



Contents

- 3 Foreword
- 4 The Studio
- 5 Corporate Social and Environmental Responsibility
- 8 Snapshot of Our Performance
- 9 Health + Wellbeing
- 11 Social Equity
- 16 Community Impact
- 20 Energy + Carbon
- 25 Mobility + Connectivity
- 27 Resources + Circular Economy
- 29 Water
- 31 Land + Ecology
- 35 Resilience + Planning for Change
- 40 Governance + Feedback
- 43 Appendix



Foreword

This is the thirteenth edition of our annual report, outlining operational performance, ongoing initiatives and future plans across our global practice. As the practice continues to grow, sustainability is being more deeply embedded into our operations, culture and design processes.

We have strengthened our data capabilities, expanded reporting to include all global offices, and taken early steps towards meeting our Science Based Targets. While our London campus remains a focal point, we are moving towards a more inclusive, global approach.

This year, we saw measurable progress across several areas. We enhanced employee wellbeing support, maintained recognition as a Top Employer, and broadened access to the profession through outreach and partnerships. Our community engagement efforts included expanded educational programmes, apprenticeships and charitable initiatives.

Emissions reporting has improved, direct emissions have been reduced, and the use of lower-carbon transport has increased.

Recycling rates at our London campus reached the highest level to date, supported by better waste sorting and AI-assisted recovery. Our carbon offsetting portfolio was expanded this year to better reflect our global footprint and strengthen both environmental and social outcomes, guided by leading scientific frameworks such as the Oxford Offsetting Principles.

We published our first TCFD-aligned report and continued to promote ethical conduct and transparency. Professional development remained a priority, with strong participation in learning programmes and contributions to wider industry dialogue on climate, regulation and inclusive design.

Looking ahead, we are focused on accelerating decarbonisation and reinforcing our role as a responsible, forward-looking practice. This report reflects the collective efforts of teams across Foster + Partners.

Stuart Latham, Spencer de Grey and Chris Trott




Stuart Latham
Managing Partner




Spencer de Grey
Head of Design




Chris Trott
Head of Sustainability
Policy and Research

The Studio

Founded by Norman Foster in 1967, Foster+Partners is a global studio for sustainable architecture, engineering, urbanism, and industrial design. With a presence in multiple regions, we operate as one unified and culturally diverse team. Our ambition is to lead the industry through innovation, research and a deep commitment to sustainability.

Our multidisciplinary practice brings together architects, engineers and designers from concept to completion. We have expertise in structural and environmental engineering, urban and landscape design, industrial design, workplace and interior design, and research. The design process is supported by dedicated teams in project management, communications, visualisation, film production, modelmaking and materials research.

Spoken languages

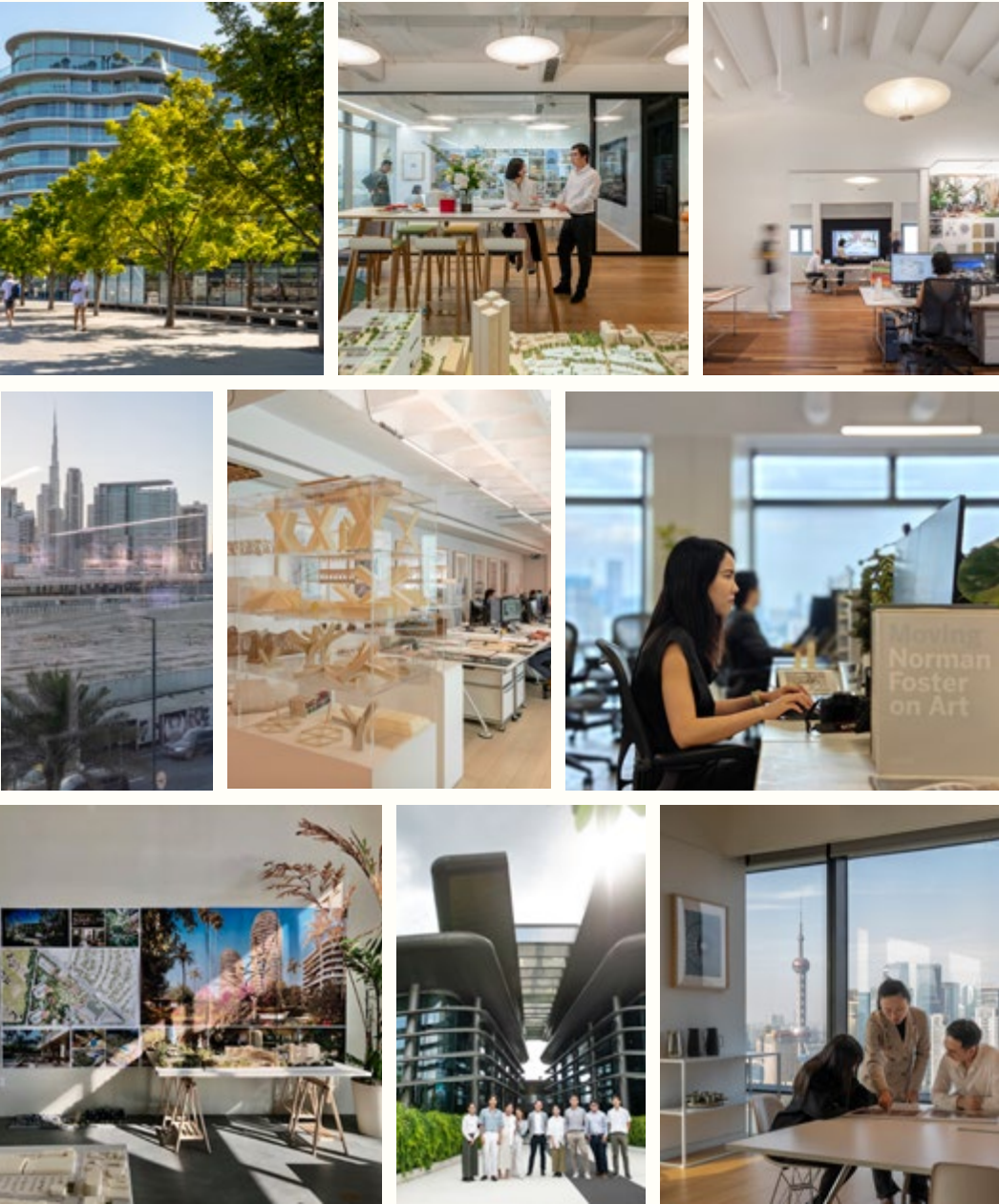
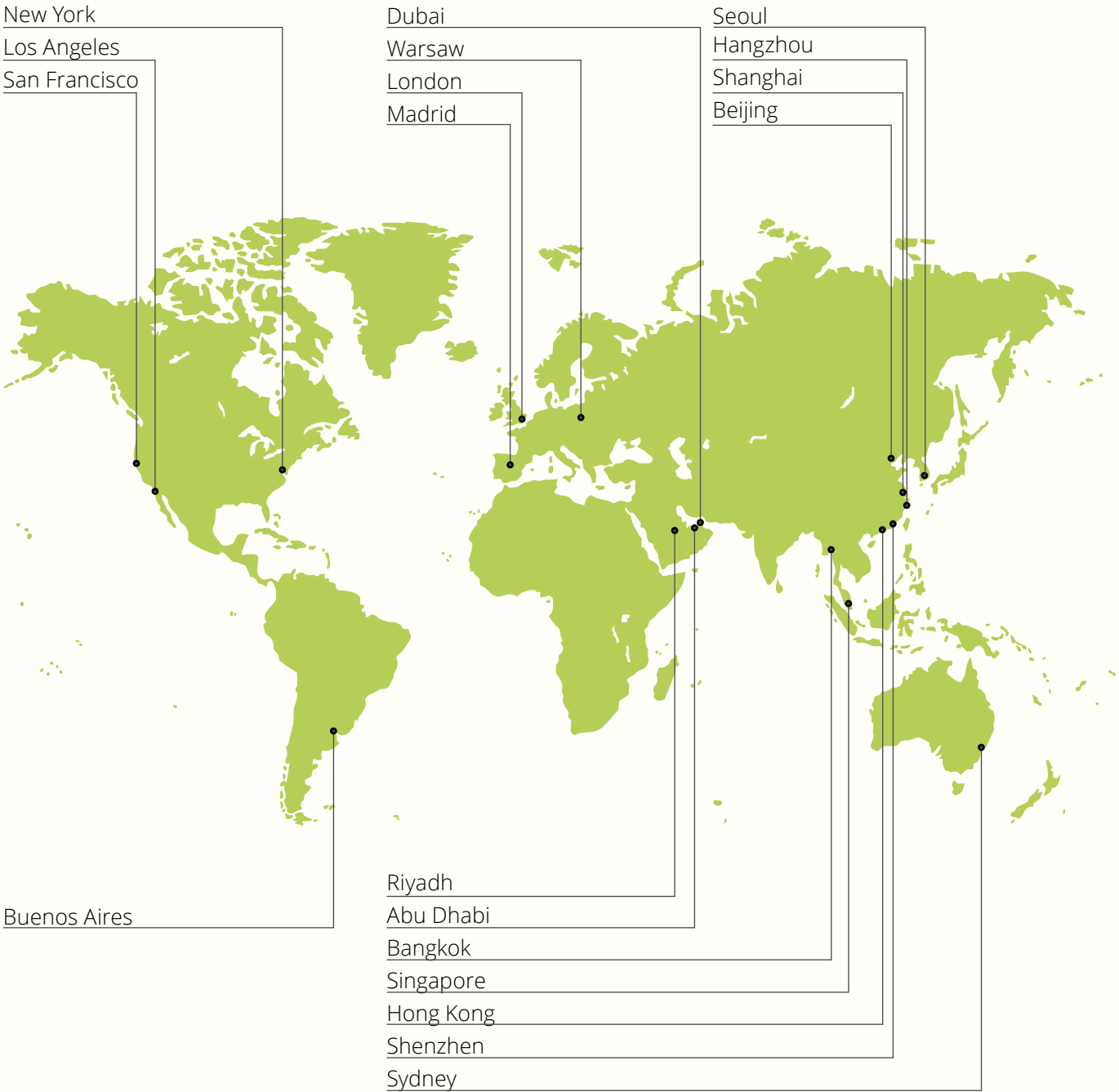
64

Employees in London

1915

363

Employees Overseas



Corporate Social and Environmental Responsibility

Our Approach

Over a decade ago, we established our Foster +Partners Responsibility Framework, comprising ten core themes that guide our work across masterplans, buildings and products. These themes have also been adapted to shape our internal operations and our Corporate, Social and Environmental Responsibility (CSER) approach. The framework covers: Health+Wellbeing, Community Impact, Social Equity, Energy+Carbon, Mobility+Connectivity, Resources+Circular Economy, Water, Land+Ecology, Governance+Feedback, and Resilience+Planning for Change. These themes are aligned with the United Nations Sustainable Development Goals and informed by the Royal Institute of British Architects Sustainable Outcomes.

We view our London campus and international offices as living examples of our values in practice. Now in our thirteenth year of reporting, we continue to make tangible progress across key operational areas.

Foster + Partners Responsibility Framework Themes (2014)

-  Health+Wellbeing
-  Community Impact
-  Social Equity
-  Energy+Carbon
-  Mobility+Connectivity
-  Resources+Circular Economy
-  Water
-  Land+Ecology
-  Governance+Feedback
-  Resilience+Planning for Change

United Nations Sustainable Development Goals (2015)

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RIBA Sustainable Outcomes (2019)

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Interconnectedness of the Ten Themes

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

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

Supporting a range of initiatives that contribute to biodiversity and ecosystem restoration – from nature-based solutions and sustainable sourcing to beyond value chain mitigation.

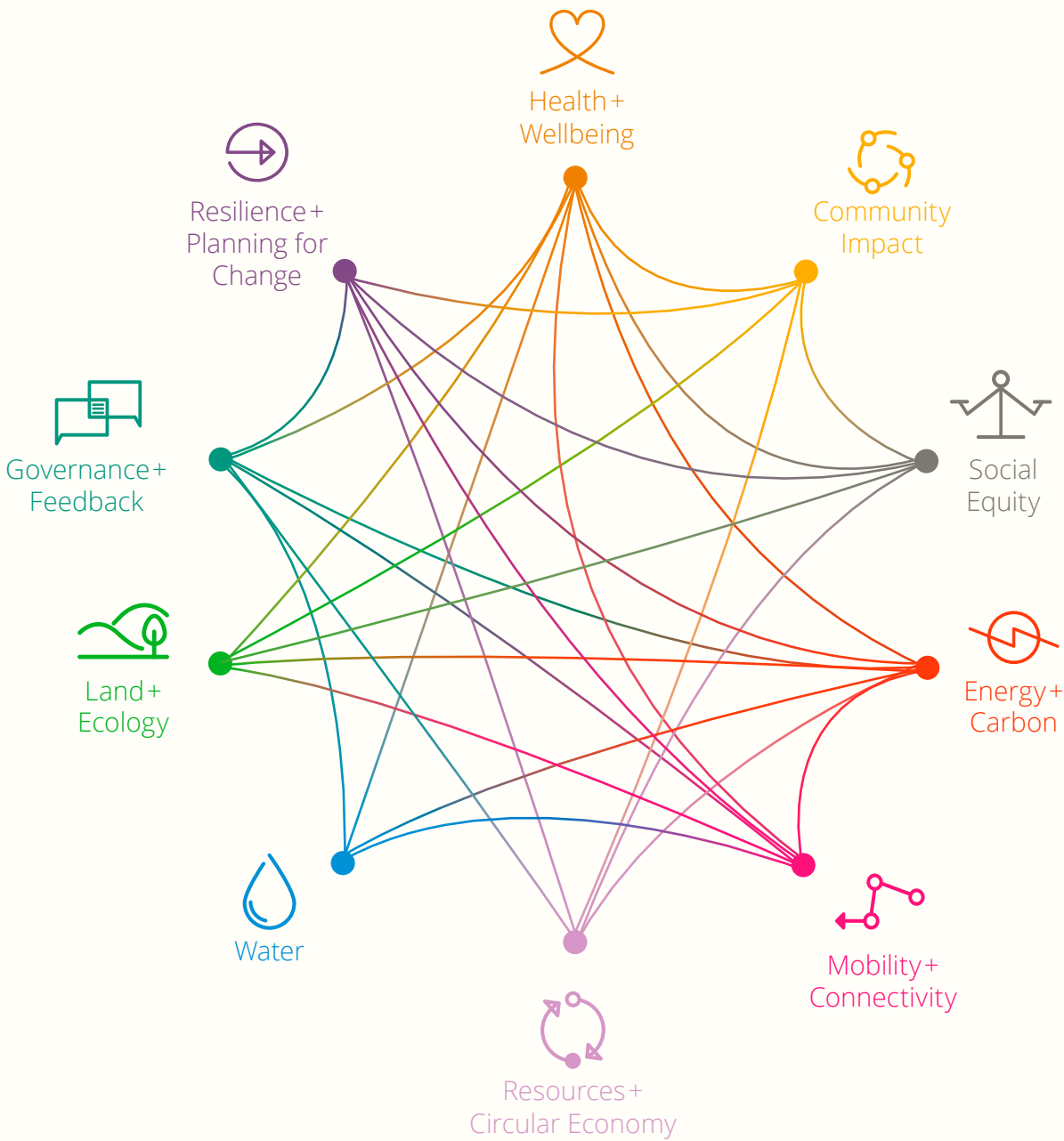
Governance+Feedback

The promotion of ethical conduct, transparency and accountability through clear policies, data-driven decision-making, and ongoing employee engagement.

Resilience+Planning for Change

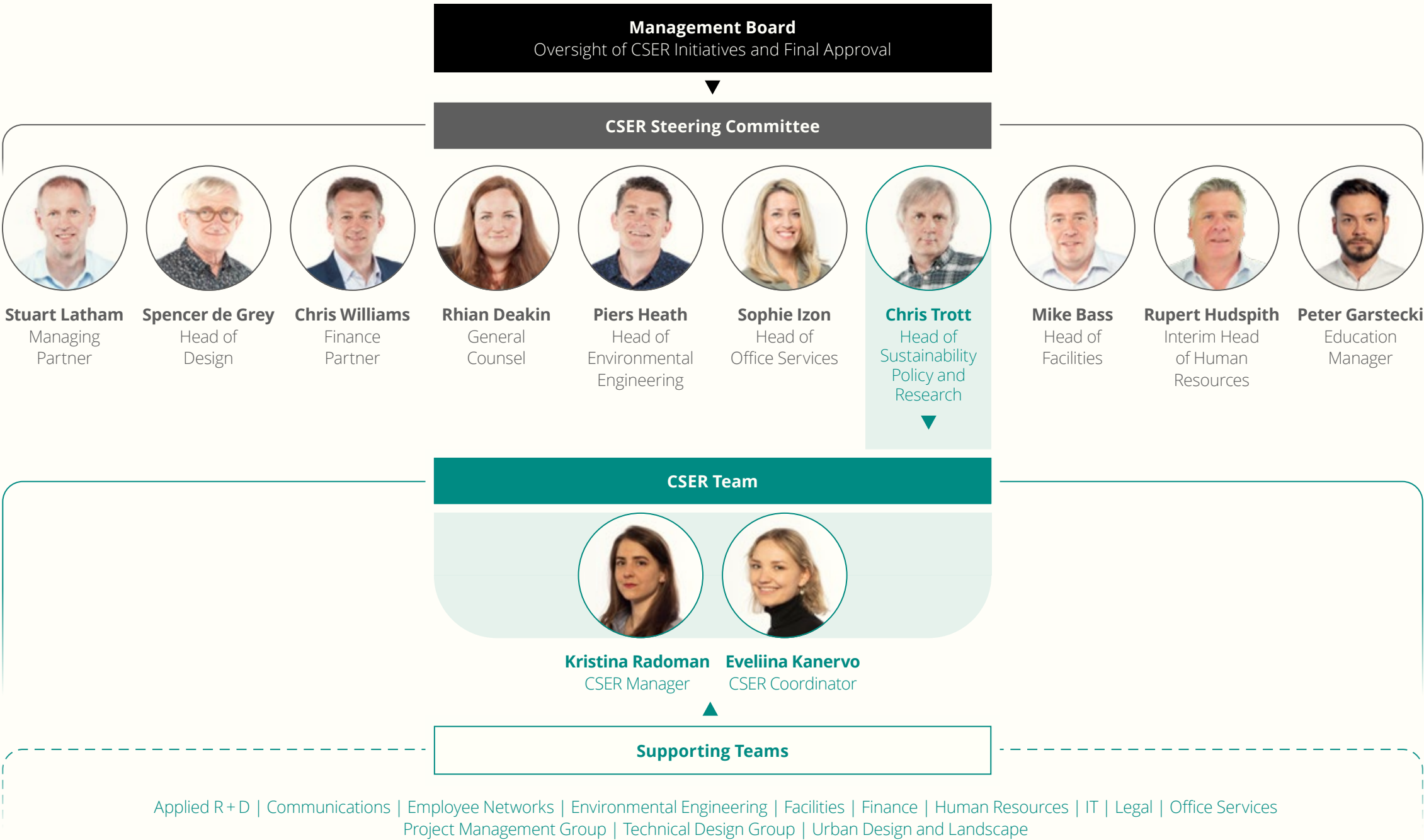
Supporting staff in their training and personal development, whilst aiding education and awareness surrounding climate change and the vital role of design in the future.

Interconnected Themes



Our Governance Structure

The CSER team coordinates the CSER approach through a collaborative effort, drawing on insights and contributions from a range of internal teams and subject matter experts. Monthly updates are provided to the CSER Steering Committee, which includes key decision-makers across the practice, with ultimate responsibility for decisions lying with the Management Board.



A Snapshot of Our Performance

Health+ Wellbeing

Expanded our private medical cover and launched a monthly benefits spotlight series to keep employees informed.

Community Impact

Strengthened our commitment to inclusive education and career growth through new partnerships, outreach initiatives, and apprenticeships.

Social Equity

Awarded the Inclusive Employers Silver Standard.

Energy+ Carbon

Enhanced data quality and made progress towards SBTi targets validation.

Mobility+Connectivity

Cut CO₂e emissions from business travel by 6% year-on-year.

Resources + Circular Economy

Maintained zero waste to landfill and hit a record recycling rate of 84%.

Water

Improved data coverage and monitoring practices.

Land + Ecology

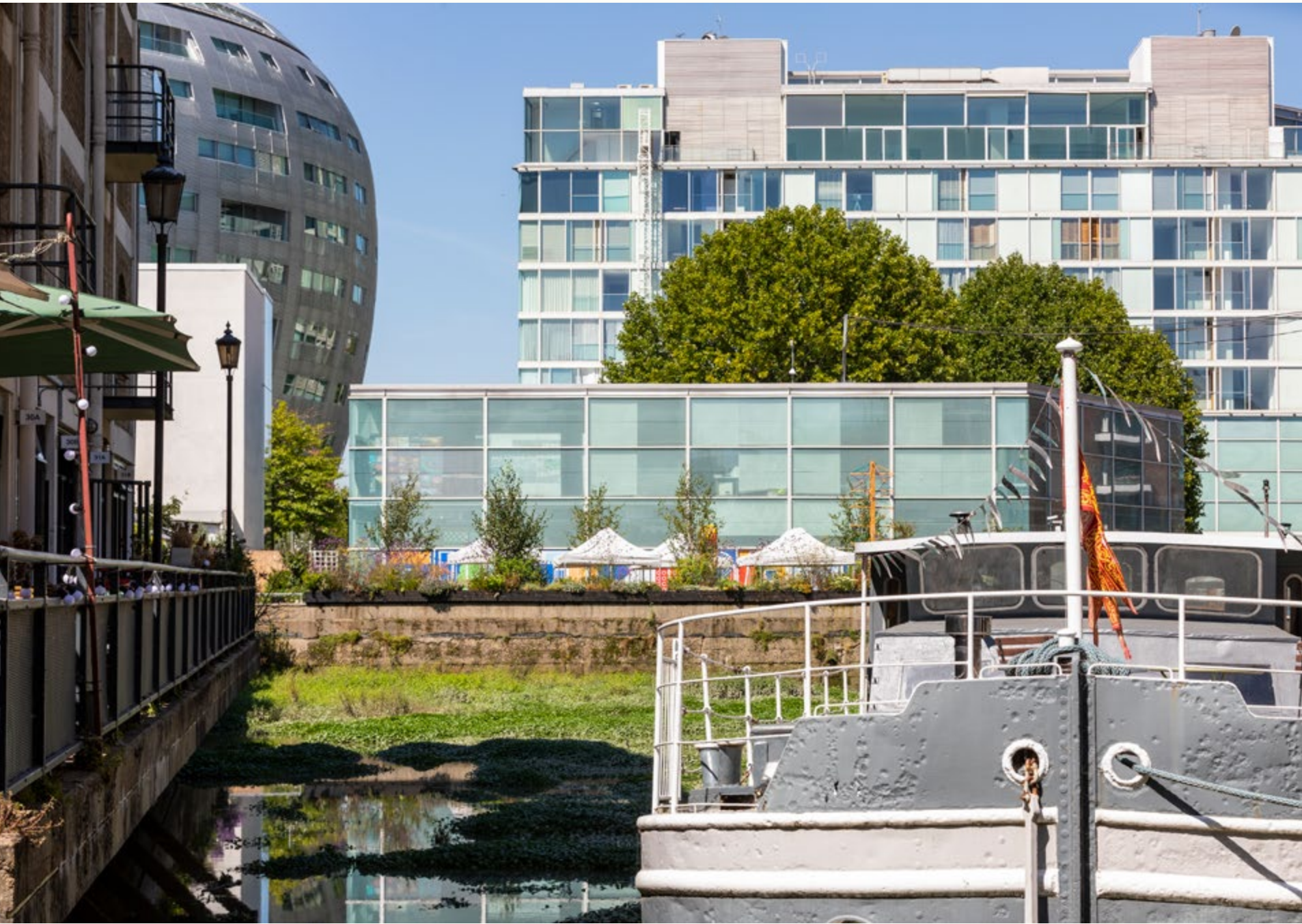
Expanded and diversified our carbon offsetting portfolio for greater environmental impact.

Governance + Feedback

Published our first TCFD-aligned report, strengthening climate-related transparency.

Resilience + Planning for Change

Built internal expertise with 4 BREEAM practitioners, 12 WELL APs, and 64 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

Governance + Feedback

Our Approach

We are committed to creating a safe, supportive, and healthy environment, both physically and mentally. A wide range of ongoing programmes are available to support mental and physical wellbeing, coordinated by our Health and Safety, Human Resources, and Facilities teams.

Our Employee Assistance Programme (provided by Unum), which offers free, confidential personal advice, and our virtual GP service, Help@Hand, ensure that colleagues wellbeing remains a top priority at every stage of their journey with us.

Paying a living wage is a key component of building a sustainable business and ensuring all employees can maintain a reasonable standard of living. All London-based employees are paid in line with the London Living Wage. The payroll team conducts monthly reviews to ensure that no staff member falls below this threshold, and a top-up payment is made where necessary.



Health + Wellbeing

Our Performance

Wellness & Benefits

In the previous financial year, we expanded our Private Medical Insurance offering and introduced a monthly Benefits Education Series designed to improve the understanding of our benefits package.

We hosted a Wellbeing and Benefits Evening, bringing colleagues together through a range of social activities focused on physical, financial, social, and mental wellbeing.

Our commitment to holistic wellness continues through a range of onsite support services:

- **Mental Wellness:** A network of 37 qualified Mental Health First Aiders (MHFAs) in our London studio offers confidential support, promotes mental wellbeing, and helps reduce stigma.
- **Physical Wellness:** Subsidised access to yoga, massage, reflexology, and annual flu vaccinations, alongside financial support for a variety of sports clubs and activities including climbing, cycling, tag rugby, running, sailing, golf, and go-karting.
- **Nutrition & Lifestyle:** On-site catering provides a varied, subsidised menu catering to all dietary needs, with free dinners for colleagues working late, and complimentary fruit available throughout the office.

Health & Safety

Our comprehensive Health & Safety Policy, which is reviewed annually and accessible to all staff, sets clear standards for maintaining a safe working environment. As part of this policy, all technical employees are required to complete Health & Safety Risk Management training, and the use of Personal Protective Equipment (PPE) is mandatory on construction sites. In our studio environment, we support office-based health through Display Screen Equipment (DSE) assessments, free eye tests, and a contribution towards corrective eyewear where needed. These measures ensure that both site and studio teams are protected and supported in their day-to-day work.

Top Employer

Foster+Partners has been recognised as a Top Employer for the ninth consecutive year. The Top Employers Institute is the global authority on HR strategy since 1991, and so far, has certified over 2,400 organisations across 125 countries and regions in 2025. It is positively impacting more than 13 million employees worldwide.

This certification recognises organisations with a strong, measurable commitment to their employees, assessed across six key areas:

- **Steer:** Business strategy, people strategy, leadership
- **Shape:** Organisational Design & Change, Digital HR, Work Environment
- **Attract:** Employer Branding, Talent Acquisition, Onboarding
- **Develop:** Performance Management, Career Development, Learning
- **Engage:** Wellbeing, Employee Feedback, Rewards & Recognition
- **Unite:** Purpose & Values, Ethics & Integrity, Diversity, Equity & Inclusion

Looking Forward

In May 2025, Foster+Partners will launch an expanded Wellness & Benefits Week, building on the success of last year's single-day event. Each day will spotlight a dedicated theme: Financial Wellbeing, Physical Wellbeing, Nourish & Flourish, Mental Wellbeing, and Social Wellbeing.

Throughout the year, we will continue to deliver targeted benefits information sessions and are developing a dedicated benefits portal to centralise resources, including recorded training sessions. These initiatives reflect our ongoing commitment to enhancing the employee experience and evolving our wellness offering in line with colleague needs.



Burj2Burj Half Marathon



Wings for Life World Run

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
At Foster+Partners, social equity is embedded in everything we do, from our design ethos to our workplace culture. We champion equal opportunity by actively celebrating diversity, fostering inclusion, and removing barriers to participation. Our Equity, Diversity, and Inclusion (EDI) strategy is driven by collaboration with employee networks, partnerships with external organisations, and a commitment to continuous learning. Through inclusive design, community engagement, and ethical business practices, we’re building a more equitable future, be it within our practice or across the built environment.



Social Equity

Our Performance

Equity, Diversity + Inclusion (EDI)

We are proud to be a global architectural practice that represents diverse nationalities, ethnicities, religions, races, genders, sexualities, and abilities. We believe that true innovation stems from inclusion, and our Equity, Diversity and Inclusion (EDI) approach is central to that belief. EDI continues to be an important part of our onboarding process through induction presentations and mandatory online training. We prioritise accessibility to ensure all colleagues can fully engage with their work environment.

EDI principles are embedded into our culture by working in close partnership with our Employee Networks and Human Resources team. This collaboration ensures that colleagues from all backgrounds feel empowered and supported throughout the year.

Our commitment extends beyond our practice. We maintain strong relationships with schools, universities, and organisations such as Blueprint for All, Architecture LGBTQ, the W Programme, Inclusive Employers, and Working Families. These partnerships help us champion inclusive practices across the wider industry, always through an intersectional lens.

Inclusive Employers Silver Standard

In 2024, Foster + Partners was awarded the Silver Standard by Inclusive Employers. The Inclusive Employers Standard is a globally recognised accreditation that benchmarks organisations across six pillars: Engage, Equip, Empower, Embed, Evaluate, and Evolve. Our assessment covered a wide range of practice-wide initiatives, training programmes, and inclusive policies that form the foundation of our EDI strategy.

Our employee networks played an important role in this achievement, helping to build a more connected and responsive workplace. The Silver Standard marks meaningful progress, and we remain committed to evolving our ways of working to foster an inclusive, equitable, and diverse environment for all.

Gender Pay Gap Report

We recorded a 2.1% decrease in the median gender pay gap and a 3.9% decrease in the mean gender pay gap compared to the previous year. This improvement was largely driven by a gradual increase in the number of women represented in the upper pay quartile, with no change in the middle quartiles. Representation continues to be a key driver of progress. Bonus distribution also remained consistent, with 98% of eligible employees, both men and women, receiving a bonus. While we are encouraged by this positive trend, we recognise that a gender pay gap remains and that further action is needed to achieve lasting equity. The full report can be found using the link in the appendix.



Iftar at the Riyadh office

Social Equity

Employee Networks

Foster+Partners supports equity, diversity and inclusion through five dedicated employee networks. These networks foster community, amplify lived experiences, and provide safe spaces for dialogue, support, and awareness. By joining, employees gain access to peer support, professional development in EDI, and opportunities to drive meaningful cultural change across the practice.

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.

In June, the Disabilities and LGBTQ+ Networks co-hosted a Pride Month event featuring disability activist Dr Amy Cavanagh, who shared her lived experience of navigating gender, sexuality, motherhood, and blindness. During Disability Pride Month in July, we organised several initiatives including a panel on inclusive design, a skate session with Wheels and Wheelchairs, and an educational timeline on the evolution of assistive technologies. In December 2024, we marked the International Day of People with Disabilities (IDPD), a UN initiative promoting the rights and inclusion of disabled people.

Members of our Disabilities Network continue to drive meaningful change beyond the practice. From delivering inclusive design workshops and participating in public safety audits, to developing innovative tools like VARID (Virtual and Augmented Reality for Inclusive Design) in collaboration with leading universities, our colleagues are actively

shaping more accessible environments. Their work includes research, advocacy, and education, whether by presenting to industry peers, mentoring students, or raising funds for charities focused on disability.

Ethnicities Network

Throughout the year, the Ethnicities Network hosted several Sip and Paint events, celebrating cultural creativity and connection. It also marked a range of religious and cultural milestones, including Lunar New Year, Eid, Diwali, Nowruz, and Hanukkah. These festivities were celebrated through diverse activities such as calligraphy workshops, henna painting, afternoon treats, and commemorative blogs, ensuring all colleagues feel seen, included, and celebrated. In collaboration with People of Colour in Architecture, the Network also welcomed 18 university students for a two-week model-making workshop, offering hands-on experience and mentorship.

LGBTQ+ Network

As part of our Pride Month celebrations in June 2024, Foster+Partners hosted a series of events to promote visibility, inclusion, and allyship. We held our annual Pride celebration which included a vibrant performance by drag artist Karla Bear. We continue to strengthen our partnership with Architecture LGBTQ+, reinforcing our commitment to intersectional inclusion across the built environment.

Parents + Carers Network

The Parents+Carers Network promotes a supportive and inclusive environment for colleagues balancing work and caregiving responsibilities. Highlights from the year included a festive Children’s Christmas Party,

a networking breakfast for parents and carers to connect and share experiences, and inclusive Lunar New Year celebrations that welcomed families and honoured cultural traditions.

Foster+Partners strives to build a family-friendly workplace for our people to balance family and work, and to fulfil both their family and work obligations. We recognise that flexible work environments attract, motivate, and retain our talented employees and increase productivity.

Women’s Network

As an inclusive employer, we remain committed to advancing gender equity by building on existing initiatives that support, develop, and retain women across the practice. Our efforts include ongoing work to reduce the gender pay gap and strengthen representation through partnerships with programmes such as the W Programme and Women in BIM. These commitments are further supported by our Women’s Network, which provides a platform to raise gender-specific workplace issues, promote leadership, and advocate for inclusive career development in architecture and the built environment.

To mark International Women’s Day, the network hosted a screening of Women in Architecture, a two-part documentary produced by Sky-Frame in collaboration with ArchDaily. The film highlights the journeys and achievements of five women architects, sparking discussion on the challenges and opportunities facing women in the profession. Events like these are held locally and streamed globally, creating space for dialogue, visibility, and connection across our international offices.



Disabilities Network



Ethnicities Network



LGBTQ+ Network



Parents + Carers network



Women's Network

Social Equity

Inclusion within Design

The Inclusive Design Team works closely with the studios to promote inclusive design principles that are aligned with project goals and the practice’s standards.

‘Experience My Journey - Co-Designing Inclusive and Resilient Futures’

The Inclusive Design Team recently launched a user research initiative in collaboration with Sociability, an organisation dedicated to improving access for disabled people and reshaping perceptions of accessibility. As part of this project, a focus group revisited the Imperial War Museum to explore how individuals with disabilities experience the space today. Insights from these conversations will inform the practice’s internal design guidance and influence future projects to embed more inclusive outcomes.

As part of our Disability Pride Month programme, with the Disabilities Network the Inclusive Design Team hosted a panel discussion titled Experiencing Architecture, which featured an internal screening of the documentary ‘Experience My Journey - Co-designing Inclusive and Resilient Futures.’ The session explored the different experiences people have in the built environment and how inclusive design can serve as a powerful tool for empowerment and social transformation. The panel brought together leading voices in accessibility and design, including the Co-Director of The DisOrdinary Architecture Project, the Access and Inclusion Lead from Arup, the founder of Deaf Architecture Front, disability activist and access professional Dr Amy Kavanagh, and Saida Ahmed, an actor, poet, and writer.

The DisOrdinary Architecture Project

In early 2025, we launched our collaboration with The DisOrdinary Architecture Project to continue our exploration of completed Foster+Partners projects and co-create inclusive design guidance for the practice. The project will see us visit five of the practice’s completed projects, spanning nearly five decades of design with 21 disabled creative professionals. The research will focus on three key areas – entrances, urban rooms, and toilets – to better understand how these spaces are experienced differently and sometimes unequally. This initiative aims to move beyond minimum standards of functional access, exploring the complexities, overlaps, and tensions between different access needs. These lived experiences will continue to help shape guidance that is both practical and deeply informed by diverse perspectives, supporting more inclusive outcomes in our future projects.

So far this year we’ve completed our site visit exploring entrances.

Creative Minds: Neurodivergence, Design, and (Tech) Innovation

The Disabilities Network and Inclusive Design team hosted ‘Creative Minds: Neurodivergence, Design and (Tech) Innovation,’ a panel discussion exploring how design and technology can better support neurodivergent individuals in creative environments. Suzan Ucmaklioglu, Inclusive Design Specialist, introduced the newly published white paper ‘Designing for Neurodiversity in the Workplace,’ which was developed in partnership with Buro Happold.

The conversation focused on how neurodivergent-led perspectives can drive innovation and shape more inclusive, resilient futures. Guest panellists included Jean Hewitt, Technical Lead for Inclusive Environments at Buro Happold; Zareen Ali, CEO and Co-founder of Cogs AI; Luisa Pereira Pires, founder of the Neurodiversity Architecture Network; and moderator Felix de Grey, Chief Operating Officer and Co-founder of Cogs AI.



The Inclusive Design team, alongside Sociability and research participants for the Experience My Journey - Co-Designing Inclusive and Resilient Futures project



Creative Minds: Neurodivergence, Design, and (Tech) Innovation

Social Equity

Celebrating Diversity & Inclusion

NAIDOC Week

The National Aboriginal and Islanders Day Observance Committee (NAIDOC) week is a time for people in Australia and beyond to come together and honour the Aboriginal and Torres Strait Islander People. Celebrating NAIDOC week is part of our Reconciliation Action Plan (RAP), led by our Australian office, which aims to represent and recognise the voices and culture of indigenous Australians. Among a range of activities, we shared a powerful educational piece written from a lived experience perspective, which offered insight into the significance, traditions, and enduring importance of this national event.

Black History Month

As part of Black History Month 2024, a mural by Architectural Assistant Joseph Mwaisaka titled ‘Babylon: Children of the Iyaman’ was exhibited, accompanied by a talk in which Mwaisaka shared personal reflections and research that deepened understanding of the work’s cultural significance.

Lunar New Year Celebrations

To create opportunities for cultural exchange and deeper appreciation of the holiday’s customs, we marked Lunar New Year with vibrant celebrations across our Shenzhen, Hong Kong, Shanghai, Hangzhou, and London offices, featuring traditional lion dances, festive decorations, and shared meals.

Deaf-Led Tour Open House Festival 2024

A second British Sign Language Deaf-led tour was held during Open House Festival 2024, enabling 30 deaf professionals from architecture, engineering and design to explore the London campus through an accessible and inclusive experience led by guide John Wilson.

Looking Forward

Annual events such as Pride, International Women’s Day and Black History Month will continue to support an inclusive culture, while the Ethnicities Network will expand its reach through workshops, collaborations and cultural celebrations. Partnerships with RIBA and local schools will support themed architecture workshops for underrepresented young people, alongside heritage month celebrations, company-wide screenings and a photography project showcasing colleagues’ cultures. In parallel, the Sydney office is preparing to submit its first Reconciliation Action Plan during National Reconciliation Week. We plan to grow our outreach programme through new collaborations with schools serving diverse and neurodiverse students.



Black History Month



Lunar New Year Celebrations



Deaf-Led Tour Open House Festival 2024



The annual Pride celebration

Community Impact

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

Interconnected Themes

Health+Wellbeing

Social Equity

Resources + Circular Economy

Land + Ecology

Resilience + Planning for Change

Our Approach

With a strong presence in the architectural sector, we recognise the responsibility that comes with our platform. We firmly believe in the power of design to enrich lives. One of the most meaningful ways we can make a difference is by supporting communities, be it locally, regionally, nationally, or internationally. Through a range of partnerships, memberships, and donations, we are proud to promote equal access to education and help foster inclusive opportunities across the industry.



Community Impact

Our Performance

Educational Partnerships Universities:

Supporting the next generation of industry professionals remains a key priority in our collaborations with a diverse range of institutions and organisations. Our involvement extends beyond financial contributions; colleagues also dedicate their time and expertise across various initiatives. These include mentorship schemes, educational talks and seminars, guest lectures, student awards, as well as hands-on opportunities such as work placements, summer internships, and guided tours.

Our involvement with universities across the United Kingdom includes:

- Architectural Association School of Architecture (AA)
- Arts University Bournemouth
- De Montfort University
- Glasgow School of Art
- Harvard University
- Kingston University
- Manchester University
- Nottingham Trent University
- Oxford Brookes University
- Richmond College
- The University of Sheffield
- UCL Bartlett
- University of Bath
- University of Hertfordshire

- University of Liverpool
- University of Madrid
- University of Newcastle
- University of Nottingham
- University of Westminster
- Welsh School of Architecture – Cardiff University

Engaging and Inspiring Future Talent

We continue to invest in educational outreach, supporting students at every stage of their learning journey. Over the past year, we presented awards to students at five UK universities: Bath, Westminster, Nottingham, De Montfort, and Cardiff.

We also hosted six university visits, each welcoming groups of 80–100 students from various academic level. These visits included presentations and discussions with senior leaders, CV clinics, and guided tours of our studios.

Our outreach also extended to younger learners, with over 37 school visits from across London. Children from primary through to secondary school were introduced to the world of design and architecture, gaining early exposure that helped broaden their aspirations and spark curiosity about future possibilities.



Open House Festival 2024



Community Impact

Architecture Apprenticeship Programme

Since 2018, a total of 1,304 individuals have begun architecture apprenticeships. According to IFATE, 1,117 of these were at Level 7 and 187 at Level 6. We played a central role in developing these programmes and securing their approval.

In 2024, the Trailblazer group reconvened to review and revise the standards in response to the ARB Education Reforms, with Foster+Partners once again leading the group of 15 employers. We also remain actively engaged in policy advocacy, including a formal letter from Norman Foster to government ministers and the Prime Minister opposing proposed changes to the Level 7 apprenticeship funding structure.

Internal Apprenticeships

We hosted 46 apprentices combining practical experience with academic study at Oxford Brookes, Nottingham, and Bath universities. Their achievements were celebrated across the practice and shared externally during National Apprenticeship Week.

To strengthen support, we introduced pastoral and proactive care training for mentors, equipping them to guide apprentices effectively and uphold safeguarding responsibilities.

Modelmaker Apprenticeships

Foster+Partners is leading the development of the UK's first Model Maker Apprenticeship Standard, working in partnership with creative industries, universities, and the Institute for Apprenticeships and Technical Education (IfATE). Approved in 2024, this three-year Level 6 programme, which is equivalent to a bachelor's degree, combines workplace training with academic

study. The first group of participants is set to begin in September 2025.

Apprenticeship Levy Transfer

The Apprenticeship Levy Transfer enables UK employers to redirect unused levy funds to support apprenticeship training at other organisations. Foster+Partners has contributed to several built environment and local businesses, helping smaller firms access funding, expand training opportunities, and strengthen skills across the industry.

InvestIN

Since 2021, we have partnered with InvestIN, a London-based organisation offering immersive career experiences for students aged 15–18. As part of our Architecture and Engineering summer schools, we deliver sessions featuring presentations, career guidance, and hands-on activities such as modelmaking and drawing, all designed to inspire and inform the next generation of industry professionals.

RIBA Studio Foundation Programme

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

Blueprint 1000

Through the Design and Technology Association's initiative, we hosted five teachers for industry placements, helping them build practical skills and deepen their understanding of design in practice. We followed this with a webinar to share insights more widely with Design Technology educators.



National Apprenticeship Week Event in the Hub

Community Impact

Charitable Giving and Sponsorships

Academy of Urbanism

As members of the Academy of Young Urbanists, we support opportunities for early-career professionals to engage with urban issues. The programme enables our younger team members to attend events, talks, and networking activities focused on the built environment.

Open House

As part of our ongoing support for the Open House charity, Foster + Partners once again opened its London campus to the public for a weekend of exhibitions and activities. Celebrating our 30th year with the event, we welcomed over 5,000 visitors from the local community and beyond.

The programme offered interactive and creative experiences that introduced visitors to architecture and engineering. We placed a strong emphasis on accessibility and inclusion, with child-friendly workshops, tactile displays, wheelchair access, and British Sign Language tours for deaf visitors.

Charities

Foster + Partners provides financial support to a range of charitable causes through its structured giving programme:

- Architecture Foundation
- Architecture LGBT+
- Crisis at Christmas
- Macmillan Coffee Morning
- Sculpture in the City
- Serpentine Gallery
- The Architects Benevolent Society

Gingerbread City® - The Recycled City

We took part in the Museum of Architecture's (MoA) Gingerbread City®, an annual charity fundraising exhibition. The Museum of Architecture is a UK-based charity that encourages public engagement with architecture by exploring how the spaces we inhabit shape our lives. This year's exhibition explored the theme of 'The Recycled City' focusing on re-imagining urban spaces by re-using land, buildings, and materials to create inspiring environments for living, working, and playing.

Redemption Roasters

At our London campus canteen, we integrate sustainable and charitable values through partnerships with purpose-driven suppliers. One such collaboration is with Redemption Roasters, a social enterprise committed to reducing reoffending in the UK by creating employment pathways for prison leavers. Through paid roles, in-house caseworkers, and continued training, they provide meaningful support for participants to rebuild their lives and pursue long-term stability.

A New Vision for Turkish Region Devastated by 2023 Earthquake

At the request of the Türkiye Design Council (TDC), Foster + Partners was involved in six-week pro bono strategic study that has since evolved into a collaborative masterplan for the revitalisation of Antakya. Developed in partnership with Buro Happold, MIC-HUB, and leading Turkish firms

DB Architects and KEYM Urban Renewal Centre, the plan forms part of a broader design-led recovery effort following the earthquake.

The masterplan seeks to preserve the historic character of the town by respecting its scale, spatial relationships, and urban fabric, while also strengthening local identity and promoting responsiveness to the climate. This initiative was supported by the Turkish Ministry of Environment, Urbanisation and Climate Change, and the Ministry of Culture and Tourism.

Looking Forward

We plan to build on existing initiatives by continuing our collaboration with schools through programmes such as Open City's Young City Makers. In partnership with Blueprint 1000, we will also host Design Technology teachers to strengthen links between education and industry.

At the same time, we are broadening our community engagement by working with volunteering organisations, offering employees more diverse and meaningful ways to contribute.



The Gingerbread City - The Recycled City



A new vision for Turkish region devastated by 2023 earthquake

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 diverse and growing workforce, we are aware of the environmental impact of our operations. This year, we moved beyond our previous focus on London and expanded the scope of our carbon reporting to include all global offices, enabling comprehensive measurement of emissions across our global value chain. A central focus of our current sustainability efforts is our commitment to the UN Race to Zero campaign. As a part of this, we are in the process of developing and submitting our Science Based Targets, which will guide our long-term decarbonisation strategy. We continue to refine our methodology for measuring and tracking our greenhouse gas emissions, ensuring that our reporting remains transparent, accurate, and aligned with the latest guidance and best practices. As part of this work, we have chosen to update our baseline year from FY18-19 to FY23-24, to ensure our Science-based Targets reporting is supported by accurate and current data and measurement methodologies.



Energy+Carbon

Our Performance

This year, our total energy consumption decreased at both our London campus and across our global offices, with reductions in electricity and gas use. In London, the drop is especially clear when measured per full-time equivalent (FTE), reflecting improved efficiency alongside a significant increase in staff numbers from 1,566 to 1,915. Energy use per square metre also declined, though more modestly, in line with overall consumption.

This year, we reported reductions in our Scope 1 and Scope 2 emissions, driven by decreased energy consumption across both our London campus and global offices. These reductions were achieved despite a significant increase in headcount and on-site energy requirements, with emissions per full-time equivalent showing a clear decline and reflecting improved operational efficiency.

In contrast, our absolute Scope 3 emissions increased, reflecting the additional goods and services required to support a larger headcount. Despite this, we have managed to reduce emissions from business travel and commuting this year.

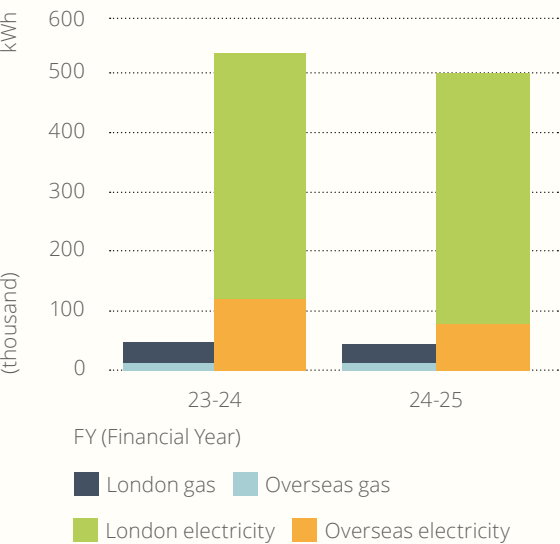
Energy Efficiency Actions

In FY24–25, we advanced several energy efficiency initiatives across our London campus. Two gas boilers were replaced with air source heat pumps, set to become operational in early FY25–26, and planning is underway for a water source heat pump in our Main Studio.

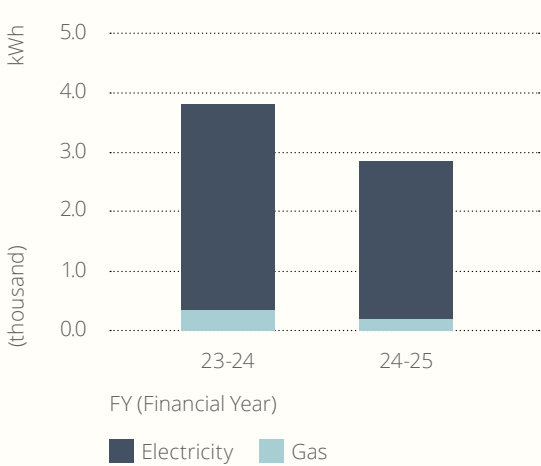
We also completed LED lighting upgrades in selected buildings, with further installations planned. Variable speed drives for ventilation systems and TM44 inspections are scheduled for 2026 to enhance energy performance.

Our fleet remains fully electric. As our London office expands to include a new location next to Battersea Power Station, we anticipate an increase in energy consumption aligned with workforce growth. We continue to meet our ESOS obligations and refine our energy strategy accordingly.

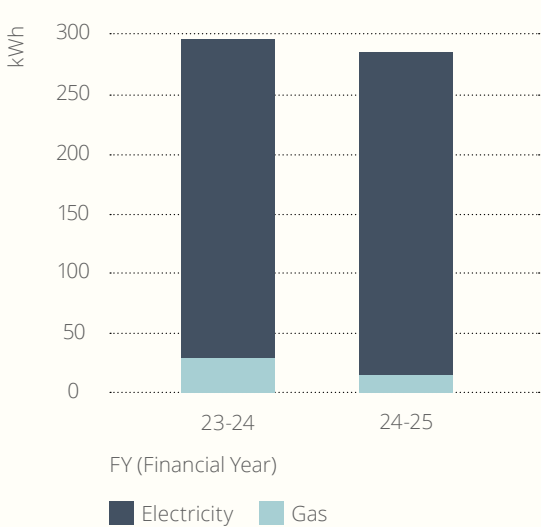
Total energy consumption



Total energy consumption per FTE - London



Total energy consumption per m² - London



Greenhouse Gas Emissions

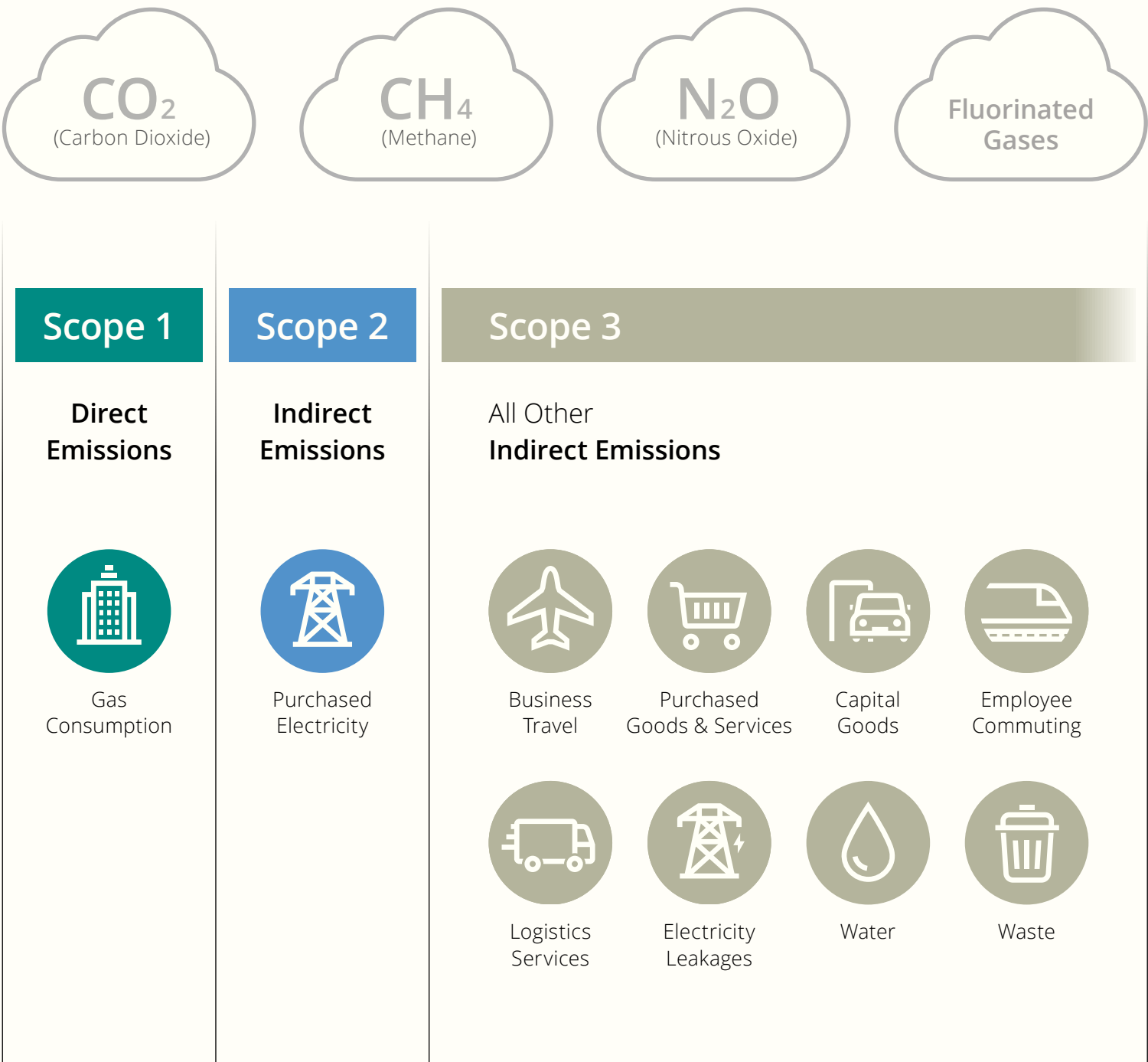
Emission Categories and Calculation Methodology

We calculate all known and material sources of greenhouse gas emissions across our value chain, in line with the principles and guidance of the Greenhouse Gas Protocol. We utilise a variety of calculation methods: we use activity-based data where possible - supported by estimations, assumptions and spend-based data where required.

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 our owned or controlled facilities, such as on-site fuel combustion.
- **Scope 2:** Indirect emissions from the generation of purchased electricity, steam, heating, and cooling we consume.
- **Scope 3:** All other indirect emissions that occur in the value chain of the company. Including both upstream and downstream emissions.



Energy+Carbon

Data Collection and Methodology Improvements

This year has brought significant progress in how we collect, manage, and report our emissions data. Following the adoption of a carbon accounting software, we have seen a notable improvement in data accuracy and consistency.

A major development this year relates to the inclusion of all global offices in our emissions reporting. While the majority of our emissions still originate from our London campus, where 84% of our workforce is based, we are now capturing a more representative view of our global footprint.

We have also made targeted efforts to improve data quality, including reducing our reliance on spend-based estimates, expanding coverage across relevant GHG categories and engaging with key suppliers to obtain more specific and accurate emissions data.

As we continue to refine our methodology and assess the most appropriate data sources, reported figures may be updated in future reporting cycles to reflect these ongoing improvements.

Scope 1

Stationary combustion emissions from our London campus saw a reduction of 23% during FY24-25 and are expected to decrease further as air source heat pumps become operational in two of our buildings. Our vehicle fleet remains fully electric, eliminating

Scope 1 emissions from mobile fuel combustion. For our overseas offices, where gas usage is often included in service charges and not billed separately, stationary combustion emissions have been estimated using country-specific emissions factors, office area (m²) and benchmarks from the WRAP Green Office Guide.

Scope 2

In London, our Scope 2 emissions are limited to electricity use. Market-based emissions remain at zero, as we continue to purchase REGO backed renewable energy. For our overseas offices, we receive activity-based electricity data from approximately half of the locations. For the remainder, emissions are estimated using country-specific emission factors and benchmarks from the WRAP Green Office Guide.

During the year, Scope 2 emissions decreased by 7% in London and 6% across our overseas offices. This reduction is even more notable when measured per full-time equivalent (FTE) in London, reflecting improved energy efficiency and operational practices. We continue to monitor these trends closely as part of our broader decarbonisation efforts.

Scope 3

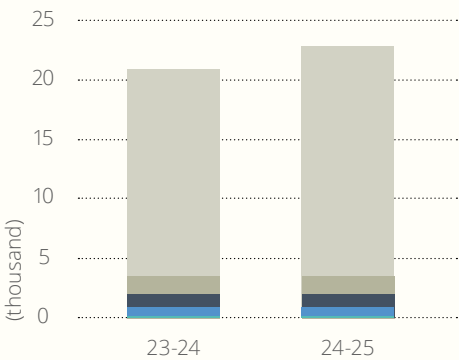
Our Scope 3 emissions profile has gone through some changes this year, reflecting major improvements in

data quality and coverage. As we prepare to submit our Science Based Targets, we have identified new emissions categories that were not previously included. An example of this is downstream transportation and distribution, which for us means the transportation of presentation models to clients. We have also expanded our reporting to cover all 18 of our global offices.

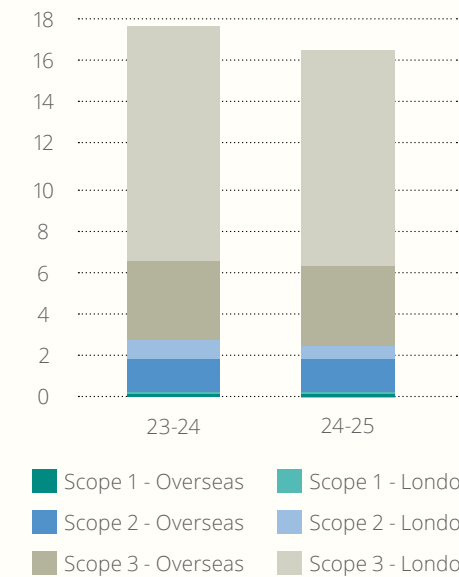
We use a mix of methods to calculate these emissions. For some categories, including business travel, water use in London, waste, IT recycling, commuting, remote working, and transport, we have activity-based data from suppliers. For capital goods and purchased goods and services, we rely on a combination of spend data and supplier-specific emission factors. In overseas offices where activity data is limited, we estimate emissions using proxy data from similar locations.

Overall, Scope 3 emissions have increased compared to last year. While emissions from travel, commuting, and downstream transport have declined slightly, those from capital goods and purchased services have risen. This is largely due to the addition of new office buildings and a rapidly growing workforce.

Total Greenhouse gas emissions (tCO₂e)



Total Greenhouse gas emissions per FTE (tCO₂e)



Looking Forward

The upcoming financial year will be crucial for our energy and carbon strategy, as we prepare to submit our Science Based Targets. In the lead-up, we are focused on developing both our short-term and long-term decarbonisation roadmaps.

We remain committed to the World Green Building Council's Net Zero Carbon Buildings Commitment and continue to work closely with our supply chain to address key emissions hotspots and collaborate on reducing our shared carbon footprint.

Operationally, we are preparing for the activation of air source heat pumps and are progressing plans for a water source heat pump for the London campus, pending necessary approvals. We will continue our lighting upgrades, with fluorescent lighting scheduled to be replaced with energy-efficient LED fixtures.

Greenhouse Gas Emissions per Category in FY24-25 (tCO₂e)

GHG Category	London (tCO ₂ e)	Overseas (tCO ₂ e)
Scope 1		
Gas	89.8	37.4
Scope 2		
Electricity (market-based)	0	-
Electricity (location-based)	1,136.5	463.9
Scope 3		
Business travel	6,048.1	88.9
Purchased goods and services*	6,621.5	1,022.3
Capital goods	3,689.3	-
Electricity leakages	389	134.4
Logistics services**	3,835.9	-
Waste	145.8	27.4
Employee commuting and remote working	661.6	147.7
Total	22,617.9	1,925.6

* Water, which was previously listed separately, is included in Purchased goods and services

** Includes both upstream and downstream transportation and distribution

Mobility+Connectivity

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

Interconnected Themes

Health+Wellbeing

Energy+Carbon

Water

Land + Ecology

Resilience + Planning for Change

Our Approach

Mobility is a core part of how we work. Our clients expect close collaboration and on-site presence, and as projects follow global investment flows, we often have limited control over where travel is required. Our focus is therefore on how we travel, making responsible choices wherever possible. Business travel remains a major contributor to our carbon footprint. We monitor travel activity, promote lower-carbon options, and invest in carbon offsetting projects, resulting in net emissions from business travel being zero for this period.



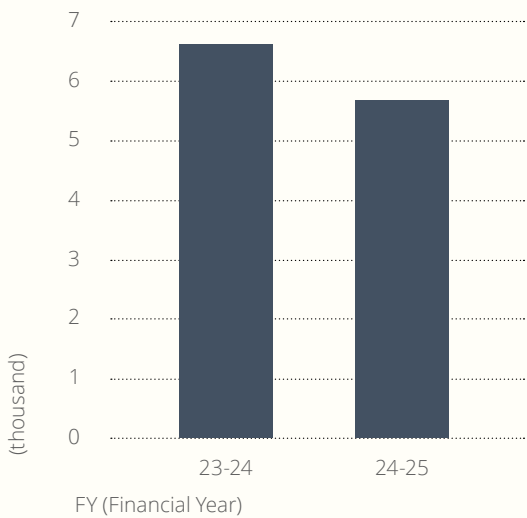
Mobility+Connectivity

Our Performance

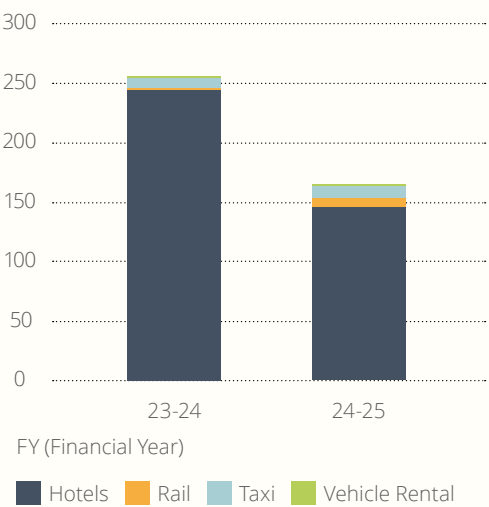
Total business travel saw a decrease compared to the previous financial year. As with other carbon reporting, this year’s data includes flights booked through our international offices, not just those arranged via our London office. While most bookings still go through London, this broader scope has slightly adjusted how the numbers are reported.

Our carbon emissions from aviation decreased 12.7% from the previous year. Although the overall number of flights declined, a greater proportion were long-haul journeys, reflecting the geographic demands of projects in more remote locations. Hotel stays also declined significantly, with bookings down by nearly one-third year-on-year. This supports the overall reduction in travel activity, suggesting that while destinations may be farther afield, the frequency of travel has decreased. Encouragingly, train travel increased, indicating a positive shift toward more sustainable modes of transport.

Emissions from aviation (tCO₂e)



Emissions from other business travel (tCO₂e)



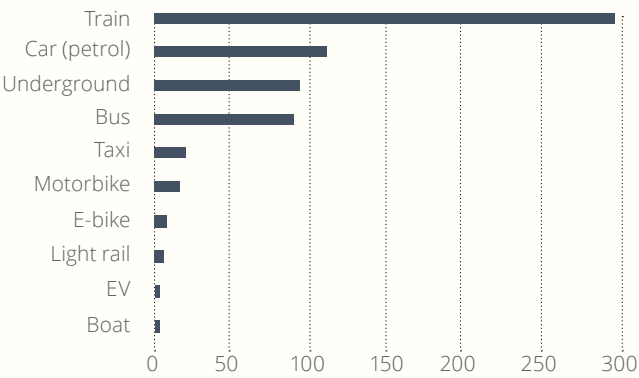
Employee Commuting

We conducted another employee commuting survey across all our offices to more accurately calculate carbon emissions from this category. While total emissions from commuting decreased compared to the previous year, this reduction may be partly due to improved data accuracy. This year, we accounted for employees who worked only part of the year, such as those on parental leave or who joined later in the year, providing a more precise picture of commuting patterns.

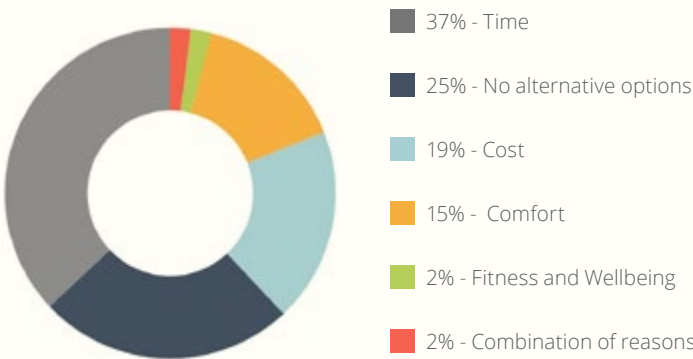
In addition, the emissions reported for the previous financial year have been slightly revised. This is a result of our transition to carbon accounting software, which allowed us to apply a wider selection of more accurate emission factors.

Mirroring the previous year, train travel accounted for the largest share of commuting emissions. In terms of distance travelled, the most common modes were train, followed by underground, bicycle, and bus. However, when looking at the number of employees using each mode for at least part of their commute, walking was the most frequently mentioned, followed by bicycle, bus, underground, and train.

Emissions from commuting (tCO₂e)



Reason for chosen mode of commute



Looking Forward

Our annual employee commuting surveys serve not only to gather and calculate emissions data, but also to help us understand how we can improve workforce mobility from both practical and sustainability perspectives. We continue to support cycling by offering bicycle maintenance at our London campus, providing access to the Bike2Work scheme, and progressing plans to enhance on-site storage to ensure it is safe, accessible, and fit for purpose. In FY25-26, we will partner again with The Bike Project, donating unclaimed bicycles to be refurbished and distributed to refugees and asylum seekers in London and Birmingham.

We are considering supporting sustainable aviation fuel (SAF) programme in collaboration with our travel partners. SAF is considered one of the most promising solutions currently available for air travel. It is produced from renewable or waste-derived sources, meets strict sustainability criteria, and has the potential to significantly reduce lifecycle emissions compared to traditional aviation fuels. This initiative will be explored in greater detail during the FY25–26 to identify the most effective approach for our organisation. Alongside this, we are also reviewing how we can optimise the frequency of air travel and prioritise more sustainable alternatives wherever possible.

Resources + Circular Economy

Analysing and accounting for the life of the resources that pass through our offices by understanding our waste streams and flows.

Interconnected Themes

Community Impact

Social Equity

Energy+ Carbon

Governance + Feedback

Resilience + Planning for Change

Our Approach

With over 1,900 employees based at our London campus, we manage a substantial daily flow of resources, ranging from office supplies to food and drink. While waste accounts for less than 1% of our total carbon emissions, we recognise its wider environmental impact and are committed to reducing consumption, as well as reusing and recycling materials wherever possible. We actively engage our staff to participate in on-site waste management, with a focus on achieving high-quality segregation across seven distinct waste streams. This chapter focuses solely on waste generated at our London site, as we do not receive actual data from our other offices. For those locations, waste figures are estimated based on employee headcount.



Resources + Circular Economy

Our Performance

Over the past year, employee numbers at our London campus have grown significantly, rising from 1,500 to more than 1,900. This increase has naturally led to a higher volume of waste generated, with total waste rising by 12% from the previous year. In addition to the growth in headcount, this can be attributed to increased commercial activity. As more presentations are prepared, the use of paper boards has also risen, all of which continue to be recycled after use.

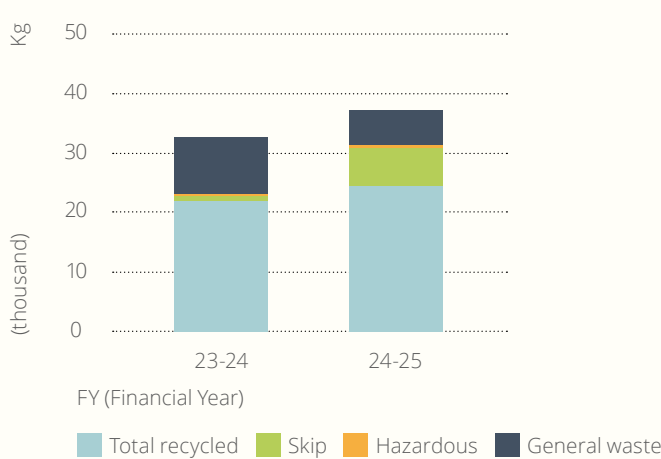
Despite the rise in overall waste, our recycling rate is at its highest to date, rising to an average of 84% from 67% the previous year. A key driver of this improvement has been the introduction of manual waste sorting on-site. This initiative allows us to address waste at its source and has significantly improved the quality of segregation across our seven waste streams. The volume of general waste has decreased by 44% compared with the previous financial year. This reduction is the result of enhanced on-site sorting, supported by an additional operative dedicated to reviewing general waste and extracting recyclable materials. These efforts have contributed to a substantial increase in the proportion of waste diverted to more sustainable disposal routes.

We have also improved the accuracy of our data reporting. The weight of waste collected via skips appears higher than in previous years, but this is due to a change in management. Previously handled by multiple internal departments, this waste stream is now overseen by a single waste management provider.

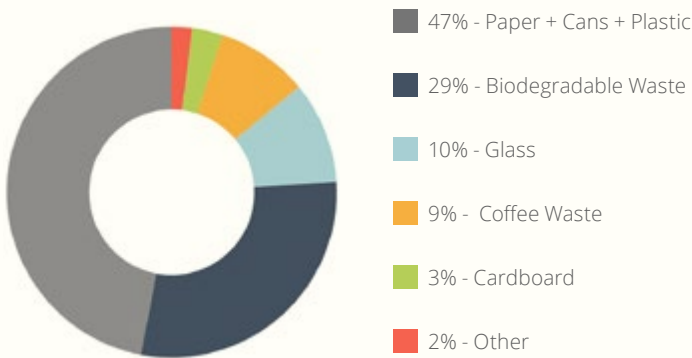
In a further development, our waste management partner has begun using artificial intelligence at

its materials recovery facility. AI-powered robotic arms are now deployed to identify and sort waste materials with greater precision and speed, reducing contamination and enhancing the quality of recycled outputs.

Waste generated in London campus



London recycled materials split (FY24-25)



Olio Partnership

This year, we began a collaboration with Olio, an app dedicated to reducing food waste through community sharing. Through this partnership, we have been able to redistribute surplus food from our canteen to local households. Over the course of the year, this initiative has helped save 1,123 kilograms of edible food, provided support to 107 households, and resulted in the equivalent of 2,655 meals being saved from going to waste.

IT Recycling

Our IT equipment recycling is managed by Tier 1 Asset Management, a specialist provider in secure and sustainable IT disposal. Tier 1 is ISO 14001 accredited and a registered Waste Carrier, ensuring that all processes meet high environmental and regulatory standards. This partnership supports our commitment to responsible e-waste management and data security.

Recycling Engagement Event

This year, our CSER team organised a talk as part of the practice's internal COP29 event to highlight the important work of our Facilities team in managing waste across our campus. The Facilities team shared comparative data to show the scale of waste that the campus produces and why it is essential to manage it properly from the start. The talk and interactive online game provided an educational reminder about how to sort waste correctly on-site and why it is essential as the first step in effective waste management. The event concluded with a presentation from our

external waste partner, who explained how they process our waste and the latest sustainability methods they use to support a circular economy.

Looking Forward

Having achieved a high level of waste stream segregation, our next priority is to reduce the overall volume of waste we produce. We will be exploring new initiatives to support this goal in the coming year. Maintaining our strong recycling rate remains a key focus, as does continuing our successful partnership with Olio to further reduce food waste. As in previous years, we will also carry out annual waste audits to monitor progress and identify new opportunities for improvement.



Manual waste sorting on-site

Water

Continued monitoring of our water consumption to ensure future water efficiency.

Interconnected Themes

Health + Wellbeing

Energy + Carbon

Mobility + Connectivity

Governance + Feedback

Our Approach

We take a consistent and data-informed approach to managing water across our offices. Where possible, we rely on actual consumption data to monitor usage and identify opportunities for improved efficiency. In locations where actual data is not available, we apply estimation methods based on office size and existing data from other locations.



Water

Our Performance

Water consumption is tracked using monthly invoice data, which this year covered 79% of our London office space through actual readings. For the remaining areas, we applied estimates based on average usage per square metre.

This reporting year also marks the first inclusion of data from our global offices, with 5 out of 17 sites providing actual activity data. Where direct data was unavailable, we used estimates based on our water consumption in the most comparable office locations.

Overall, our total water consumption increased from the previous year, rising by 34% in London and 35% across our overseas offices. The rise in consumption

corresponds with an increase in the number of colleagues in London and the opening of new offices internationally.

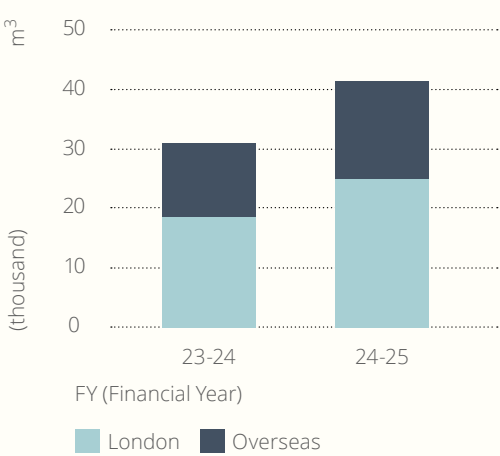
To improve the accuracy and consistency of our reporting, utility monitoring across all London sites is now managed by an external consultant.

In line with our commitment to responsible sourcing, we selected a water cooler supplier whose values reflect our social and environmental priorities. Our chosen provider supports long-term poverty relief and community wellbeing through charitable partnerships and responsible business practices.

Looking Forward

Building on our improved data coverage and monitoring practices, we will continue to track water consumption closely to maintain performance in line with best practice benchmarks. In the next financial year, we plan to continue our collaboration with Thames21, a leading environmental charity focused on restoring and protecting urban rivers and waterways across the UK. This partnership will support our broader commitment to water stewardship and community engagement, helping us extend our impact beyond our own operations.

Total Water Consumption



Land + Ecology

We deliver and support a range of initiatives that contribute to biodiversity and ecosystem restoration – from nature-based solutions and sustainable sourcing to beyond value chain mitigation and broader nature transition.

Interconnected Themes

- Health+Wellbeing
- Community Impact
- Social Equity
- Energy+Carbon
- Mobility+Connectivity

Our Approach
While physical opportunities to enhance biodiversity on our own sites are currently limited, we support ecosystem restoration projects across the globe that contribute to biodiversity, improve livelihoods and advance the climate transition beyond our own value chain.
At the same time, we create opportunities for colleagues to connect with nature through campus initiatives, educational activities and sustainable sourcing partnerships.



Land + Ecology

Our Performance

Globally, we expanded our land-based carbon mitigation project portfolio, supporting initiatives that restore ecosystems and strengthen community resilience, whilst contributing to longer-term biodiversity and climate outcomes. Where possible, these projects were selected in regions where we operate.

Locally, we continued to build on our nature and biodiversity efforts through a mix of educational talks, workshops, and awareness programmes - including the celebration of key dates such as the International Day of Biodiversity. At our London campus, we continue our collaboration with our catering partner, who seasonal seasonal produce and works with small independent suppliers.

We offset all CO₂e emissions for which we have activity-based data. This includes emissions from gas consumption, business travel, employee commuting, waste, water use, and logistics services.

Land-Based Carbon Mitigation

The funding of land-based carbon mitigation projects plays a central role in our Land + Ecology strategy - supporting ecosystem restoration, community wellbeing and the wider climate transition across the globe. Since 2020, we have financed UK woodland creation projects through Forest Carbon under the Woodland Carbon Code, procuring Pending Issuance Units (PIUs) that represent future carbon removals once the woodlands mature.

In 2024, we broadened our portfolio to better reflect our global footprint: we continued supporting UK-based nature projects, whilst also expanding our funding into a more diverse set of land-based climate solutions. Our current approach includes a mix of long-term, nature-based carbon removal projects and community-focused emissions avoidance projects, which reduce reliance on firewood for household energy needs. This funding helps to mitigate emissions beyond our own value chain, whilst generating monitored benefits for people and nature.

Each project we support has been screened against internationally recognised standards, including the ICVCM Core Carbon Principles. Each must meet key quality criteria such as permanence, additionality, robust quantification, and alignment with the UN’s Sustainable Development Goals.

In 2024, we supported the following four projects:



Land + Ecology

Grassland Restoration, China:

This large-scale restoration project in northwest China focuses on degraded grasslands, using rotational grazing, native reseeding, and erosion control to regenerate 260,000 hectares of steppe. By improving soil structure and vegetation cover, the project stores significant amounts of carbon in soils while restoring habitat for native biodiversity and supporting local herders.

- Location: Gansu Province, China
- Registry: Verified Carbon Standard (VCS)
- Project ID: VCS2748
- Tonnes of Carbon Offset: 3825
- Methodology & Type: VM0032 - Sustainable Grassland Management (Nature-based Carbon Removal)



Grassland Restoration, China

Loch Ness Forest Afforestation

This project supports the creation of native woodland on former pastureland in the Scottish Highlands using peat-free planting methods. Protected by a 100-year legal covenant, the forest is designed to sequester carbon over the long term while enhancing local biodiversity and creating wildlife corridors in one of the UK's most ecologically important regions.

- Location: Inverness-shire, Scotland, UK
- Registry: Woodland Carbon Code
- Project ID:104000000027968
- Tonnes of Carbon Offset: 459 (Pending Issuance Units only)
- Methodology & Type: Native Woodland Creation (Nature-based Carbon Removal – PIU)



Loch Ness Forest Afforestation, Scotland

Safe Water Access, Lango

This project rehabilitates boreholes across the Lango sub-region of Uganda, providing safe water access to rural households. By removing the need to boil water using firewood, the project reduces emissions, relieves pressure on surrounding forests, and improves health, safety, and time-use outcomes for women and girls.

- Location: Lango Sub-region, Uganda
- Registry: Gold Standard
- Project ID: GS7364
- Tonnes of Carbon Offset: 5610
- Methodology & Type: GS TPDDTEC – Technologies and Practices to Displace Decentralized Thermal Energy Consumption (Emission Avoidance)



Safe Water Access, Uganda

Smallholder Farmer Biochar

In Maharashtra, mobile pyrolysis units enable smallholder farmers to convert agricultural waste into biochar - a stable form of carbon stored in soil for over 1,000 years. The project enhances soil fertility, reduces emissions from crop residue burning, and supports over 4,000 rural farming households.

- Location: Maharashtra, India
- Registry: Verified Carbon Standard (VCS)
- Project ID: VCS4679
- Tonnes of Carbon Offset: 306
- Methodology & Type: VM0044 - Biochar from Agricultural Residues (Long-lived Carbon Removal)



Smallholder Farmer Biochar, India

Land + Ecology

International Day of Biodiversity

To celebrate the International Day of Biodiversity, we organised a series of events and activities to engage employees across the practice. One of the highlights was a photography competition inviting staff to explore their surroundings and capture images of biodiversity in three categories: Flora, Fauna, and Urban. In London, our Urban Design team carried out nature tours of Battersea Park for employees, offering tips on identifying native species across plant, bird and mammal groups.

To round off, we hosted a talk by Dr Sean McCormack, Project Lead at The Ealing Beaver Project. Delivered in person at our London office and streamed globally, the lecture explored the ecological role of beavers as natural ecosystem engineers. Dr McCormack discussed how nature-based solutions like reintroducing beavers can help address urban challenges such as flooding, drought, carbon capture, and biodiversity loss, while also reconnecting communities with nature.

Catering with Purpose

We work with our catering partner, Vacherin, to make more sustainable choices across our London campus. They prioritise sourcing from small, local suppliers to reduce food miles and support the regional economy. Through this partnership, we support Luminary Bakery, a social enterprise helping women from disadvantaged backgrounds into employment,

including by hosting a bake sale to contribute to their mission. Additionally, our tea is supplied by NEMI, a London-based company employing refugees and providing organic, plastic-free and biodegradable products.

Beyond sourcing, our catering partner promotes sustainable food choices across the campus. This year, they led campaigns for National Vegetarian Week, Veganuary, Plastic Free July, and a sustainability pop-up during our internal COP29. To tackle food waste, we have also partnered with the food sharing app Olio, redistributing surplus food to the community. (Read more in the Resources + Circular Economy chapter.)

Looking Forward

We will continue to strengthen our commitment to nature-based solutions and responsible sourcing. As part of our offsetting strategy, we will revisit our carbon offsetting coverage to ensure our portfolio remains impactful, aligned with our global presence and in line with best practice Oxford Offsetting Principles. We will maintain our collaboration with our catering partner to offer sustainable food choices on campus and to engage employees through awareness campaigns and educational initiatives. Looking ahead, we plan to host a new series of talks and lectures to inspire action and deepen understanding of biodiversity, climate resilience and regenerative practices across the practice.



Nature tours of Battersea Park



COP29 | Bringing beavers to Ealing: Learnings from an urban restoration project

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
- Governance + Feedback

Our Approach
We acknowledge that our world is constantly evolving, and our Resilience + Planning for Change initiatives help us adapt and to contribute to a more resilient business. We encourage innovative thinking within our CSER approach, business strategy, and design. We also support colleagues through personal development and education on climate-related issues.



Resilience + Planning for Change

Our Performance

Training and Development

We offer a wide range of formal and informal CPD opportunities across disciplines, including talks, workshops, and training sessions. We continue to invest in innovation through our specialist groups such as Applied Research and Development (ARD), Materials Research Centre (MRC), and Specialist Modelling Group (SMG). These groups drive research and share knowledge across the practice.

Our commitment to education is also reflected in partnerships such as the Professional Practice Academy (PPA), which has supported over sixty colleagues in qualifying as Architects in the UK and globally. In addition, our degree apprenticeship programme continues to support the next generation of professionals, helping to build a stronger, more resilient industry.

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).

Professional Standards

To contribute to discussions on regulatory reforms, education, and professional standards we maintain active involvement with ARB and RIBA. Our participation includes the ARB’s Professional Practice Experience Commission and the Education Transition Group. Last year, representatives also attended a seminar on proposed updates to the ARB Code of Conduct. In addition, we supported lobbying efforts on Mutual Recognition Agreements (MRAs), including international work related to Tennessee.

Career Hub

We continue to leverage our Career Hub, a platform that provides a snapshot of careers at Foster + Partners. It is accessible to employees and their line managers. The profile page displays key information about skills and project experience, qualifications (including LEED and WELL), alongside a dedicated manager view to support career growth and professional development.



Professionalism with RIBA President, Muyiwa Oki



The Design Board Insights talk

Resilience + Planning for Change

CPD Community

Our CPD curriculum aligns with the ten mandatory topics of the RIBA Core Curriculum. The offer includes weekly in-person and online lectures at the practice, which are also recorded and made available to employees working globally.

The practice provided a mandatory training day for staff focused on CDM and Building Regulations, run by our in-house Safety by Design team. Additionally, a mandatory workshop specifically focused on Fire Safety has also been introduced. Both the Safety by Design and Fire Safety training sessions provide extensive and regular updates on BSA legislation and contextualise it for our project teams. In addition, workshops were delivered which covered software training, management skills, and power skills.

Highlights of this year’s CPD talks include:

- Videogame Urbanism: Why architects should take games seriously, Blockworks
- Designing for tomorrow’s challenges: Climate resilience in the built environment
- Inspiring Career Trajectories with women from across Foster + Partners
- Managing internal impact: CSER reporting and our office waste
- How Chris Trott built his Net Zero House
- Design Board Insights with Design Board at Foster + Partners
- Professionalism with RIBA President, Muyiwa Oki

The Professional Practice Academy

The Professional Practice Academy (PPA), led by our Learning & Development team within Human Resources, provides structured support for colleagues pursuing architectural qualification. Each participant is guided by a studio lead and a dedicated mentor, with additional support from office managers across our international studios to ensure a consistent experience globally.

In the UK, the programme is delivered in partnership with RIBA and the Architectural Association (AA). This year, 141 colleagues enrolled in Part 3, the final stage of qualifications for architects, representing a 50% increase compared to the previous year. Completing this stage leads to registration with the Architects Registration Board (ARB). Foster + Partners now supports around 10% of all Part 3 candidates in the UK, reflecting our significant contribution to shaping the future of the profession.

RIBA Chartered Practice

As part of our RIBA corporate offer, we provide access to a range of learning opportunities, including tickets to key conferences such as Future Leaders, AI in Practice, and courses on Principal Designer, Net Zero Carbon, and Conservation.

In addition, all employees benefit from on-demand learning through access to RIBA Core CPD courses.

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

- Ethical Practice: Defining Behaviours
- Creating Safe and Healthy Environments
- Fee Negotiation: Practical Skills for a Resilient Business
- Strengthening Communities and Address Planning Challenges
- Retrofitting Historic Homes for Modern Performance

Graduate Show

The Annual Foster + Partners Graduate Show celebrates emerging talent within the practice, their achievements and contributions over the past year. It provides recent graduates with a platform to present their work directly to Norman Foster.



Professional Practice Academy Celebrations



Graduate Show

Resilience + Planning for Change

Green Building

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. Across the practice, we have:

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

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.

COP29 in Azerbaijan

Foster + Partners participated in an online panel discussion during COP29 in Azerbaijan, focused on aligning BIM data to support whole life carbon analysis. The session presented key findings from a Proof of Concept research project led by the World Business Council for Sustainable Development (WBCSD) and Autodesk, in collaboration with six leading firms in architecture, engineering, and construction.

Internal COP

To celebrate the practice’s dedication to sustainable design, we launched an internal programme in parallel with the COP29 conference. Over two weeks, we hosted several lectures from internal and external experts, discussing topics such as refugees, housing and architectural mobility in the Middle East, human impact of the environmental crisis, climate resilience, and managing our own internal impact. Workshops and other activities took place, providing the opportunity to collaborate and engage with sustainability themes. All lectures were recorded and made available for all global employees. Each of these sessions counts toward CPD credits and aligns with RIBA’s Sustainable Architecture and ARB’s Environmental Sustainability requirements.



Chris Trott presenting internal COP29 programme



The living wall installation at the London campus



Moss workshop



Our Cleaning and Waste Manager Carlos Sillier and 'Managing internal impact'

Resilience + Planning for Change

Exhibitions

The ‘Future Positive’ exhibition at Seoul Museum of Art introduced the visionary work of Norman Foster and his studio to Korean audiences for the first time. The exhibition (25 April 2024 – 21 July 2024) explored our integrated approach to architecture through themes of sustainability, culture, history, research, and technology. It highlighted the practice’s commitment to responsible design and its pioneering role in shaping public spaces for the arts. From early projects in the 1960s to today’s most sustainable buildings, the exhibition showcased how architecture can enhance human experience while addressing global challenges.

We also exhibited our work at the Transamerica Tower in San Francisco and the San Diego Museum of Art in California.

Race to Zero

In March 2024, we joined the United Nations Race to Zero campaign and began developing our Science Based Targets, with a submission deadline set for March 2026. Throughout FY24–25, we made strong progress in how we collect, manage, and report carbon emissions. The adoption of a carbon accounting software has significantly improved data accuracy and consistency. We explain this in detail in the Energy + Carbon chapter.

Looking Forward

We remain committed to supporting our colleagues in education and personal development. Innovation and learning are central to our plans for future progress. We will launch new workshops on Site Safety, Detailed Design and Sustainability, while continuing our specialist sessions and weekly lectures, including our two-week COP30 programme.

Our emissions reduction strategy continues to evolve in line with our Race to Zero and Science Based Targets commitments. We are carrying out improvement works across our London campus and actively engaging with external stakeholders to develop a clear decarbonisation pathway for our operations.



First ever Foster + Partners exhibition in Korea at Seoul Museum of Art

Governance + Feedback

The promotion of ethical conduct, transparency and accountability through clear policies, data-driven decision-making, and ongoing employee engagement.

Interconnected Themes

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

Our Approach

We are committed to upholding the highest standards of ethical conduct across all areas of our business. Integrity, transparency, and respect are fundamental to how we operate and engage with our value chain. Our internal policies provide a clear framework for responsible decision-making and professional behaviour. These policies are designed to ensure a safe, inclusive and respectful workplace, while ensuring compliance with legal and regulatory requirements. Through ongoing communication and training, we empower our employees to act responsibly and with accountability in everything they do.

We rely on data insights to guide the development and implementation of initiatives across our operations. By drawing on a range of sources, we monitor and assess performance across key areas of the business. Enhancing the availability, accuracy, and consistency of our data strengthens our ability to evaluate outcomes, make informed decisions, and improve transparency both internally and externally.



Governance + Feedback

Our Performance

Ethical Commitments and Legal Compliance

Foster + Partners is committed to delivering high-quality services that align with legal requirements and ethical standards. Our operations are guided by the principles of the UN Global Compact, covering human rights, labour, the environment, and anti-corruption. We are an equal opportunities employer and ensure fair treatment in line with national and international legislation.

Sustainable design is central to our work, meaning that we actively manage the environmental impact of our operations. We recognise that our projects influence both communities and ecosystems, and we approach this responsibility with integrity. We maintain a zero-tolerance stance on corruption and uphold compliance across all areas of the business.

Operational Policies

Foster + Partners has a number of policies in place which guide our operations and maintain compliance with relevant legal requirements.

In addition to a wide range of operational procedures across human resources, legal, and technology domains, our current policy framework includes the following key documents:

- Anti-Corruption Policy
- Code of Conduct Policy
- Diversity in Practice Policy
- Health & Safety Policy
- Modern Slavery and Human Trafficking Statement and Policy

- Privacy Policy
- Sexual Harassment Policy
- Whistleblowing Policy

Climate-Related Financial Disclosures

As a global studio for sustainable architecture, urbanism, engineering and design, Foster + Partners recognises the critical importance of understanding the current and future impacts of climate change on our operations and services we provide. This year, we have conducted a high-level qualitative analysis of climate-related risks and opportunities, leveraging the expertise of our sustainability and resilience professionals.

Our first TCFD-aligned report, which is published within Non-Financial Information Statement for the financial year ended 30 April 2025, outlines the Management Board’s oversight of climate-related matters, the integration of climate change within our risk management processes, our strategies for identifying climate-related risks, and the metrics we use to track progress towards our climate goals.

Additional Reporting

We publish mandatory annual reports that provide a clear view of our performance across key metrics for each financial year. These include disclosures such as the Streamlined Energy and Carbon Report (SECR) and the Gender Pay Gap report.



Our Seoul office

Governance + Feedback

Surveys

This year, we continued our global employee commuting survey, inviting participation from all Foster + Partners offices. Further details are provided in the Mobility + Connectivity chapter.

Sustainability Barometer

The Sustainability Barometer tracks real-time performance across sustainability rating systems and measures the whole-life carbon impact of our projects, including operational, embodied, and transport emissions. All architectural studios contribute data to ensure a consistent and comprehensive project database.

Smart Campus

Smart building technology continues to play a key role in how we monitor and manage environmental performance across our London campus and regional offices. Our Smart Campus platform provides real-time insights into usage patterns and indoor environmental conditions, supporting data-driven decision-making. Originally launched on-site, the system is now accessible remotely, enabling staff and facilities teams to engage with the platform securely and efficiently.

This year, we introduced a new Building Performance dashboard to support the Facilities Management team. The tool highlights areas requiring HVAC optimisation, helping to improve internal

conditions and energy efficiency. We also launched a service ticket dashboard that streamlines reporting and analysis. By replacing manual processes, the dashboard enables monthly tracking and historical comparisons, supporting more responsive and consistent service delivery.

Looking Forward

We will continue to review and update our internal policies regularly to ensure they remain aligned with legal requirements, best practice, and the evolving needs of our workforce. Following the introduction of new legislation on preventing sexual harassment in the workplace, the practice will be launching mandatory e-learning for all employees to complete. The aim of this e-learning is to help ensure we continue to build a thriving and safe workplace for all. Ongoing employee engagement will remain a priority, with surveys and feedback mechanisms helping to shape future initiatives.

Planned developments for the Smart Campus and Building Performance dashboards include the integration of adaptive comfort measures, based on weather and internal conditions, to improve both occupant wellbeing and energy efficiency. We will also continue to enhance the functionality of our digital tools and expand the use of smart building technology across our offices.



Our Dubai office



Our Warsaw office

Appendix

Glossary

Carbon Footprint

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

Carbon Offsetting

The process of compensating for unavoidable greenhouse gas emissions by financing projects that reduce or remove an equivalent amount of carbon dioxide from the atmosphere elsewhere.

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 also 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.

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.

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.

Science Based Targets initiative (SBTi)

The Science Based Targets initiative is a collaboration between the CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF), 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.

Appendix

Streamlined Energy and 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.’

Task Force on Climate-Related Financial Disclosures (TCFD)

The TCFD has developed a framework to help public companies and other organisations disclose climate-related risks and opportunities.

The Oxford Principles for Net Zero Aligned Carbon Offsetting (Revised 2024)

Essential resource to guide the design and delivery of net zero commitments by governments, cities and companies.

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.

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.

Further reporting

- Gender Pay Gap Report: <https://www.fosterandpartners.com/policy/gender-pay-gap-report>

Benchmarks

- WRAP, Green Office: A Guide to a More Cost-effective and Environmentally Sustainable Office: [WRAP_Green_Office_Guide.pdf](#)