gender_pay_gap_report_2022.pdf

Further Reports:

- Advancing Net Zero Status Report. World Green Building Council. WGBC ANZ Status Report 2022 (ipaper.io)
- Annual Impact Report. Thrive. Thrive-Impact-Report-2022-FINAL.pdf
- Greenhouse Gas Protocol. A Corporate Accounting and Reporting Standard.
- Net Zero Carbon Buildings Commitment. World Green Building Council. https://worldgbc.org/wp-content/uploads/2023/03/WorldGBC-NZCBCmt_Intro_2021_hs-1.pdf

Books:

- 14 Patterns of Biophilic Design. Improving Health 7 Well-Being in the Built Environment. Terrapin
- Half-Earth. Edward O. Wilson
- Raising the Roof: Women Architects Who Broke Through the Glass Ceiling. Agata Toromanoff

Additional Material:

- The Future of Architecture. The Aspen Institute, featuring Armstrong Yakubu. The Future of Architecture - Aspen Institute (aspenuk.org)

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Biodiversity

The variety of flora and fauna species on Earth, working together in ecosystems to maintain balance and support life. Human-caused environmental damage reduces biodiversity, and increasing it is essential for a healthy, sustainable society.

Biophilia

Humankind's innate connection with nature, deriving pleasure from being surrounded by living organisms. Examples include access to vegetation, natural scents, proximity to water, and the use of natural materials, blending indoor and outdoor environments.

Carbon Footprint

The amount of greenhouse gases, specifically carbon dioxide, emitted by something during a given period.

Carbon Sequestering

Capturing and storing atmospheric carbon dioxide to reduce the amount in the atmosphere and mitigate global climate change.

Conference of Parties (COP)

The supreme decision-making body of the United Nations Framework Convention on Climate Change (UNFCCC), bringing together 197 nations and territories. The COP reviews the implementation of the Convention and other legal arrangements. COP21 in Paris, 2015, resulted in the historic Paris Agreement.

Corporate Social Environmental Responsibility (CSER)

The responsibility of our business to promote, implement and uphold strategies that embody the ethos of sustainability.

Environmental Social Governance (ESG)

The impact of a business on the environment and society, illustrating transparency and stability through governance principles. It measures how a business integrates environmental, social, and governance practices into operations and its sustainability.

Energy Savings Opportunity Scheme (ESOS)

A mandatory UK energy assessment scheme for large enterprises to ensure energy efficiency. Large organisations must assess their energy usage every four years and find new ways to save energy.

Full-time Equivalent (FTE)

A unit representing the number of employed persons working an equivalent of 40 hours per week. For example, an employee working 20 hours per week contributes 0.5 to FTE.

Greenhouse Gases (GHG)

Atmospheric gases causing global warming and climate change. Major GHGs include carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). Less prevalent but powerful GHGs are hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF₆).

Global Reporting Initiative (GRI)

An independent organisation helping businesses take responsibility for their impacts by providing a global common language for sustainability reporting.

Greenhouse Gas Protocol (GHG Protocol)

Comprehensive global frameworks to measure and manage greenhouse gas emissions from private and public sector operations, value chains, and mitigation actions.

Net Zero

A state where greenhouse gases released into the atmosphere are balanced by their removal, stopping global warming.

Race to Zero

A global campaign rallying leadership and support for a healthy, resilient, zero-carbon recovery, preventing future threats, creating jobs, and unlocking sustainable growth.

Renewable Energy Guarantees of Origin (REGO)

A scheme providing transparency to consumers about the proportion of electricity suppliers source from renewable generation.

Scope 1 Emissions

Direct emissions from sources owned or controlled by the company, e.g., fuel combustion in boilers and owned vehicles.

Scope 2 Emissions

Indirect emissions from the generation of purchased energy, e.g., grid electricity production.

Scope 3 Emissions

Emissions from activities not owned or controlled by the reporting organisation but indirectly impacted in its value chain, e.g., business travel, employee commuting, purchased goods and services.

Streamlined Energy and Carbon Reporting (SECR)

Legislation requiring companies to report on their energy consumption and associated greenhouse gas emissions within their financial reporting.

Sustainability

Defined by the United Nations Brundtland Commission as meeting present needs without compromising future generations' ability to meet their own needs.

Sustainability Linked Loans

Loans tied to the sustainability or ESG-related performance of a business, requiring stringent monitoring and verification.

The Paris Agreement

A legally binding international treaty on climate change, aiming to limit global warming to well below 2 degrees Celsius, preferably 1.5 degrees Celsius. Adopted by 196 Parties at COP21 in Paris, 2015, and entered into force in 2016.

United Nations Framework Convention on Climate Change (UNFCCC)

Established in 1994 to prevent dangerous human interference with the climate system. 197 countries have ratified the convention, becoming Parties to it.