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Forewords



Stuart Latham
Managing Partner

I am delighted to introduce our latest CSER report, which highlights another year of robust performance across all dimensions of our practice. This report encapsulates our enduring commitment to sustainability, community engagement, and innovation. Our achievements in reducing emissions, enhancing resource efficiency, and promoting wellbeing across our campuses and projects worldwide are crucial components of our long-term strategy. These efforts are aligned with our core values and reflect our responsibility towards the communities we serve and the environments we help shape. We are grateful to our clients and partners for their trust and collaboration, which enable us to continue creating sustainable and transformative spaces. As we look to the future, we are excited about the opportunities to further integrate sustainable practices into every aspect of our work, driving positive change in the industry and society at large.

Stuart Latham



Spencer de Grey
Head of Design

At Foster + Partners, our design philosophy extends beyond the physical structures we create, encompassing the entire ecosystem of the buildings we occupy and the communities we engage with. Our project work and CSER initiatives are fundamentally linked, offering valuable insights into how decisions about our facilities and local community can enhance our designs and operational strategies. This year’s CSER report underscores our commitment to sustainability and responsibility towards society. We recognise that human-centric design is crucial for sustainable development, as true sustainability cannot be achieved without placing people at its core. Through our educational initiatives with universities and our apprenticeship programme, we promote sustainable practices to the next generation. We are also mindful of our impact on local and wider communities. Our ongoing efforts to develop our facilities and amenities aim to support the wellbeing of our staff and provide an equitable, inclusive, and diverse working environment. As we move forward, we will continue to integrate sustainability into every aspect of our work, pushing the boundaries of architecture and design to embody the highest standards of community engagement, inclusivity, and environmental responsibility.

Spencer de Grey



Chris Trott
Head of Sustainability

Our approach to sustainability is clearly set out in this annual CSER report, which reflects our dedicated approach to deeply embedding sustainability within our operational and strategic frameworks. This year, we have made substantial strides in reducing our carbon footprint, enhancing our waste management practices, and improving our recycling rates, underscoring our commitment to environmental stewardship. Our decision to participate in the United Nations’ ‘Race to Zero’ campaign and the structuring of our financial instruments through Sustainability Linked Loans exemplify our commitment to achieving short- and long-term sustainability targets. These efforts, coupled with our proactive approach to resource management, are essential for driving our sustainability agenda forward. We recognise that sustainability is a continuous journey, requiring innovation, commitment, and collaboration. Our achievements this year result from the collective efforts of our teams, who are engaged in integrating sustainable practices across all operations we control and through advocacy within the supply chains and projects we can influence. As we look to the future, we are committed to continue contributing to more sustainable corporate responsibility, seeking opportunities to further our positive impacts, endeavouring to meet our goals and contributing positively to a more sustainable world.

Chris Trott

The Studio

Founded by Norman Foster in 1967, Foster + Partners 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, movement, and spirit-lifting ability. Architects and engineers collaborate from the start of a project's to create integrated, sustainable design solutions.

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

Spoken languages

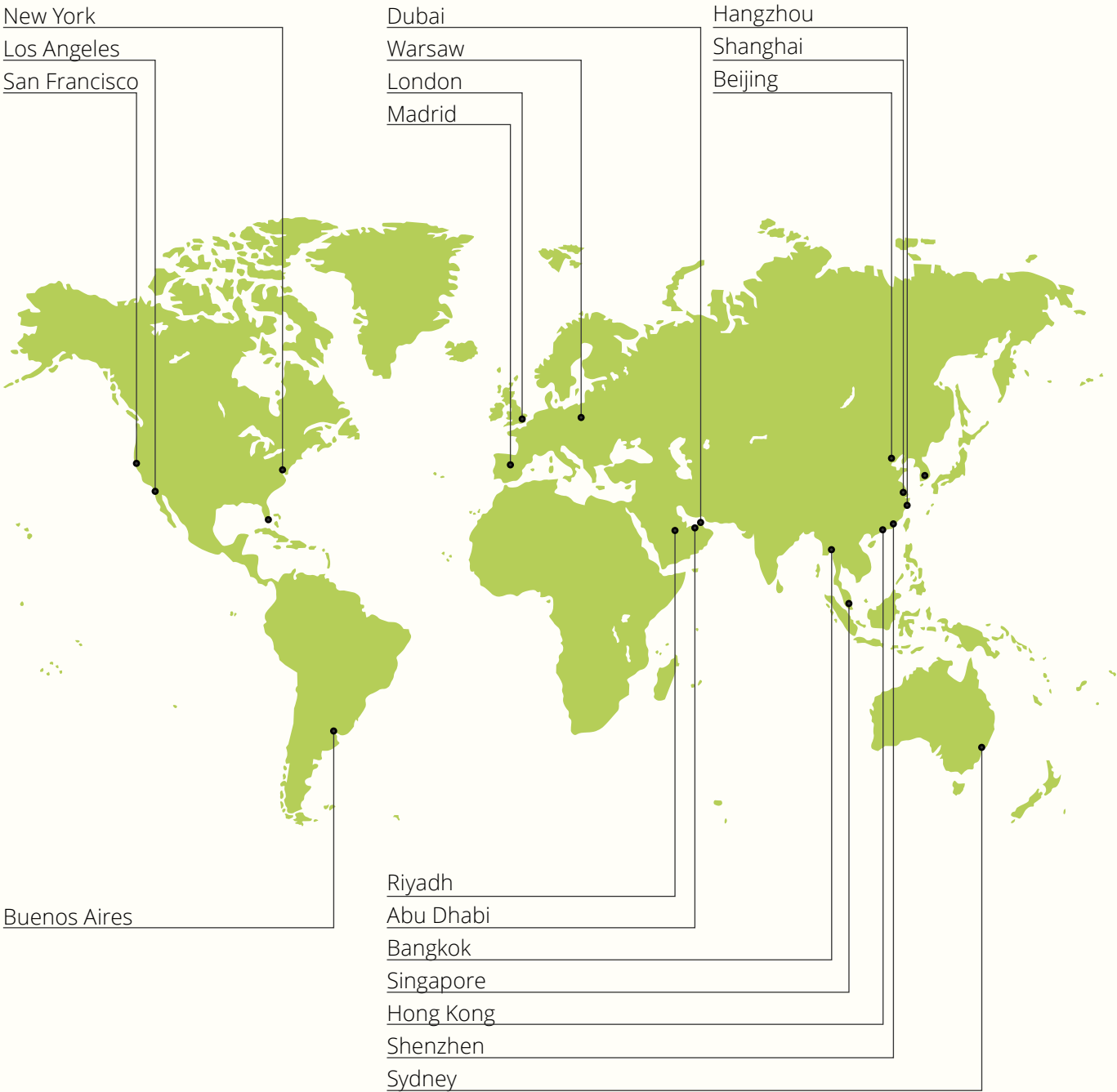
64

Employees in London

1699

362

Employees Overseas



The Studio – Who Makes our Practice

Who makes up our practice?
Our practice includes architectural teams working from initial sketches to completion, alongside specialist teams in structural and environmental engineering, 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



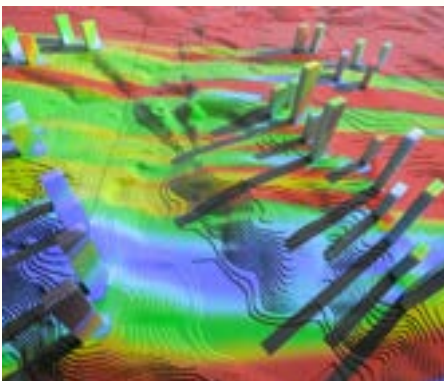
Design Management



Visualisation and Film



Design Communications



Specialist Modelling Group



Urban and Landscape Design



Industrial Design



Communications



Modelmaking



Materials Research Centre



Workplace Consultancy



Interior Design



Applied R+D

The Campus

We consider CSER fundamental to our business, and view our London Campus (along with our overseas 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 twelfth year of reporting. A significant development for us this year is our commitment to future carbon reductions through joining the ‘Race to Zero.’

**Corporate Social
Environmental Responsibility Report**

Our CSER reporting continues to focus on the operations and associated initiatives of our London campus, as the majority of our ‘life’ as a business is here. This year, we have commenced briefing our overseas offices to allow us to plan for the inclusion of their activities more explicitly in the future. This will help us in organising and processing global carbon emissions related data for ‘Race to Zero.’ Over the course of the financial year, we have grown in size and increased our headcount by almost 8%. 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.

London Campus

- 1 Main Studio
- 2 7/11
- 3 Pavilion
- 4 London House
- 5 Sterling House
- 6 Mews
- 7 Albert Bridge House
- 8 Glassmill
- 9 Albion Riverside



Our Governance Structure

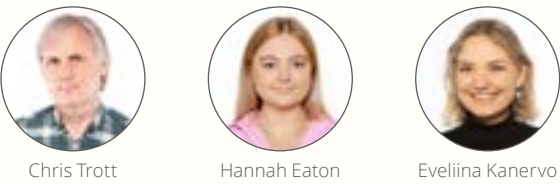
CSER utilises the extensive skillsets of our teams, helping to enhance cohesion within the practice. The Sustainability Group facilitates the process, working closely with multiple teams, including Facilities, Accounts and Human Resources, and Administration supported by other specialist teams to assist with daily operations and initiatives. Monthly updates are provided to the CSER Steering Committee, which is made up of a selection of key decision makers within the business, with ultimate responsibility for decisions lying with the Management Board.

Note: This report, including the governance structure, reflects the organisation during the financial year 2023-2024 (May 2023 to April 2024).

Governance Structure



CSER Team



The Foster + Partners Responsibility Framework (FRF)

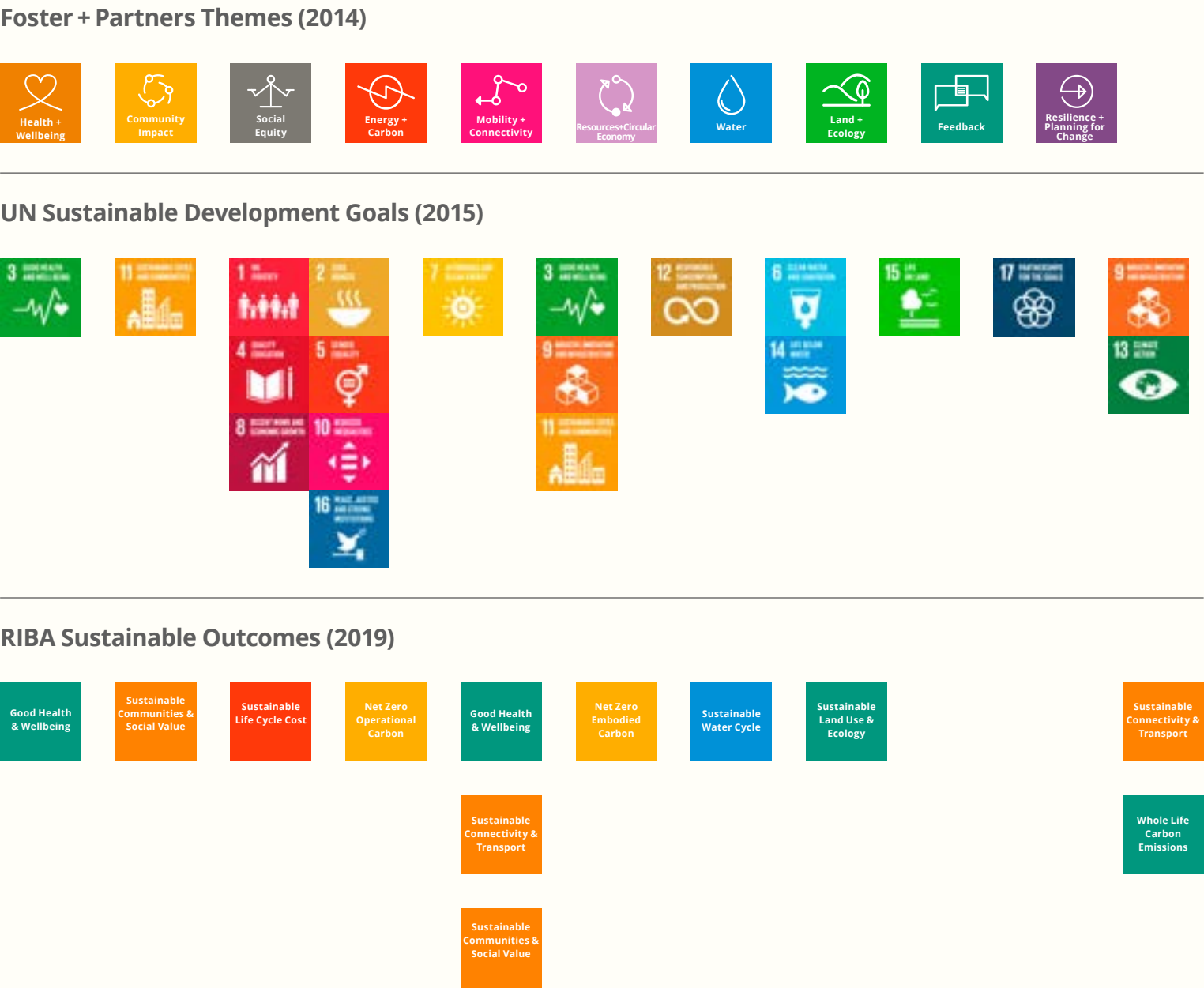
Sustainability at Foster + Partners
Our ten Foster + Partners Responsibility Framework themes (first developed between 2011 and 2014 and explained in more detail later) are **Health + Wellbeing**, **Community Impact**, **Social Equity**, **Energy + Carbon**, **Mobility + Connectivity**, **Resources + Circular Economy**, **Water**, **Land + Ecology**, **Feedback**, and **Resilience + 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 ten themes also align well and take inspiration from:

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

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

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, realistic, and transparent between expectations and outcomes. They successfully address the triple bottom line definition of sustainability, balancing social, environmental, and economic value.



Interconnectedness of the ten themes

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

Health + 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 + 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 + Connectivity

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

Resources + Circular Economy

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 + Ecology

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

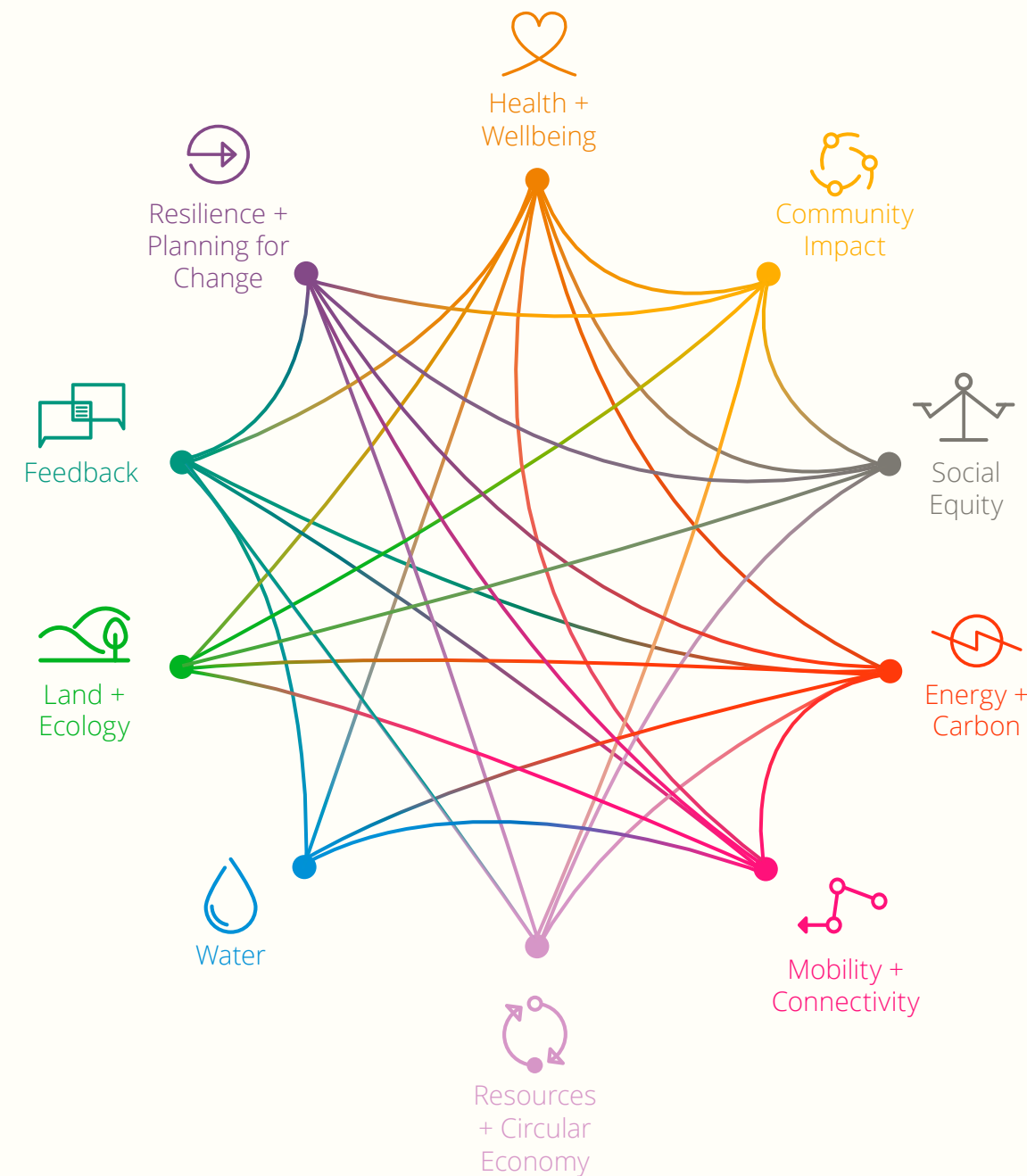
Feedback

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

Resilience + 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

Health + Wellbeing

37 Mental Health First Aiders

Community Impact

A volunteering day for riverside cleaning with Thames21

Social Equity

A British Sign Language Deaf-Led tour hosted at our London campus

Energy + Carbon

Official commitment to the UN Race to Zero campaign

Mobility + Connectivity

An employee commuting survey implemented for all our employees

Resources + Circular Economy

Continued achievement of zero waste to landfill

Water

19% reduction in our water consumption
at the London campus from the previous year

Land + Ecology

Continued partnership with Forest Carbon with a new site added
to our portfolio, supporting the procurement of carbon units
to sequester our Scope 1, 2 and 3 carbon emissions

Feedback

Conducted a catering survey to gather feedback on our new provider,
and introduced guidance on window usage in naturally ventilated
buildings based on outdoor conditions

Resilience + Planning for Change

4 BREEAM practitioners, 10 WELL APs, 69 LEED APs



Health + Wellbeing

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

Interconnected Themes

Community Impact

Social Equity

Energy + Carbon

Mobility + Connectivity

Water

Land + Ecology

Feedback

Our Approach

The optimisation and protection of colleague health and wellbeing is central to initiatives at Foster + Partners.

We offer numerous ongoing programmes 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.

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).

Our Performance

We conducted an employee engagement survey to gather insights about working at Foster + Partners (read more in the Feedback chapter on page 37).

We continued to offer a variety of wellbeing activities, including yoga, massages, and creative workshops such as pottery, origami, and terrarium building. Weekly updates about these initiatives are available on the Intranet.



Health + Wellbeing

Mental Health Focused Initiatives

Currently, we have 37 qualified Mental Health First Aiders (MHFA) in the London studio. They provide confidential support and guidance for mental health issues, advocate for mental wellbeing and help reduce stigmas.

This year we celebrated Mental Health Awareness Week in May with a programme of events:

- Massages & Reflexology
- Yoga
- 15-minute health checks with wellbeing coach
- Menopause awareness lecture
- Puppy therapy
- Interactive Health Kiosk

Each year, we celebrate Mental Health Awareness Day on 10 October. This year's theme was 'mental health is a universal human right.' The available resources included:

- Blog post on signs and symptoms of stress and the available resources for support
- Introduction to our Mental Health First Aiders across campus, their role in supporting you and how to contact them

Physical Health Focused Initiatives

We offer several physical health initiatives on campus, including:

- A new benefit, ClassPass discounts for all employees, providing access to gyms, fitness studios, salons, and spas
- Free fruit provided for employees at the office
- Social sports clubs and activities such as climbing,

cycling, tag rugby, running, bootcamp fitness and yoga

- Discounted gym membership with local Stars gym
- Massages and reflexology sessions
- New catering provider offering a more varied menu to support all dietary requirements with nutritious food available to colleagues all day (read more in our Land + Ecology chapter)

Key strategies continue to include:

- Annual flu jabs for all employees
- Participation in the J. P. Morgan Corporate Challenge (the world's largest corporate running event)
- Annual Foster + Partners football World Cup in Battersea Park

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 contribution towards corrective eyewear if needed.

Top Employer

The Top Employers Institute, established in 1991, is the global authority on HR strategies. 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 eight consecutive years, committed to upholding these principles.

Looking Forward

At the beginning of the next financial year, we will once again celebrate Mental Health Awareness Week on our campus. In addition, we will host a Wellbeing and Benefits evening, featuring a range of activities focused on physical, financial, social, and mental health. We will continue physical activities such as the J. P. Morgan run, sailing regatta, the football world cup and yoga.



The annual Foster + Partners football world cup

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 and/or working directly with charities, groups and/or professional bodies.

Interconnected Themes

Health + Wellbeing

Social Equity

Resources + Circular Economy

Land + Ecology

Resilience + 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 local, regional, national or international. We whole-heartedly support the notion that design possesses the ability to enrich lives and benefit the communities within which people live. Moreover, 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.



Community Impact

Our Performance

Educational Partnerships Universities:

We have established connections with numerous institutions and organisations, with a strong focus on supporting the next generation of young industry professionals. Our involvement with universities across the United Kingdom includes:

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

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

Level 7 Architectural Apprenticeships

We celebrated five years of the Architecture Apprenticeship Standards. Our second cohort completed the Level 7 Apprenticeship and are now

fully qualified architects. We hosted 26 apprentices who combined work experience with studies at Oxford Brookes University, the University of Nottingham, and the University of Bath. Their success was shared internally throughout the practice and on social media platforms during National Apprenticeship Week.

Other Apprenticeships

We hired our first Level 6 engineering apprentices, studying civil engineering or building services engineering at London South Bank University, and another Level 6 architectural apprentice. Our apprenticeship programmes have expanded to include IT, accounts, project management, and learning & development.

Modelmaker Apprenticeships

Foster + Partners is leading a Trailblazer Group that is developing the UK's first Model Maker Apprenticeship Standard, in collaboration with creative companies, universities, and the Institute for Apprenticeships and Technical Education (IfATE). Once approved, this three-year Level 6 programme, equivalent to a bachelor's degree, will allow apprentices to learn modelmaking in a workplace environment, with additional training from an associated university.

RIBA Studio Foundation Programme

We continued participating in this programme, supporting young architects in developing their portfolios and gaining work experience.

Apprenticeship Levy Transfer

The Apprenticeship Levy Transfer allows UK employers

to transfer levy funds to support apprenticeship training at other businesses. This initiative helps smaller organisations access funding, expanding training opportunities and fostering skill development across industries.

Foster + Partners transfer funds to several built environment and local companies, promoting a skilled workforce and broader access to apprenticeships nationwide.

Blueprint 1000

The Design and Technology Association's initiative builds lasting partnerships between companies and schools to enhance design and technology education. We hosted five teachers for internships, expanding their skills and industry knowledge, and followed up with a webinar to share insights with more Design Technology teachers.

Open City – Young City Makers (Formally known as Architecture in Schools)

Our Learning and Development and Communications Team partnered with Urban Design and Modelshop for the fifth year in the Young City Makers programme, sponsored by the Canary Wharf Group. This initiative for Key Stage Two pupils inspires future city-shapers and educates them on architecture's impact, while training teachers to use architecture in various subjects. This year's theme, 'A More Sustainable London,' involved 30 children from St George's Primary School in Nine Elms, London, in sustainable design activities, including a site visit to Battersea Roof Gardens and two half-day workshops, ending with an awards ceremony celebrating school and architect firm collaborations.



Open City - Young City Makers

Community Impact

Sponsorships

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.

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

Open House Festival

The Open House Festival made a return after the pandemic, and we continued to participate by opening our Main Studio and other buildings to the public. We ensured the event was inclusive for all visitors, including a British Sign Language (BSL) led tour to support our deaf guests (read more in the Social Equity chapter).

The Gingerbread City – Jammy Jubilee

Once again, we took part in the Museum of Architecture’s (MoA) Gingerbread City®, an annual charity fundraising exhibition. This year’s exhibition explored the theme: Water in the Cities, comprised of four island zones. Our gingerbread design, called ‘Jammy Jubilee’, was located in the ‘underwater and floating city’ zone, where water became the landscape and townscape.

Maggie’s Leadenhall Abseil

In June, over 30 of our colleagues took on a 225 metre abseil down the Leadenhall building, the UK’s tallest building abseil, in support of Maggie’s cancer support charity. Maggie’s centres are a network of drop-in centres across the United Kingdom and abroad that aim to help anyone who has been affected by cancer. Our team’s efforts raised over £7,000, to support the work of the charity.

Thames21

In March, we organised a volunteering day with Thames21, an environmental charity focused on waterway improvement in London.

Charitable Giving

We continued our fundraising activities. These included supporting MacMillan Cancer Support by participating in the MacMillan Coffee morning, Crisis at Christmas and Architecture LGBT+ among others.

The Foster + Partners global administration team held its annual fundraiser to support a charity, with this year’s choice being the Alzheimer Society. For one month, members of the admin team committed to walking at least 10,000 steps a day, in total over 9 million steps, while collecting donations for the charity.

Narinder Sagoo King’s Birthday Honours List

Narinder Sagoo, Senior Partner and Art Director at Foster + Partners, was recognised in His Majesty, King Charles III, Birthday Honours List. The list acknowledges the outstanding accomplishments and service of extraordinary people across the United Kingdom. Narinder was awarded an MBE in recognition for his

exceptional contribution to charity.

Combining architectural expertise with his commitment to charity, Narinder has collaborated with numerous charities and organisations, and has been speaking at schools and universities, mentoring individuals from primary school age to accomplished professionals.

Narinder also designed the Nobel Peace Prize in 2009, which was presented to President Barack Obama by Save the Children.

Norman Foster at Centre Pompidou

Between May and August 2023, the Centre Pompidou hosted an exhibition dedicated to the life and work of Norman Foster. The retrospective explored his work over the last six decades and showcased drawings, sketches, original scale models and dioramas, along with videos.

The exhibition was curated by Frédéric Migayrou, Deputy Director of the MNAM-CCI (Musée National d’Art Moderne, Centre de Création Industrielle), designed by Norman Foster and executed in collaboration with Foster + Partners and the Norman Foster Foundation.

Looking Forward

We will continue to support MacMillan Cancer Support by participating in the MacMillan Coffee Morning. As before, we will continue to engage with universities through lectures, talks and workshops.

The Open House Festival will continue to be a key event in our calendar. The event provides the fantastic opportunity to open the doors of our Main Studio to the local community. The British Sign Language led tour for our deaf guests will be repeated.



Maggie’s Leadenhall Abseil



The Gingerbread City – Jammy Jubilee

Social Equity

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

Interconnected Themes

Health + Wellbeing

Community Impact

Resources + Circular Economy

Land + Ecology

Our Approach

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



Social Equity

Our Performance

Equity, Diversity + Inclusion (EDI)

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. Our dedicated EDI team works hard on the various initiatives through the year to foster a working environment where colleagues from all backgrounds and identities can thrive through our championing and embedding of equity, diversity and inclusion. We also maintain strong relationships with schools, universities, and organisations such as Blueprint for All. In support of best practices, we subscribe to Inclusive Employers, Working Parents, Architecture LGBTQ, and the W Programme. In 2023, in collaboration with RIBA, Foster + Partners hosted and launched the EDI Industry Action Group. This group brings together EDI professionals across the sector to discuss a collective approach to EDI improvement.

Equity, Diversity and Inclusion Induction for New Starters

We are committed to championing EDI to create a respectful and inclusive workplace for our diverse global team. This commitment is embedded in our onboarding and induction process.

Since 2023, our Equity, Diversity and Inclusion Lead has presented on induction day to ensure EDI is a priority from day one. New starters are also

required to complete an online Equality and Diversity training. Our goal is to ensure all colleagues feel seen, represented, and supported.

Additionally, our employment contracts reflect this focus, stating: Equity, diversity & inclusion is a core priority. To support and champion the embedding of this focus as a collective workforce responsibility, EDI should be integrated, where relevant, into all workstreams.

Reconciliation Action Plan (Reflect) – Sydney Office

In April 2023, Foster + Partners commissioned Yarnnup, an Aboriginal owned and managed consulting and training organisation to help develop, endorse and implement the first stage of our Reconciliation Action Plan (RAP). There are four stages of a RAP, and we are committed and excited to engage in the first phase Reflect. We intend to explore the depth and difference that a truly authentic understanding of First Nations peoples and their approach to the land, environment and design can make to our work; to understanding what Designing with Country means and to commit to applying this in a meaningful way to enrich our work and find new ways to develop design in an integrated manner. One of our aims during the Reflect phase is to build our cultural awareness and capability and since registering with Reconciliation Australia, our team has started to develop a deeper understanding of First Nations cultures through our participation in National Reconciliation Week and NAIDOC week.



Reconciliation Action Plan (Reflect) – Sydney Office

Social Equity

Employee Networks

As part of our commitment to EDI, Foster + Partners has five Employee Networks that leverage lived experiences to raise awareness, engage, educate and empower people to learn together.

Disabilities Network

With a mantra of “with, not for,” the Disabilities Network exists to nurture, drive, and champion the removal of barriers to inclusion within Foster + Partners and the spaces we create. The Network’s mission is raise awareness around disability and to champion and promote equity and inclusion both internally within the organisation and externally in the spaces we design.

We embrace the social model of disability, a perspective developed by the disabled community, which emphasises that people are disabled by barriers to inclusion and societies’ failure to accommodate. These barriers can be physical, like inaccessible facilities, or societal, such as unchecked assumptions.

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.

LGBTQ+ Network

“We’re here to support LGBTQ+ colleagues and the wider community across the practice. We aim to raise awareness, and to provide guidance and support within the industry.”

The network promotes positive role models through outreach activities, training, mentorship, and educational opportunities. This year the network became a Gold sponsor of Architecture LGBT+. Highlights from the past year include our Pride celebrations, ongoing collaboration with Tonic Housing, a community-led non-profit creating vibrant and inclusive LGBT+ affirming retirement communities, and a series of talks promoting intersectionality and collaboration with the other four networks.

Parents + Carers Network

The Parents and Carers Network represents all studios and departments, providing a supportive forum for open communication and idea-sharing on how the organisation can best support employees with caregiving responsibilities. The network is dedicated to supporting employees with caregiving roles outside of the practice, while also educating the broader organisation on the unique challenges faced by parents and carers. These challenges have a direct impact on health, wellbeing, career progression, and effective time and stress management. In addition to advocating for family-friendly workplace policies, our goal is to enhance the organisation’s understanding

and awareness of the demands placed on colleagues managing caring responsibilities and professional obligations.

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.

This spring, we celebrated the relaunch of the Women’s Network on the International Women’s Day. The Network introduced a new Committee, Leads and Sponsor. Emily Phang, Senior Executive Partner, delivered a talk about her 22-year career at the practice, with her journey starting as an architectural assistant in the Singapore studio.



Equity, Diversity + Inclusion (EDI)



Ethnicities Network



Disabilities Network



LGBTQ+ Network

Social Equity

Inclusion within the design

The Inclusive Design Team

To steer inclusive thinking across our approach to the design of the built environment, a new role has been created - Inclusive Design Specialist. Suzan Ucmaklioglu, an architect and member of the practice's Disabilities Network, recently took up the role, joining the Technical Design Group.

The Technical Design Group, including the Inclusive Design Team, consists of professionals with backgrounds in architecture and engineering, offering valuable insights into project delivery challenges. The Inclusive Design Team collaborates with project teams to promote inclusive design principles and engages with user groups to incorporate lived experiences into our internal design guidelines. We champion Inclusive Design as a holistic approach, providing an integrated and considered experience for all. By embedding inclusive thinking from strategy to completion, we strive to exceed technical code compliance, in mind, body and space.

VARID Toolset for Inclusive Design

Our Applied Research + Development team has been working closely with City, University of London and UCL to develop VARID (Virtual and Augmented Reality for Inclusive Design). This is a design toolset that uses virtual and augmented reality (VR/AR) technologies to help architects, researchers and designers improve their understanding of how users with visual impairments experience the world around them. VARID uses dynamic real-time image processing techniques to mimic a variety of vision loss symptoms, such as blurring, warping, or peripheral vision loss. Developed as a game-engine plugin, it is compatible with a range of virtual and augmented reality headsets, which are commercially available. VARID is data driven and capable of generating personalised simulations based on a particular set of clinical test results.

VARID also helps in all design stages to inform massing, choice of materials or selection of colours. Researchers at UCL and City have used VARID to test, extend and validate the toolset to improve their understanding of user behaviour and spatial experience and help designers create more inclusive environments.



VARID Toolset for Inclusive Design



Disability Training delivered by Sociability



VARID Toolset for Inclusive Design

Social Equity

Celebrating diversity & inclusion

International Women’s Day

For International Women’s Day, Angela Saini, writer, race journalist and academic took part in a conversation with human rights activist, barrister, and politician Baroness Shami Chakrabarti. The discussion centred around Angela’s recently published book ‘On Patriarchy: How Men Came to Rule.’

Black History Month

For Black History Month 2023, Bonnie Greer, OBE, journalist, broadcaster and writer visited the practice to share her lived experience and career journey. James Robinson, interim Director of Collections, V&A hosted the talk.

Our Modelshop collaborated with People of Colour (POC) in Architecture to host a series of workshops. POC in Architecture is a community interest company providing a platform and support network for African and Caribbean heritage architecture students studying in the UK, founded by architect Savannah Williams.

Inclusive Engagement

This year we also welcomed Deaf students from Kingsbury Green Primary school to our London campus. During their visit, supported by sign language interpretation, the students engaged in a range of enriching learning activities with colleagues Emily Phang, Stefan Behling, Narinder Sagoo and Roger Ridsdill-Smith and several members of the model making team.

Open House BSL Deaf-Led Tour

At this year’s Riverside Festival, we hosted our first ever British Sign Language Deaf-Led tour. Leading the tour was John Wilson, an experienced Deaf-Led tour guide for the museum sector.

As part of our equity and inclusion programme, the focus was to provide an opportunity for the deaf community interested in architecture, design and the built environment to explore our London campus. The tour welcomed over 25 deaf professionals from many professions, including engineering, architecture and design.

Foster + Partners Neuroscience and Architecture Week

In October, a series of internal talks on the intersection of neuroscience and architecture were organised by our Inclusive Design, Urban Design, and Workplace Consultancy teams. This programme highlighted the crucial role neuroscience plays in shaping architectural design and urban planning, emphasising the multi-faceted relationship between these disciplines. The talks covered key topics such as Neurodiversity, neuro-inclusion, design for the mind, the impact of neuroscience on architecture, and personal experiences within the Disabilities Network.

Continuing Traditions of Inclusivity and Celebration

Other initiatives during the year included the annual Pride celebrations, Ethnicities Network party, and Lesbian Visibility Week, during which Raga D’Silva spoke passionately about her lived experience of

growing up as a lesbian woman in India.

Across March we also marked Ramadan, programming for the first time nightly Iftars in the Kitchen to support our Muslim colleagues break their daily fast.

Looking Forward

We will continue our traditions of inclusivity and celebration by hosting annual events such as Pride celebrations, International Women’s Day, and Black History Month.

These events are integral to fostering a diverse and welcoming environment for all.

The Disabilities network will organise a panel discussion with Sociability, centred on inclusive design best practice. We are planning another Deaf Led Tour for the 2024 Open House Festival.

Following the success of this year’s programme, we are planning to welcome eighteen university students in collaboration with People of Colour (POC) in Architecture, to participate in a two-week model making workshop. POC in Architecture’s manifesto is to provide a platform to diversify the industry as well as forming a support network for African and Caribbean heritage architectural students studying across the UK.

Next year we will submit an external assessment to Inclusive Employers to evaluate our inclusion and equity best practice.



Black History Month



Sign language tour for students from Kingsbury Green Primary school

Energy + 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

- Health + Wellbeing
- Mobility + Connectivity
- Resources + Circular Economy
- Land + Ecology
- Resilience + Planning for Change

Our Approach

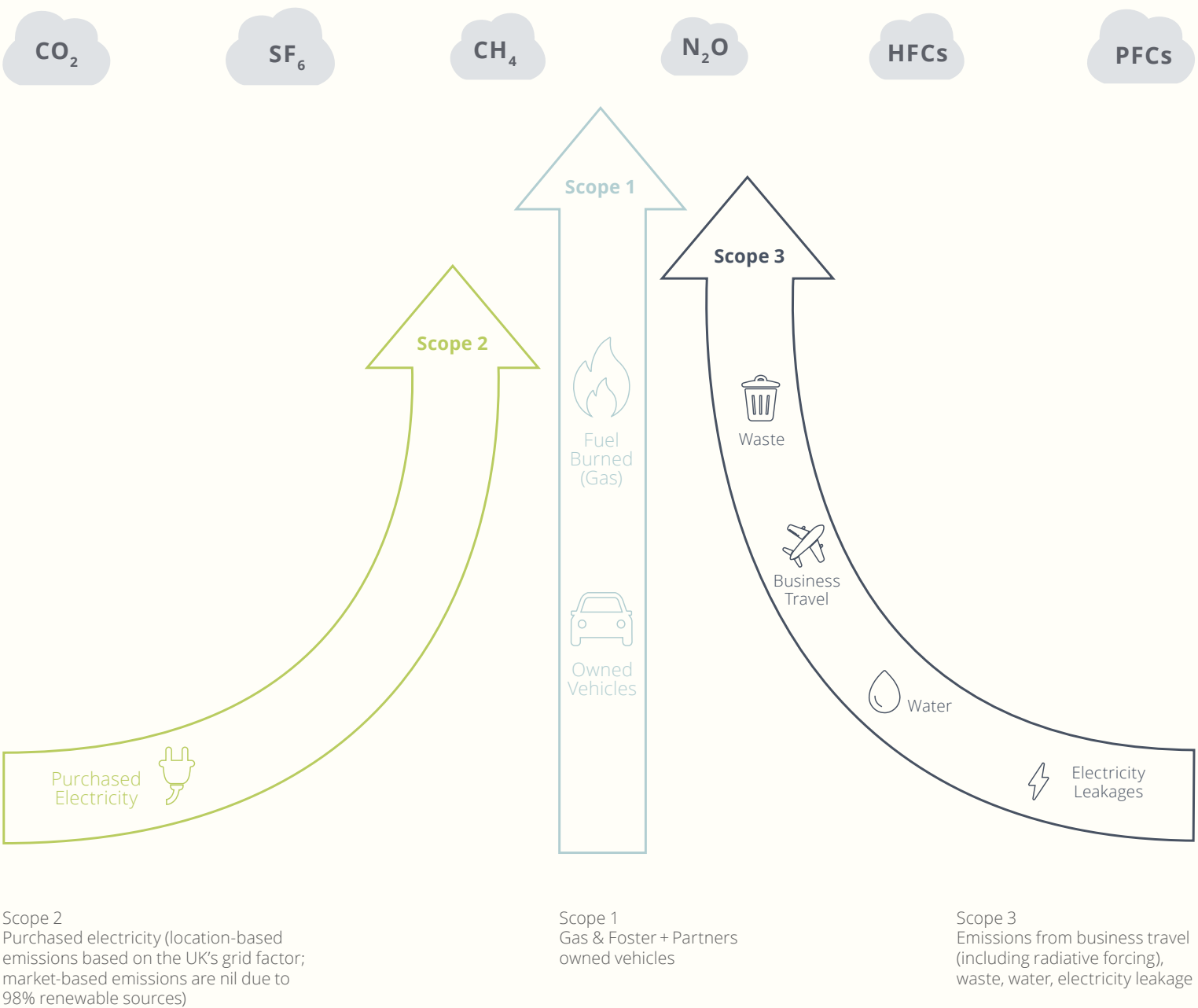
As a global practice with a large workforce completing diverse activities, we are aware of our impact as a business. We respond by measuring and tracking the carbon footprint associated with our actions. We continue to review and update our methodology, whilst simultaneously aligning with the appropriate guidance to ensure we convey a transparent and accurate representation of our carbon impact as a business and overall emissions level.

Emission Categories and Calculation Methodology

We estimate our greenhouse gas emissions across Scope 1, Scope 2, and Scope 3 categories, adhering to the guidelines set by the Greenhouse Gas Protocol. We utilise the Corporate Accounting and Reporting Standard, along with the 2021 UK DBEIS and DEFRA conversion factors, to ensure accurate and consistent reporting. By following these established protocols and standards, we ensure that our emissions reporting is comprehensive and transparent.

Our emissions are categorised according to the Greenhouse Gas (GHG) Protocol, which defines three scopes to classify emissions.

- Sources of our emissions across different scopes:
- Scope 1:** Direct emissions from owned or controlled sources, such as company vehicles and on-site fuel combustion.
 - Scope 2:** Indirect emissions from the generation of purchased electricity, steam, heating, and cooling consumed by the company.
 - Scope 3:** All other indirect emissions that occur in the value chain of the company, including both upstream and downstream emissions.



Energy + Carbon

Our Performance

Like the previous year, our total energy consumption at the campus decreased this year. This is partly due to warmer weather throughout the year in the UK. Another reason for this is that we switched our company fleet to fully electric vehicles during this financial year. Our total CO2 emissions have decreased by 3% year over year, and by 10% compared to the base year of FY18-19, marking a positive trajectory towards our emission reduction goals.

Race to Zero

In March 2024, we joined the United Nations Race to Zero campaign through the Science Based Targets initiative (SBTi). SBTi helps companies and financial institutions take action against climate change by setting science-based targets for reducing greenhouse gas emissions in line with the Paris Agreement. Race to Zero is the world’s largest coalition of non-state actors taking immediate action to halve global emissions by 2030. The practice is in the process of developing both near-term (2030) and long-term (by 2050) Science Based Targets to cover global business operations, signifying our continued commitment to reducing our carbon emissions across Scopes 1, 2 and 3.

Uncovered Gas Meter

Last year, during a meter audit we commissioned, an unaccounted gas meter was discovered. After appointing an external energy consultant, it was found that this meter had never been recorded on the National Database over the past 30 years. Following months of investigation and collaboration with the consultant and our energy supplier, we have now established comprehensive and robust reporting measures for this gas supply.

As a result of uncovering the gas meter, our gas consumption (kWh/FTE) now differs from what was previously reported. We currently have data for our gas usage from this supply starting from September 2023. Gas consumption prior to this date is estimated based on this year’s consumption.

Energy Efficiency Actions

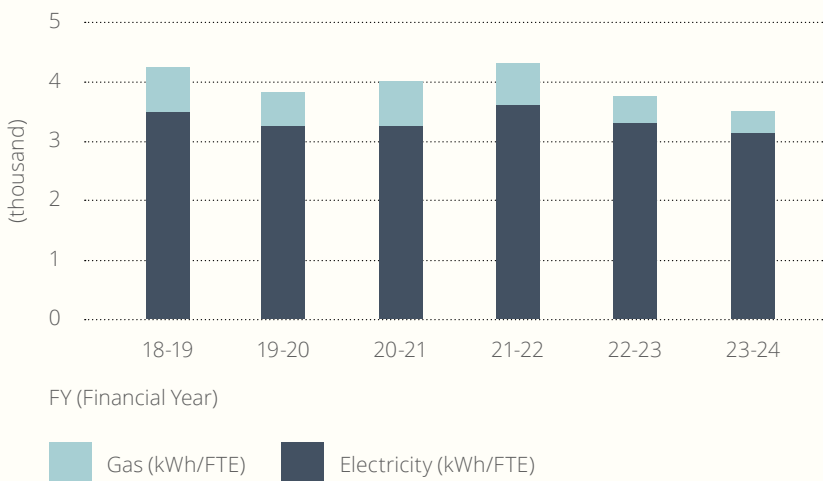
Planning is underway for the installation of air source heat pumps to replace existing gas boilers where possible in the largest building on campus, with works scheduled for mid-2024/25. Further consideration of our main studio buildings’ energy efficiency has led us to explore a water source heat pump (WSHP) solution utilising the River Thames. Consequently, we have paused our air source heat pump (ASHP) solution for this building to conduct a feasibility study on this more efficient process.

The works to improve natural ventilation in selected buildings on campus continued during this financial year. This is expected to be operational in Q3 FY24-25, and the energy efficiency benefits of these projects should be evident in the following financial year. LED lighting upgrades will be completed during FY24-25 in selected buildings, contributing to anticipated energy savings.

In FY23-24, we fulfilled our commitment to electric vehicles, with all Foster + Partners’ vehicles now being 100% electric. We also completed and submitted our Energy Savings Opportunity Scheme (ESOS) report in 2024 and will review the recommendations to identify additional practical elements we can incorporate to reduce energy consumption.

Note: The graphs include the recently uncovered gas meter, which was missing from our previous reporting. The gas consumption (kWh) for time before September 2023 is an estimation based on the available data.

Energy consumption per FTE



Energy + Carbon

FY23-24 CO2 Emissions

Scope 1

As a result of uncovering the gas meter, our Scope 1 emissions differ now from those previously reported. We currently have data for our gas usage from the discovered meter starting from September 2023. Scope 1 emissions from gas before that are estimated based on the existing data and DEFRA annual emission factors.

Based on the new gas data and estimations, our Scope 1 emissions have decreased 36% from our baseline year FY18-19 and 21% from the previous year. This can be attributed to reduced gas consumption partly due to warmer weather, and the transition to a fully electric fleet.

Scope 2

Scope 2 location-based emissions increased by 9% due to more employees and office spaces. However, electricity consumption per full-time equivalent has decreased. Overall, there has been a 7% reduction in Scope 2 emissions from our baseline year. We continue to purchase renewable electricity, backed by REGO certificates.

Scope 3

In our previous reports, we have only included the Scope 3 categories that we have activity-based data for. These categories include all business travel-related emissions, and emissions from our water and waste. This year we have decided to include all categories that we have any data for, including the spend-based categories. These include our IT Software and

Hardware, FF&E (Furniture, Fixtures and Equipment) and Catering, for example. Due to this change, our emissions appear higher than in previous years. We will continue to improve our data collection and management in the next financial year. As a result, these numbers are likely to change as we aim for higher data accuracy through all relevant GHG categories.

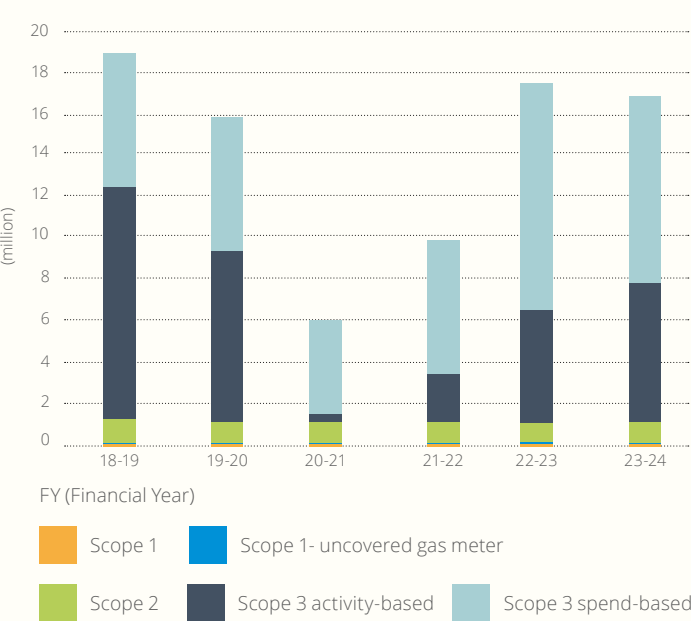
Based on the current data, our Scope 3 emissions have decreased by 11% from our baseline year and by 4% from FY22-23. When comparing only activity-based data, our CO2 emissions have decreased more significantly from the baseline year, by 28%, but increased from FY22-23 by 22%. This is due to our commercial flying, which is our most significant source of Scope 3 emissions. Whereas we have decreased flying from FY18-19, the number of flights has kept on increasing again since the pandemic (read more in the Mobility + Connectivity chapter).

The number of employees at our London campus has increased rapidly, by 21% from FY21-22. To illustrate this growth and its impact on our emissions, we have included two graphs: one showing our absolute GHG emissions and another depicting our emissions per FTE.

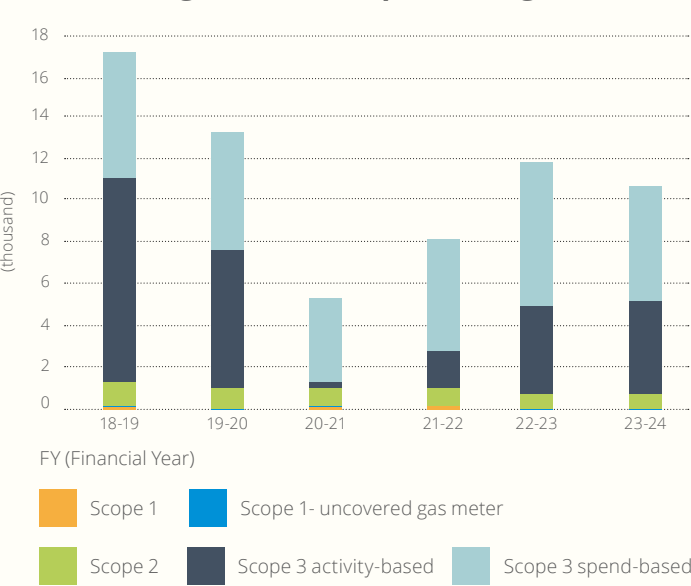
Focus on managing Scope 3 Emissions

Most of our carbon emissions fall under Scope 3. We continue to improve reporting and transparency within our supply chain. Our IT procurement strategy is a significant part of this effort, and therefore, this year we have appointed an IT Procurement Manager. In addition, we implemented an employee commuting survey to track the related emissions (read more in the Mobility + Connectivity chapter).

Total Greenhouse gas emissions (kgCO2e)



Greenhouse gas emissions per FTE (kgCO2e)



Looking Forward

Having officially committed to 'Race to Zero' and Science Based Targets, we will continue to develop our strategy to submit our official targets before our deadline in March 2026.

We aim to reduce our gross Scope 1 and 2 emissions in tCO2e/m² of gross internal building area by 75% by the year 2030, using FY18-19 as our baseline year. As members of the EP100 initiative, through the World Green Building Council's (WGBC) Net Zero Carbon Business Commitment, we have committed to occupying only net-zero carbon (operational) assets by the year 2030.

We are investing in sensor and meter technology to build a more robust system, which strengthens our methodology and accuracy in collecting building data. Additionally, when acquiring new sole-use buildings, we will ensure green energy is deployed as soon as practically possible.

Mobility + Connectivity

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

Interconnected Themes

Health + Wellbeing

Energy + Carbon

Water

Land + Ecology

Resilience + Planning for Change

Our Approach

Due to the dynamic and constantly changing nature of our business, our clients, who invest substantial capital, expect personal interactions and the formation of effective teams, often including key collaborators at the project site. As a global enterprise, our projects frequently align with international financial trends, moving from region to region as the global economy transitions through investment phases. Consequently, we cannot dictate our travel destinations. Our strategy 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.



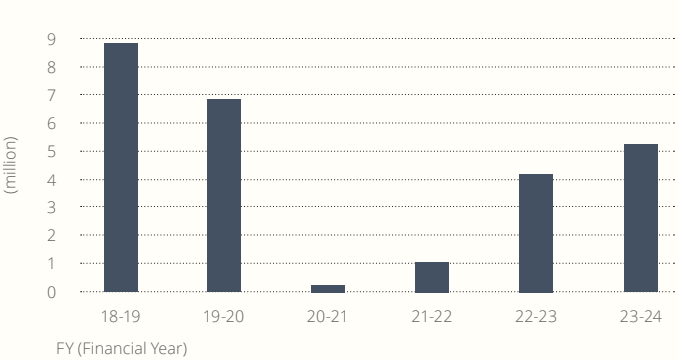
Mobility + Connectivity

Our Performance

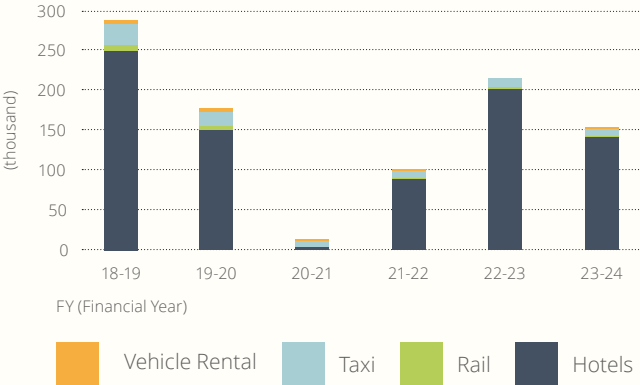
This year, our commercial flying kept on increasing closer to the pre-pandemic levels. In the recent years, we have been working on large projects abroad, which has resulted in increased emissions from flying (25% increase from FY22-23). We are still well below our baseline year emissions from flying, with a 42% decrease from emissions in FY18-19. We are actively making strategies to decrease our emissions from commercial flying, the category being our biggest Scope 3 category.

Our emissions from all other business travel decreased significantly from last year, by almost 30%. This includes taxis, train travel, vehicle rental and hotels.

Mobility Carbon Greenhouse Gas Emissions from our Commercial Flights (kgCO2e)



Emissions Generated from other Business Travel



Employee Commuting

This spring, we conducted a comprehensive survey to understand our colleagues’ commuting patterns. The results will guide us in making informed decisions on sustainable travel initiatives and strategies to enhance staff health and wellbeing. Additionally, the survey helps us calculate the Scope 3 emissions from employee commuting.

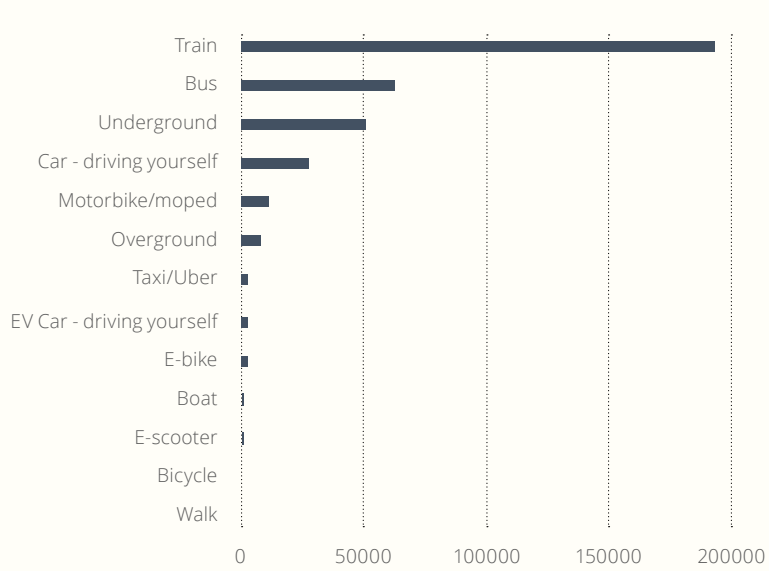
Over 50% of our London colleagues participated in the survey. These responses were used to estimate emissions for the entire London campus. The findings indicate that while sustainable transport methods like walking and cycling are popular, train travel contributes the most to emissions due to the longer commutes.

We continue to encourage our employees for sustainable travel through various initiatives, including our Cycle2Work scheme, as well as free bicycle maintenance, secure storage and on-site shower facilities.

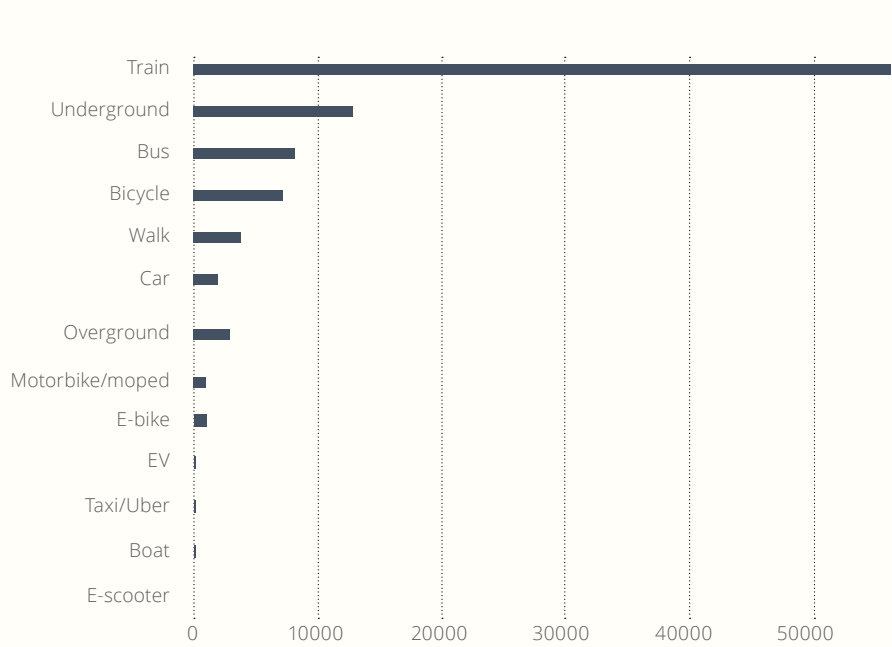
Looking Forward

Looking ahead, we will continue our partnership with the Bike Project, donating unclaimed bicycles to be refurbished and given to refugees and asylum seekers in London and Birmingham. This initiative will be renewed every two years. In the next year, we will focus on collaborating with our travel management company to enhance the technology and processes around travel booking. We are also engaging with E-bike companies to improve accessibility and promote responsible usage. In order to facilitate the addition of more cycle stations, we have reached out to local authorities to explore this possibility in the local area.

London campus - kgCO2e from commuting



London - modes of transport avg. week (km)



Resources + Circular Economy

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

Interconnected Themes

Community Impact

Social Equity

Energy + Carbon

Feedback

Resilience + Planning for Change

Our Approach

With over 1,500 employees, our campus manages a significant daily flow of resources, from office supplies to food and drink. Although waste contributes less than 1% to our total carbon emissions, we recognise its broader impact and strive to reduce consumption, and reuse and recycle materials. We engage staff to improve waste management on site, aiming for high-quality segregation across seven waste streams.



Resources + Circular Economy

Our Performance

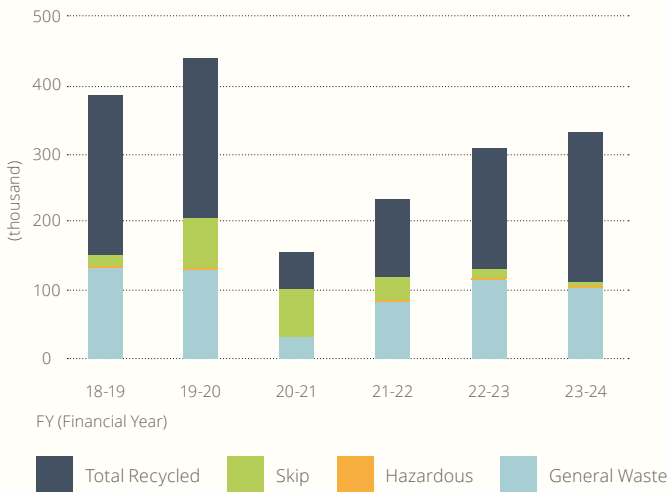
Our approach is to take ownership of our waste as much as possible on site, by engaging with our staff to contribute to high quality waste streams. We currently have seven waste streams and to date this leads to higher levels of contamination than you would expect within two waste streams of Dry Mixed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

Our total waste increased this year slightly. This can be explained by the change of our catering provider. For the first months of the new catering, our total waste numbers were somewhat higher as we were adjusting to the new supplier, at the same time, our staff numbers steadily increased. Since the beginning of 2024, the amount of waste has decreased again.

Regardless of the fluctuation, our recycling rate improved from last year's 62% to an average of 67% for the year, bringing us closer to our target.

This year, we have been focusing on improving the efficiency of our waste collection process. The most significant change implemented is the manual sorting of waste, which is currently in operation across our campus. This has tackled the issue at its source. We continue to stream our waste on site, and we currently have seven waste streams.

Waste Generated (kg)



Office Equipment and Furniture Recycling

We continued our collaboration with Reyooz, a circular economy platform for businesses. With their help, we have continued our project to reuse and recycle our old furniture, carpets and fixtures. This year the collaboration saved 24,021 kilograms of waste from landfill and incineration.

IT Recycling updates

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 the 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.'

Materials Research Centre

To mark Recycle Week this year, we spotlighted our Materials Research Centre (MRC) internally. Material selection is an integral part of architectural design, and the MRC is the in-house team that facilitates the decision-making process. By centralising knowledge of materials and products, the team ensure that the practice's projects benefit from the most innovative materials and state-of-the-art manufacturing processes. They evaluate sustainability, decarbonisation, technical performance, and certification to ensure the most appropriate materials are selected.

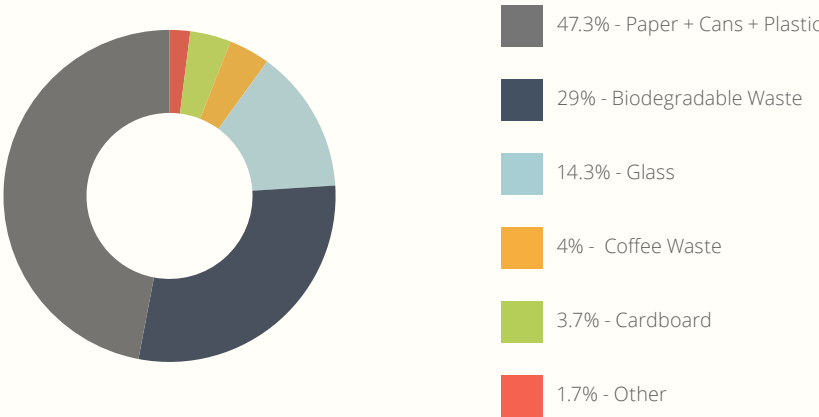
The team is also investigating how we might recognise our buildings as future material banks, so that these resources can be used again at the end of their lifespans. This would enable circular value chains and minimise the amount of waste going to landfill.

Looking Forward

We are working hard with our catering supplier and waste management partner, as well as our own staff, to meet our recycling target of 75%. Next financial year we will also start a collaboration with Olio, a sharing app for local communities with a mission to reduce waste. With their help, we will make use of the leftover food from our canteen.

Our focus for the upcoming year involves reviewing the waste collection market and initiating a tender process for our waste contract. During FY24-25, we will assess contractors' data collection methods and the accuracy of their reporting and evaluate the efficiency of our current waste streams.

Our recycled materials split (FY23-24)



Manual sorting of waste

Water

Continued monitoring of our water consumption to ensure future efficiency.

Interconnected Themes

Health + Wellbeing

Energy + Carbon

Mobility + 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, 74% of our London office space had actual data. The rest was estimated from average consumption per metre-squared. We compare our water use to typical UK offices using the Better Building Partnerships 2020 Real Estate Environmental Benchmarks.

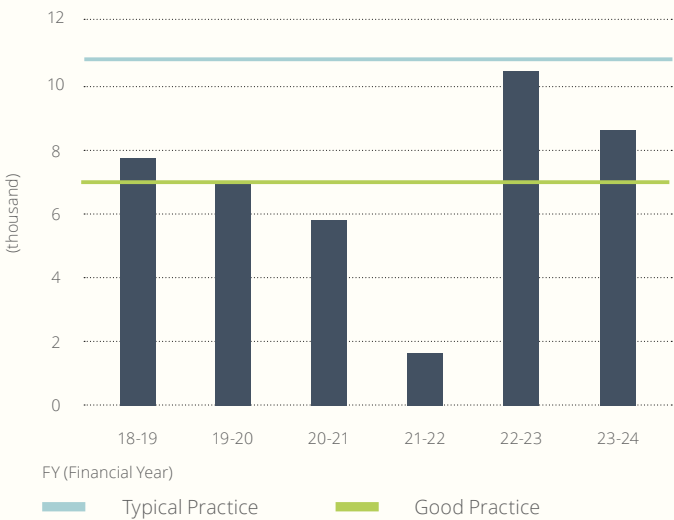


Water

Our Performance

This year we saw a 19.3% reduction in our water consumption from the previous financial year. We appointed a consultant to review our contracts and to verify all our water meters with a view of improving our data collection. As a result, our water metering has become more consistent and accurate, reducing our consumption figures from the typically overestimated values. Additionally, the consultant inspected our plumbing fixtures, such as cisterns and taps, for any overflow or faults, further contributing to the decreased figures this year.

Water Consumption (m3)



Thames21

In March, we organised a volunteering day with Thames21, an environmental charity working with communities to improve rivers and canals for people and wildlife. The volunteers spent a morning cleaning the foreshore of the river Thames in front of our London campus.

Looking Forward

Following verification of our water meters, we will consolidate suppliers and aim to add data loggers to our water supplies to increase the accuracy of our data in the next financial year. Currently, this does still not include all our office spaces, as water for smaller properties is charged via the service charge, and therefore, there is no meter for us to monitor. The landlords are private individuals, pension funds and private businesses, making it difficult to gain access to meters or water usage data. Given these constraints, we are committed to doing everything within our control to improve robust reporting and implement all feasible measures.



Riverside cleaning with Thames21

Land + 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

Health + Wellbeing

Community Impact

Social Equity

Energy + Carbon

Mobility + Connectivity

Our Approach

We have very few areas on our London Campus where we could introduce more biodiversity. The Terrace provides a space for people to connect with nature and each other. Therefore, most of our contribution are off-site. We support Forest Carbon in their reforestation efforts across the UK, recognising the holistic benefits of nature, which are central to biophilic design principles we deliver in our practice.



Land + Ecology

Our Performance

Throughout the year, we continued our nature and biodiversity focused educational talks, workshops and programmes. These included acknowledging important dates such as Desertification and Drought Day in our internal communications. We also organised a riverside cleaning day with Thames21 (read more in the Water chapter).

New Catering Provider

This year, we changed our catering provider. The new provider, Vacherin, focuses on buying seasonal produce and working with small, independent and family-run suppliers. Through these principles they aim to support small businesses, as well as protect animal welfare and support rural communities with jobs for local people. Vacherin holds several accreditations, including but not limited to an ISO 14001 certified Environmental Management System, validated SBTs and 3 out of 3 stars from SRA (Sustainable Restaurant Association).

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 activity-based Scope 1 and 3 emissions. Together with Forest Carbon, we have planted 115,815 tree saplings across seven sites, with a new site in Doddington North, Northumberland, added to our portfolio during the year. All of these sites contribute to biodiversity, water quality and flood mitigation, with added social and community benefits.

Looking Forward

Next financial year, we will be looking into expanding our carbon sequestering beyond the UK. As we have offices in locations around the world, we will be comparing different types of carbon sequestering in different locations around the globe.

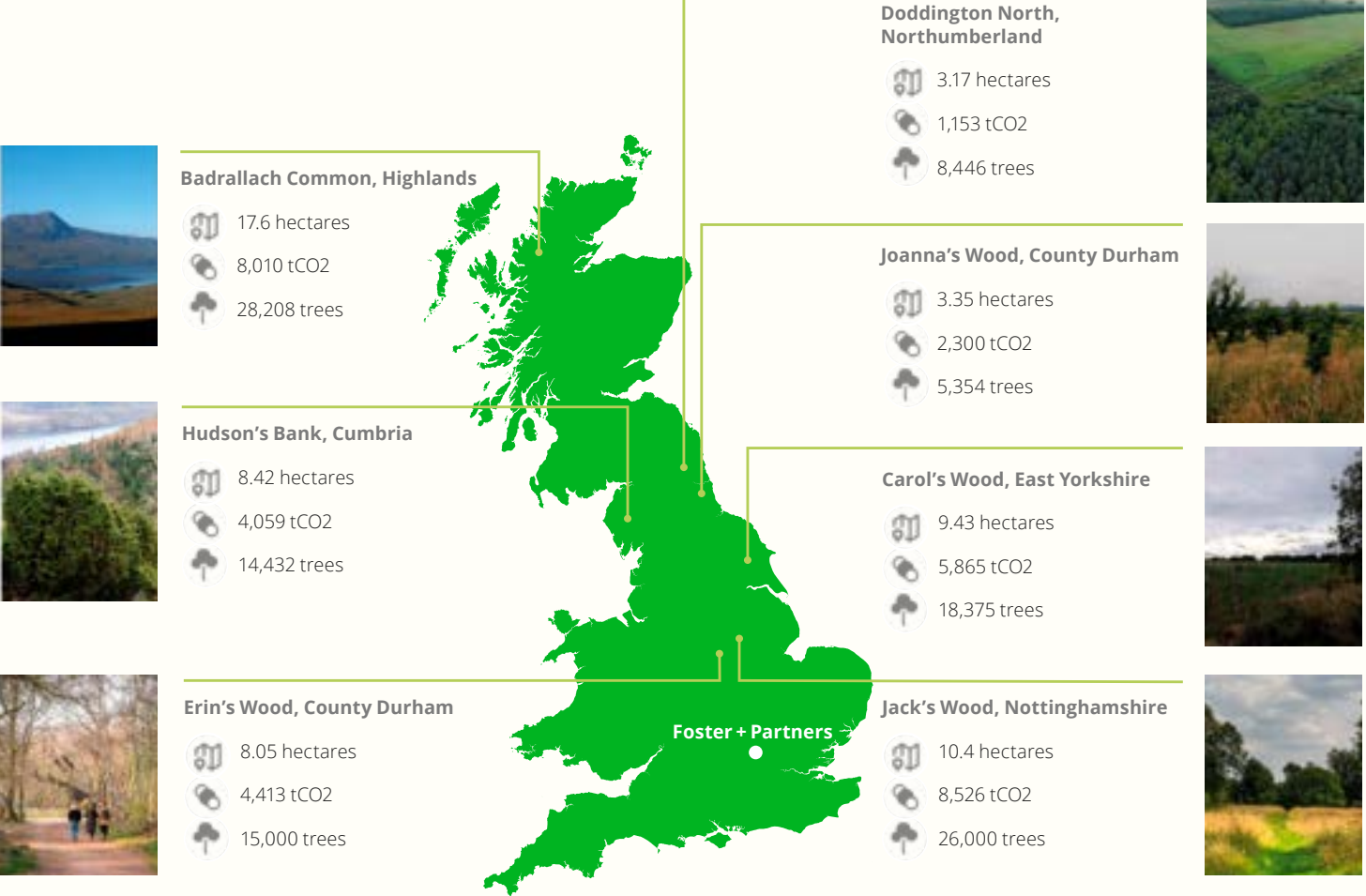
We will also be testing multiple sustainable printing boards. As a creative practice, printing boards are essential for our office. To reduce the waste from these boards we're hoping to find a suitable and sustainable alternative to our multi composite high-quality boards. Implementing sustainable printing practices will help us reduce our environmental impact by minimising waste, conserving energy and using eco-friendly materials.

Moreover, we will be starting a partnership with Olio to reduce our food waste (read more in the 'Resources' chapter). In addition to the social benefits of this partnership, it will help us to divert surplus food from going to waste, while avoiding unnecessary carbon emissions from waste management and saving water.



New Catering Provider

Foster + Partners Purchased Woodlands



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

- Health + Wellbeing
- Energy + Carbon
- Mobility + Connectivity
- Resources + Circular Economy
- Water
- Resilience + Planning for Change

Our Approach
We recognise that we are living in a data-driven world. We use a variety of sources to monitor and measure our performance in an array of areas. Our sources include manual and automated data sets, acquired both internally and externally, through alignment with our partners (for example, our travel partner). We use feedback from our data to inform the implementation of initiatives across our London campus, which has a direct impact on colleagues.
Our data is becoming increasingly important in alignment with the setting of formal targets and monitoring of key performance indicators. Greater availability, integrity and reliability of data will help us to further understand our performance, improve our decision making and increase transparency both internally and externally.



Feedback

Our Performance

Surveys

This year, several surveys were implemented to collect opinions and data from our colleagues. An employee commuting survey was distributed for all employees at all Foster + Partners offices (more information in the ‘Mobility + Connectivity’ chapter).

We conducted another yearly Employee Engagement survey to identify our strengths and opportunities for improvement as a workplace. We ran a number of focus groups, engaging employees across the practice, to complement the feedback in our Engagement survey. The findings were used to measure progress, benchmarking against the results from last year, and to plan further actions for the future.

We also implemented a catering survey to gather feedback on our new catering provider. The feedback was taken into consideration and the catering services were improved later in the year based on the recommendations..

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 of the practice’s architectural studios must enter projects to build an accurate database.

Smart Campus

The Smart Campus uses smart building technology to gain insights into patterns of usage and environmental conditions across the London campus and twelve regional offices.

In 2021, our Applied R+D and Facilities teams made the SmartCampus dashboard available via iPads on each floor on our London campus. This system has since then been extended to web browsers within the company network, and a preview of the data was made available through a widget for the intranet, allowing staff to view current indoor air quality for their work area and other monitored floors. In 2023, we simplified access to the application by extending its reach beyond the office network.

This allows staff and facilities management to engage with the application securely on mobile devices and in transit between buildings.

For our London campus, we’ve implemented a new feature for our naturally ventilated buildings that provides staff with guidance on when windows can be opened or should remain closed based on outdoor conditions. This system can help with conserving energy used for heating and cooling, and also gives our employees more control over their immediate environment.

SLL Verification Partner

We are continuing our verification partnership with the Carbon Trust. The Carbon Trust provides third-party verification of our Sustainability Linked Loans (SLL), including of our calculation methodologies and performance against our Sustainability Performance Targets (SPTs).

Design of the Workplace White Paper

We collaborated with Brookfield Properties, a leading commercial developer and landlord, to develop a white paper report that looks at the importance

of well-designed and sustainable workplaces to build communities and enhance working culture. The findings of the Design of the Workplace report were presented at the Ecocity World Summit at the Barbican Centre in London. The three-day event includes a workstation installation, co-designed by the two companies, and a panel discussion that centred on the report.

“The workplace of the future is about creating spaces that support a greater range of activities and diverse working practices, while focussing on wellbeing and offering people a sense of community. Allied to this is a thorough analysis of the building’s carbon footprint – both operational and embodied carbon. We are delighted to be working with Brookfield Properties to present our findings at this important global conference on ecology and cities.”
- Dan Sibert, Senior Partner, Foster + Partners

New Furniture Range for Agile Working

We launched a new range of furniture at Clerkenwell Design Week, in collaboration with the leading British furniture maker, Benchmark. The collection includes the AYA standing and conference tables, and the AYA high stool, which enable flexible touchdown working in the office. All pieces are made from solid sustainably sourced FSC British grown ash and embrace variation of character to minimise waste. They are designed to be easily disassembled for repair and are finished with natural oils to facilitate refurbishment, allowing them to be in use for several lifetimes.



Ecocity World Summit



New Furniture Range for Agile Working

Feedback

TASCHEN Publishes Norman Foster Monograph

Norman Foster has worked closely with the leading art book publisher, TASCHEN, to publish a monograph that comprehensively covers his life and work through his practice, Foster + Partners, and the Norman Foster Foundation.

This is the first time Norman Foster’s complete body of work has been published in one edition on such a grand scale, giving a rare insight into the inner workings of his creative practice. It details his personal approach to his work, his inspirations, the link between art and architecture, and the significance and correlation between his passions, such as being an avid aviator, and his work.

“Marking my 60th year as an architect, I am delighted to announce this project with the wonderful team at TASCHEN. The monograph traces our pioneering sustainable agenda, emergent in the 1960s, coupled with a design approach that anticipates future change.”

- Norman Foster, Founder and Executive Chairman, Foster + Partners and President, Norman Foster Foundation

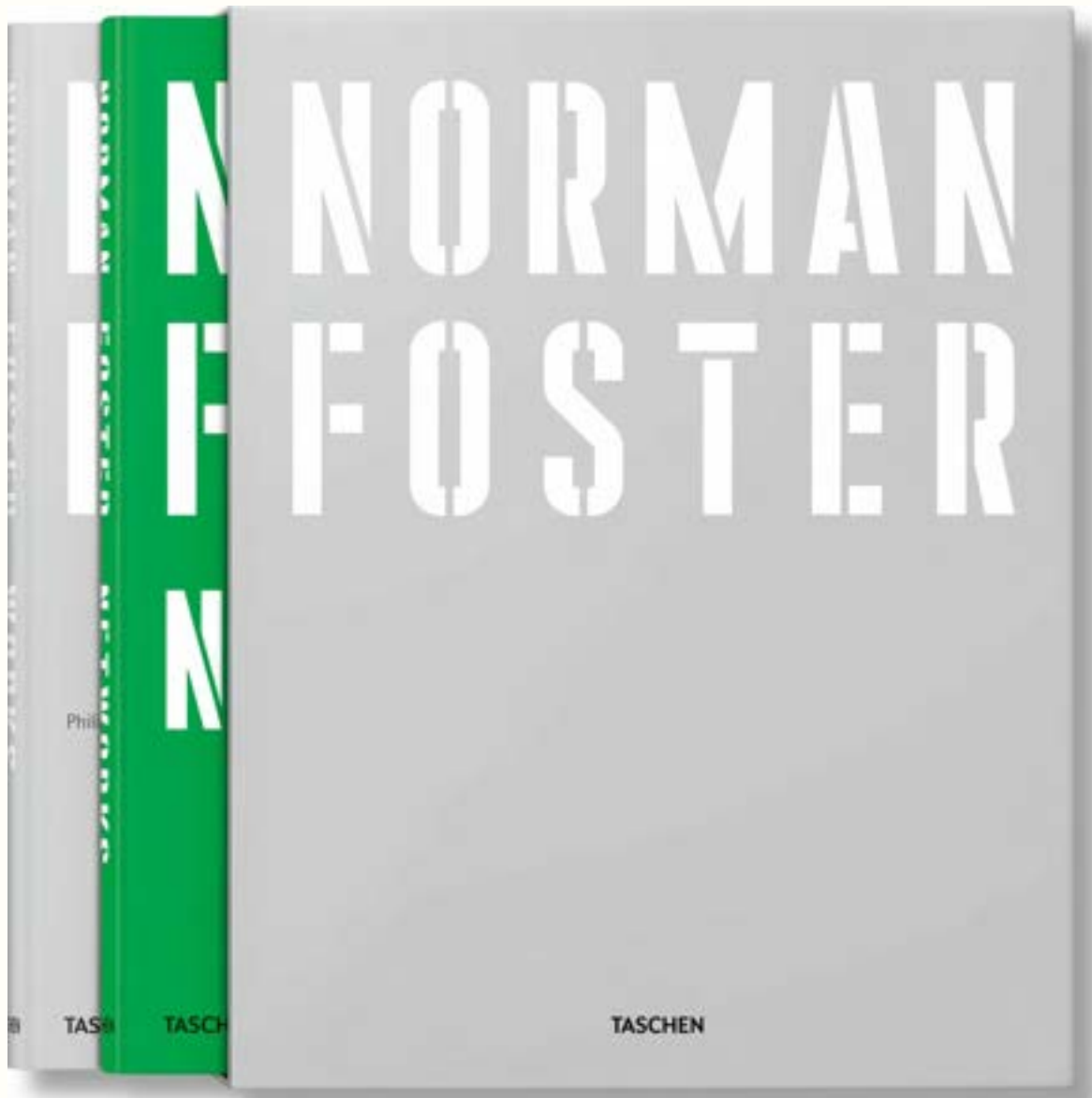
Looking Forward

We aim to improve the way that building comfort conditions are displayed for occupants by taking into account external temperature. We plan to make this information accessible to our staff through interactive diagrams on the Smart Campus dashboard.

We are also aiming to provide a real-time high-level overview of the environmental performance across our London campus. This can support our facilities team in quickly identifying and addressing areas that require attention.

In addition to the real-time status information viewed on the Smart Campus dashboard, we plan to analyse the detailed historical data collected over many months of operation. Historical data allows us to understand longer-term seasonal trends and can help identify problem areas to focus on. We aim to use a data analysis platform to generate summary reports and KPIs, which will be refreshed regularly.

Following on from the previous year, we will continue implementing Employee Engagement surveys which will then be benchmarked against the surveys from the previous years. We will continue to expand our inhouse Part 1, 2 and 3 support for employees globally. We will continue collaborating with our in-house technical teams to deliver workshops on the Health and Life Safety of the building users, including Fire Safety and Sustainability, ensuring we are following guidance from RIBA and ARB.



TASCHEN Publishes Norman Foster Monograph

Resilience + Planning for Change

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

Interconnected Themes

- Social Equity
- Energy + Carbon
- Mobility + Connectivity
- Resources + Circular Economy
- Feedback

Our Approach
We acknowledge that our world is constantly evolving, and our Resilience + Planning for Change initiatives help us 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.



Resilience + Planning for Change

Our Performance

Race to Zero

In March 2024, we officially committed to the United Nations Race to Zero campaign (read more in the Energy + Carbon chapter). We are currently in the development stage of our Science Based Targets. Our submission deadline for the targets is in March 2026.

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). As part of our yearly programme, our degree apprenticeships enhance education for young professionals, ensuring a brighter future for the industry.

Career Hub

We developed a platform that provides a snapshot of careers at Foster + Partners, which is visible to employees and their line managers. The profile page displays key information about skills and experience, qualifications (including LEED and WELL), and a separate view for Managers only, to support career growth and professional development.

Sustainability Stewardship Community

We have developed a team and a process that will be able to monitor the sustainability outcomes of our projects. To do this, we will carry out an initial evaluation of each project to determine its sustainability rating. This will be recorded on the Sustainability Barometer (read more in Feedback chapter). The Stewardship is a process of delivering ambitious, verifiable and deliverable sustainability outcomes across all of our projects. Governance factors are put in place to ensure appropriate decision-making throughout delivery and into operation. Leadership, advisory, supervisory and monitoring roles are essential for meeting the highest practicable standards of sustainability.

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)
- 10 WELL Accredited Professionals (APs)
- 69 LEED Accredited Professionals (APs), with specialties in BD+C, Homes, ID+C, ND, and O+M.

COP28 in Dubai

The 28th UN Climate Change Conference of the Parties (COP28) was held at the Expo City, Dubai, on 30 November to 12 December. Our colleagues were speaking at various events throughout COP28. Highlights included discussions around decarbonising the built environment and a talk with Lloyds Banking Group.



COP28: Chris Trott, Head of Sustainability, took part in Change Maker HUB panel discussion at ICD Brookfield



Our colleagues delivered a lecture at Manipal Academy of Higher Education during COP28

Resilience + Planning for Change

Internal COP

To celebrate the practice's dedication to sustainable design, we launched an internal programme in parallel with the COP28 conference. Over two weeks, a range of talks took place in the Hub, with three of them being hosted by overseas offices and live streamed. Our internal COP28 programme welcomed specialists from within the practice and guests from external institutions.

Lifecycle Carbon Group

A cross-practice working group brings together inspiring presentations from industry, researchers, internal groups and projects that showcase how architects can contribute to fighting climate change.

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 they have covered topics including the materiality of brick, study of photovoltaics and vacuum glazing.

CPD Community

We continue to update our Continuing Professional Development (CPD) community page and review our programme to support colleagues' education and development, aligning with ARB's mandatory topics of environmental sustainability, and fire and life safety. The page offers a comprehensive overview of in-house CPD opportunities, from structured to unstructured learning, and includes access to recordings of talks, e-learning, 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. Our programme of talks aligns with RIBA's 10 curriculum topics including sustainable architecture and places, planning & communities.

Highlights of this year's CPD talks include:

- Professionalism with RIBA President Simon Allford
- First year of the James Webb Space Telescope with Heidi Hammel, NASA
- Planning Legislation with Dan Sibert, Architect and Senior Partner at Foster + Partners
- Love at First Light: Designing for Visual Comfort with Environmental Engineering, Foster + Partners
- Design Board Insights with Design Board at Foster + Partners
- Secrets of Japanese Timber Joinery with Richard Maddock, Foster + Partners
- Using AR/VR to understand the needs of people with visual impairments with Dr Pete Jones

RIBA Academy on-demand courses (2 hours each):

- Managing Health & Safety in architectural design
- Demonstrating the value of sustainability
- Introduction to Part O & Key Design Considerations
- Urban Regeneration & Circular Neighbourhoods
- AI in Architecture

Technical Review Team Workshops (aligning with ARB and RIBA competencies)

- Safety by Design (full-day workshop)
- Fire Safety (half day workshop)

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 will continue to develop our emissions reduction strategy to align with both future UK targets as well as our commitment to the Race to Zero and Science Based Targets.

We are in the process of replacing our gas boilers with air source heat pumps and water source heat pumps across the London campus. The duration of these processes will vary between the buildings, but we are hoping for all the works to be finished during the next financial year or FY25-26 at the latest.



Designing with Circular Materiality: The display at the MRC, a curated collection of sustainable alternatives to virgin materials, embodying circular strategies for mindful material selection, exhibited during the internal COP



'Unlocking Circularity in the Built Environment' talk explored the need for circularity in building design and overcoming implementation barriers, featuring industry experts discussing upcycling consultancy and material passports.

Additional Areas

Sustainability Linked Loans (SLL)

What are SLLs?

This financial year, we have successfully restructured our Revolving Credit Facility in accordance with the Loan Market Association’s Sustainability Linked Loan Principles. A Sustainability Linked Loan is a loan that encourages borrowers to achieve ambitious Sustainability Performance Targets (SPTs). Specifically, it is a loan that organises the relationships between sustainability objectives and SPTs set denoted throughout comprehensive social responsibility strategies; a loan that measures the degree of improvement in sustainability by predetermining the appropriate SPTs; and finally a loan that ensures transparency through reporting on them. A number of SPTs were chosen to measure our performance and help us achieve our sustainability commitment.

What are our Targets?

The Loan Market Association’s Sustainability Linked Loan Principles require participants to outline a roadmap with ambitious annual targets that build towards achieving the SPTs. Between 80 and 90% of our employees are located on our London campus, thus our SPTs are based on our operational performance here. Performance against these targets are continuously measured and monitored throughout the year and will be published in our annual CSER report. The chosen Sustainability Performance Targets are outlined below:

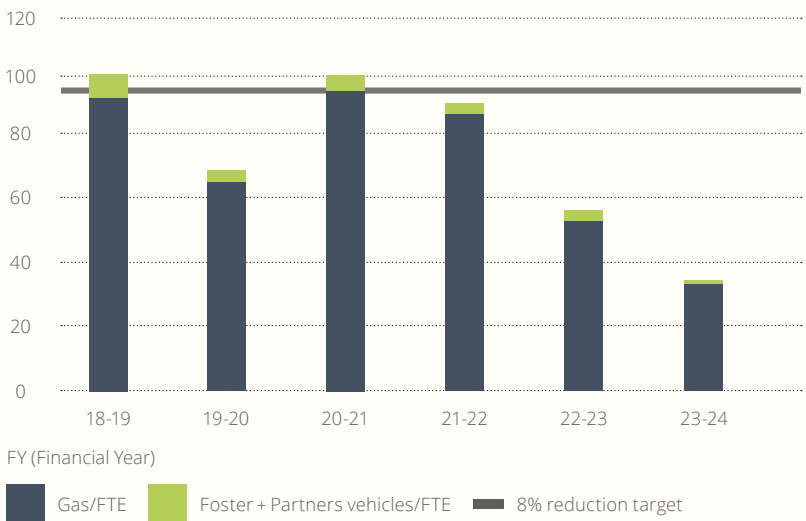
SPT 1: Carbon intensity reduction for Scope 1 and 2 emissions

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 FY23-24 was a 44.7% reduction from the FY18-19 baseline. We successfully met our target and achieved a 65% reduction in our Scope 1 and 2 market-based emissions this year and thus, met our target.

Both our gas consumption and our emissions from our owned vehicles reduced by 32.9% from the previous year. This year we fulfilled our commitment and reached a 100% electric fleet. We continue our aims to further reduce our Scope 1 emissions to maintain our decarbonisation trajectory.

SPT 1: Carbon intensity reduction for Scope 1 and 2 emissions - Greenhouse Gas Emissions (kgCO2e/FTE)



Additional Areas

SPT 2: Waste management

The target is to achieve a 75% recycling rate (by weight) from the London campus by 2025, in addition to ensuring continued zero waste to landfill each year. The annual target for FY23-24 was a recycling rate of 74%. This rate does not include any waste derived from refurbishments or construction work as this can be inconsistent due to the nature of our refurbishment works.

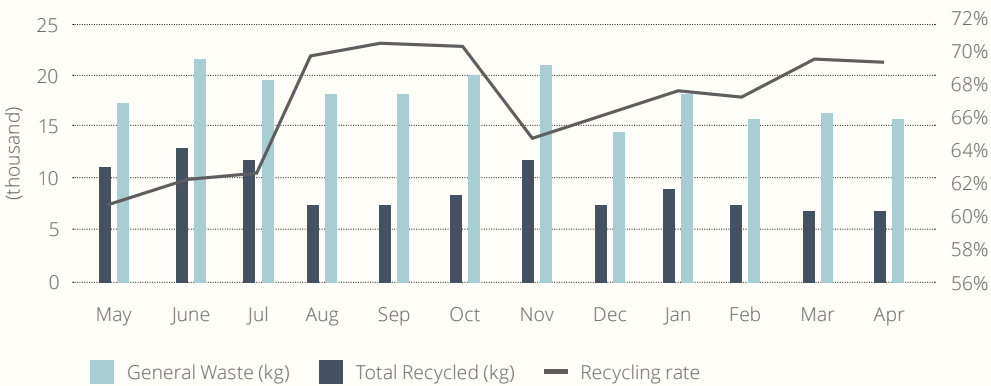
This year, we managed to increase our average recycling rate to 67%. However, this has fallen short of our 74% target. We faced some challenges when adjusting to a new catering supplier and increasing the number of staff. The corresponding graph illustrates the fluctuation of our recycling rate as well as the amount of recycled waste and general waste (waste that cannot be recycled) through the year.

To reduce our waste and improve our recycling rate, we have been working to improve the efficiency of our waste collection process across the campus. Next year, we will continue to review the waste collection market, while assessing contractors’ data collection methods and the efficiency of our current waste streams. Further information is available in our ‘Recycling + Circular’ Economy chapter.

SPT 3: Top Employer Score

The aim is to maintain an overall ‘Top Employer’ score that meets or exceeds the average of the past three years, with a particular focus on enhancing our ‘Engage and Unite’ scores. This year, we not only improved our average ‘Top Employer’ score but also achieved improvements in both our ‘Unite and Engage’ scores. Notably, our ‘Engage’ score increased by over 5%. As a result, we successfully met our target for the year.

SPT 2: Recycling rate



Reporting Standards

Our Corporate Relationships and Partnerships

We are fortunate enough to have several, established partnerships and alignments with a wide array of bodies and organisations. A key selection of which include The Chartered Institute of Personnel and Development (CIPD), The Royal Institute of British Architects (RIBA), 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 reports that publicly illustrate our performance across various metrics for the financial year. These reports, including the Streamlined Energy + Carbon Report (SECR) and the Gender Pay Gap report, align closely with our CSER framework and principles.



Glossary

Biophilia

Biophilia is humankind’s innate biological connection with nature, embodying the natural pleasure that comes from being surrounded by living organisms. Predominant examples include access to vegetation, natural scents, proximity to water and the use of natural materials, which ultimately blur the boundaries between the indoors and outdoors.

Carbon footprint

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

Carbon sequestering

The process of capturing and storing atmospheric carbon dioxide. It is one method of reducing the amount of carbon dioxide in the atmosphere, with the goal of reducing global (anthropogenic) climate change.

Conference of Parties (COP)

The COP is the supreme decision-making body of the United Nations Framework Convention on Climate Change (UNFCCC). It brings together the 197 nations and territories (Parties) that have signed on to the Framework Convention. All States that are Parties to the Convention are represented at the COP, at which they review the implementation of the Convention and any other legal arrangements. The COP has met annually since 1995. The 21st Session of the COP (COP21), held in Paris, France, in December 2015, was historic in its outcome; the first international climate agreement (The 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)

A term denoting the impact that a business has upon the environment and society, whilst simultaneously illustrating transparency and stability through governance principles (leadership, shareholder rights, internal controls). It measures how a business integrates environmental, social, and governance practices into operations, alongside the business model, its impact, and its sustainability.

Energy Savings Opportunity Scheme (ESOS)

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme, introduced by the UK government to make sure large enterprises in the UK are energy efficient. Under the scheme, large organisations are required to assess their energy usage every four years and to find new ways to save energy.

Greenhouse Gases

The atmospheric gases responsible for causing global warming and climate change. The major GHGs are carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). Less prevalent (but very powerful) greenhouse gases are hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆).

Global Reporting Initiative (GRI)

The independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. GRI provide the globally used standards for sustainability reporting; the GRI Standards.

Greenhouse Gas Protocol (GHG)

Established, comprehensive global standardised frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.

Net Zero

Net zero refers to a state in which the greenhouse gases released into the atmosphere are balanced by their removal out of the atmosphere. It is defined as the state at which global warming stops.

Race to Zero

Race to Zero is a global campaign to rally leadership and support from businesses, cities, regions, investors for a healthy, resilient, zero carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth.

Renewable Energy Guarantees of Origin (REGO)

The Renewable Energy Guarantees of Origin (REGO) scheme provides transparency to consumers about the proportion of electricity that suppliers source from renewable generation.

Science Based Targets initiative (SBTi)

The Science Based Targets initiative is a collaboration between the CDP, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature, with a global team composed of people from these organisations. The Science Based Targets initiative was established in 2015 to help companies to set emission reduction targets in line with climate sciences and Paris Agreement goals.

Scope 1 emissions

Direct emissions occur 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. the emissions resulting from the production of grid electricity.

Scope 3 emissions

Emissions resulting from the activity from assets not owned or controlled by the reporting organisation,

but that the organisation indirectly impacts in its value chain. Scope 3 emissions include all sources not within an organisation’s Scope 1 and 2 boundary (e.g. business travel, employee commuting, purchased goods and services).

Streamlined Energy + Carbon Reporting (SECR)

Legislation requiring companies (over a certain size) to report on their energy consumption and associated greenhouse gas emissions within their financial reporting. Businesses will be required to report on any energy efficiency measures and state their emissions with reference to an intensity metric.

Sustainability

Defined in 1987 by the United Nations Brundtland Commission as ‘meeting the needs of the present without compromising the ability of future generations to meet their own needs’.

Sustainability Linked Loans

Aim to facilitate and support environmentally and socially sustainable economic activity and growth. They are tied to the sustainability or ESG-related performance of a business and require stringent monitoring and verification.

The Paris Agreement

A legally binding international treaty on climate change with the goal to limit global warming to well below 2 degrees Celsius, and preferably 1.5 degrees Celsius. It was adopted by 196 Parties at COP 21 in Paris, on 12 December 2015 and entered into force on 4 November 2016.

United Nations Framework (UNFCCC)

Established in 1994 with the fundamental purpose of preventing dangerous human interference with the climate system. At present 197 countries have ratified with the convention, establishing their position as Parties to the Convention.

Appendix 1

Foster + Partner Reports

- Gender Pay Gap Report: [UK_Gender_Pay_Gap_Report_2023_Foster+_Partners_v3.indd](#)

Further Reports

- Advancing Net Zero Status Report 2023. World Green Building Council. [WorldGBC-ANZ-Status-Report-2023_FINAL-compressed_1.pdf](#)
- Greenhouse Gas Protocol. A Corporate Accounting and Reporting Standard.
- Net Zero Carbon Buildings Commitment. World Green Building Council. [World Green Building Council. 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 \(aspenuk.org\)](#)

Appendix 2

Foster + Partners | The Studio – Highlights for Business

Foster + Partners

- Archello
 - One of the 100 best architecture firms in the world AJ100
 - Top 100 Architects IHR - In-House Recruitment
 - Bronze, Outsourced in-house recruitment Team with Tandem Talent RICA (REDS Industry Choice Awards) in KSA
 - Celebrated Architect of the Year – Hospitality
 - Celebrated Architect of the Year – Mixed Use
- Architizer A+ Awards
 - Sustainability in Design Award
- British Training Awards
 - Highly Commended, Training Initiative of the Year
- Fire and Security Matters Awards
 - Highly Commended, Fire Safety Team of the Year

425 Park Avenue

- Council on Tall Buildings and Urban Habitat (CTBUH)
 - CTBUH Award of Excellence - Best Tall Building 200 to under 300 meters
 - CTBUH Award of Excellence - Best Tall Building, Americas

50 Hudson Yards

- NEW YORK Design Awards, Better Future
 - Gold, Architecture - Commercial - Constructed
- Council on Tall Buildings and Urban Habitat (CTBUH)
 - CTBUH Award of Excellence - Systems Award

Abha Airport

- Commercial Interior Design Awards 2024: Saudi
 - Highly Commended, Designs of the Future

Apple Al Maryah Island

- Prix Versailles - the World Architecture and Design Award at UNESCO
 - Designated one of 18 new World's Most Beautiful Shops & Stores

Apple Battersea

- International Federation of Interior Architects/Designers - Global Awards Program (IFI GAP)
 - Silver, Commerce

Battersea Roof Gardens, Art’otel

- Design et al International Hotel & Property Awards
 - Best Global Hotel Under 200 Rooms

Bay Lounge

- Archiproducts Design Award
 - Winner, Contract category

Bishops Square Retail

- Civic Trust Awards
 - Highly Commended

Capella Resort

- Hôtel & Lodge Awards
 - Finalist

Datong Art Museum

- World Architecture News (WAN)
 - Finalist, Public Accessible Buildings

Disabilities Network at Foster + Partners

- Engineering Talent Awards 2023
 - Employee Network of the Year

DJI Sky City

- China Construction Industry Association
 - Luban Prize
- Council on Tall Buildings and Urban Habitat (CTBUH)
 - Special Recognition Award
- Architectural Practice
 - 2022 Best Project
- CREDAWARD
 - GOLD Award, Comprehensive Commercial Project
- Shenzhen Exploration and Design Association
 - First Prize of Prefabricated (Assembly) Design
 - First Prize of Structural Design
 - First Prize of Public Building Design

DJI Sky City Tower 2

- Council on Tall Buildings and Urban Habitat (CTBUH)
 - CTBUH Award of Excellence - Best Tall Building, Asia
 - CTBUH Award of Excellence - Best Tall Building 200 to under 300 meters

Dome-Home

- International Design Awards
 - Gold, Pet Care-Habitats and Bedding

DY Patil University Centre of Excellence

- Architizer A+ Awards
 - Finalist, Higher Education & Research Facilities

Ferring Pharmaceuticals A/S

- World Architecture News (WAN)
 - Bronze, Commercial

Forest Pavilion at The Forestias

- World Architecture News (WAN)
 - Finalist, Overall Sustainable Architecture Project

Greenville County Square Redevelopment

- Engineering News-Record Southeast
 - Best Project, Government/Public Building

Haramain High Speed Rail

- AIA Middle East
 - Award Excellence, Built Architectur

Heather Black

- Archisource Drawing of the Year 2022
 - Commended - Environmental Award 2022

House of Wisdom

- Zak Awards
 - Excellence in Façade Design - Architect
- Landscape ME Awards
 - Landscape Art and Landmark Legacy

ICD Brookfield Place

- Council on Tall Buildings and Urban Habitat (CTBUH)
 - CTBUH Award of Excellence - Best Tall Building, ME & Africa
- Landscape ME Awards
 - Urban Landscape

ICÔNE

- Real Estate Awards
 - Best Office Building
- International Property Awards
 - European Property Awards - Office Development

Inner Peace

- [d]arc awards
 - Winner, Art: High Budget

InnHub La Punt

- AR Future Projects
 - Winner, Commercial mixed-use

Appendix 2

Ixa Artemide iF Design Award <ul style="list-style-type: none">Gold, Lighting	International Design Awards <ul style="list-style-type: none">Silver, Workplace Architecture Designs- Workspaces & Offices FIABCI: Hungarian Prix d’Excellence <ul style="list-style-type: none">Third Place Overall and winner of the Office Building category	Building Awards <ul style="list-style-type: none">Finalist, International Project of the Year Colegio Oficial de Arquitectos de Madrid (COAM)“Mención” (Highly Commended) Architizer A+ Awards <ul style="list-style-type: none">Jury Winner, Sustainable Commercial Building - NEW! American Institute of Architects (AIA) UK Chapter <ul style="list-style-type: none">Excellence in Sustainability	The Diagrid Club, 425 Park Avenue 2023 NYC x DESIGN <ul style="list-style-type: none">Winner for Commercial Lobby / Amenity Space
Le Dome Winery International Design Awards <ul style="list-style-type: none">Gold, Industrial Architecture Design- Wineries	Mulberry Grove The Forestias Building Construction Information (BCI) Asia Awards <ul style="list-style-type: none">Top 10 Architects Awards	Pavilion, University of Pennsylvania PLAN Awards <ul style="list-style-type: none">Winner, Health Pavilion, University of Pennsylvania The Center for Health Design <ul style="list-style-type: none">Healthcare Environment Award, WinnerEvidence-Based Design Touchstone Award, Platinum Architizer A+ Awards <ul style="list-style-type: none">Popular Choice Winner, Architecture +Health	The Euro American Innovation City (EIC) ASIAN Design Awards, Better Future <ul style="list-style-type: none">Silver, Architecture - Mixed Use - Constructed Global Future Design Awards <ul style="list-style-type: none">Gold Winner
Lusail Stadium International Association for Bridge and Structural Engineering (IABSE) Awards <ul style="list-style-type: none">Finalist, Long Span Structure, Large Building Structures The StadiumBusiness Awards 2023 <ul style="list-style-type: none">Venue of the Year Award Prix Versailles – the World Architecture and Design Award at UNESCO <ul style="list-style-type: none">World Title Special prize for an Exterior - Stadium Architizer A+ Awards <ul style="list-style-type: none">Jury Winner, Stadium & Arena	Narbo Via Civic Trust Awards <ul style="list-style-type: none">Highly Commended		The Forestias Sustainable Energy Technology Asia Award <ul style="list-style-type: none">Green Building and Architecture
Lusail Towers International Property Awards – Regional <ul style="list-style-type: none">Best Office Architecture Arabia International Property Awards – International <ul style="list-style-type: none">Best International Office Architecture	Norman Foster Philip Hanson Hiss Award		Tocumen Airport Skytrax World Airport Awards <ul style="list-style-type: none">#1, Best Airport in Central America/Caribbean
MA, Falper Elle Deco International Design Awards (EDIDA) <ul style="list-style-type: none">Winner, Bathroom category	Norton Museum of Art International Design Awards <ul style="list-style-type: none">Gold, Cultural Architecture Design- Museum		UniFor, X Shelving Casum Awards <ul style="list-style-type: none">Winner, Furniture
Maggie’s Manchester Architecture Today <ul style="list-style-type: none">Finalist MOL Headquarters International Design Awards <ul style="list-style-type: none">Silver, Building of the year- Commercial	Ombú International Design Awards <ul style="list-style-type: none">Gold, Sustainable / Green Architecture Design- Sustainable Commercial Design International Design Awards <ul style="list-style-type: none">Silver, Cultural Architecture Design- Heritage World Architecture Festival (WAF) <ul style="list-style-type: none">Highly Commended, Completed Buildings - Retrofit Mapei Award <ul style="list-style-type: none">Finalist AEO (Asociación Española de Oficinas) Award <ul style="list-style-type: none">Best Restoration project of the year World Architecture News (WAN) <ul style="list-style-type: none">Gold, Overall Sustainable Architecture Project	Revisiting Maggie’s Manchester Architizer Vision Awards <ul style="list-style-type: none">Special Mention, Long Form Video (more than 3 minutes)	Varso Tower International Design Awards <ul style="list-style-type: none">Bronze, Workplace Architecture Designs- Workspaces & Offices EuroBuild CEE (Central Eastern Europe) <ul style="list-style-type: none">Best Office Building in Poland 2023
		Stefan Behling, Head of Studio Commercial Interior Design Awards 2024: Saudi <ul style="list-style-type: none">Finalist, Editor’s Choice: Inspirational Leader	Youngbin Shin Archisource Drawing of the Year 2022 <ul style="list-style-type: none">Highly Commended - Environmental Award 2022
		Suzhou Creek - CRL Suhewan (Suhe Center) REARD Award <ul style="list-style-type: none">Gold, Commercial and Office Shanghai Design 100+ <ul style="list-style-type: none">Shanghai Design 100+ CREDAWARD <ul style="list-style-type: none">GOLD Award, Comprehensive Commercial Project	