



## **CSER Approach**

Foster + Partners has taken steps in the past four years to align ourselves with the goals of the 2015 Paris Climate Agreement. These include purchasing 100 per cent renewable electricity to power our London campus and funding UK forestry projects to capture our remaining corporate emissions. However, we know we need to do more. This document outlines our intentions to decarbonise our operations while focusing on the health and wellbeing of our staff. Our focus will be to drive down energy consumption and implement a business travel carbon management plan and a procurement carbon management plan, collectively targeting the practice's whole-life carbon emissions (both operational + embodied).

Decisions relating to our campus will be informed by environmental impact and staff wellbeing. This policy will build-on our existing strategy to upgrading works, procurement and disposal of IT equipment, furniture and fittings, and national and international travel. We will continue to refine our approach towards sustainable operations as we gradually return to our offices.

**Matthew Streets**  
Managing Partner

## Sustainability

In my foreword to last year's CSER report, I drew parallels between the coronavirus pandemic (then, unknown to us, in its early stages) and the ever-present threat of climate change, which, though at a much slower pace, promises to disrupt human society to an even greater extent.

The connection between these two crises has become increasingly obvious over the past eighteen months, and we have learnt several key lessons from our collective experience.

Our intuitive connection to nature, and the role this connection plays in maintaining and improving the overall health and wellbeing of humanity and the planet, was a central feature of the pandemic for many of us. As countries implemented national lockdowns, we experienced a significant dip in global carbon emissions, emphasizing the link between human consumption and environmental impact. In some cases, nature made a surprisingly fast return to our cities, from where it had previously been excluded. Many communities rediscovered the joy of parks and green places in the urban environment, or ventured further afield to take advantage of the health benefits (both physical and mental) of deeper immersion, in the countryside. Others watched from behind closed doors, unable to access the natural world; and suffering from this loss of connection, to other people and our planet. This serves to reinforce that a continuous decrease in emissions over the long term must come with a focus on the wellbeing of humanity, or else any progress made will be unsustainable. Human health and planetary health cannot be separated, so as we take stock and reassess how we interact with our built environment in a time of increased flexibility and uncertainty, we must not forget the importance of our connection to the natural environment.

Looking back, the actions taken during this time of hardship focused on supporting the wellbeing of our people and improving our overall impact on our environment. We engaged in various initiatives, many of which took the form of virtual gatherings or events. Navigating the virtual work environment was challenging. It has, however, presented an opportunity to explore a new reality, post-pandemic. We have learnt as a global community that in the face of catastrophe, humanity shows incredible resilience and ingenuity in overcoming challenges. Though the pandemic is far from over, the rapid development and successful deployment of vaccination programmes in many countries offers a beacon of hope for recovery. But we cannot return to 'business-as-usual'. Recovery must be green, in the truest sense – a recovery that is as good for the health and wellbeing of people as it is for that of our planet. We believe the green recovery also needs to be rapid, addressed collectively with similar urgency to the pandemic.

In our work at Foster + Partners, we are continuously building our capacity to contribute towards that green recovery, extending lifecycle carbon analysis to more projects while educating our staff in carbon literacy and design for wellbeing. Aside from projects, the many ongoing initiatives within our organisation detailed in this report – both on-campus and virtual – showcase the breadth of our commitment to sustainable action across our ten key themes. We hope that in decades to come, we will be able to take the lessons learnt from the last eighteen months and successfully apply them to the challenges that still lie ahead.

**Chris Trott**  
Head of Sustainability



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Right: An entry from the in-house wellbeing challenge: Snap of Nature by James Nutt.



## Designing for wellbeing

The overarching narrative of the past twelve months has been dominated by a singular global health emergency.

While we still grapple with the fundamental changes it has brought to our lives and daily routines, there are several lessons we have learnt. Over the past year, our teams have been primarily working from home and our focus has firmly been on the wellbeing of our staff through online wellbeing initiatives, talks and other events, encouraging people to get out of their homes, get some fresh air and engage with nature.

We have always advocated for greenery and social spaces as an integral part of the workplaces we design. One of the most exciting additions to our London campus will be a brand-new pop-up landscaped area for staff, which will open in Summer 2021. This is particularly pertinent given the renewed focus on public green spaces in our cities during successive lockdowns due to the pandemic.

'The Terrace' will complement the existing meeting and social spaces of The Hub both spatially and programmatically – creating a new place for the informal conversations and chance meetings that are at the heart of the creative process.

Taking the lessons learnt from the Covid-19 pandemic, flexibility and adaptability are key themes that will define the way we operate in the future. Video conferencing software and other digital tools have proven to be invaluable additions to the creative process and will continue to be part of our future sustainable operations, allowing us to reduce our carbon emissions associated with air travel. Our focus also remains on refurbishment and the circular economy, aided by our in-house 'Sustainability Barometer', which we hope will accelerate the trend of lower lifecycle impacts across our projects.

**Spencer de Grey**  
Head of Design







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## Our Approach

Our wellbeing programmes are designed to create a healthy and productive environment for all. This effort is jointly coordinated by human resources, health and safety, and facilities teams.

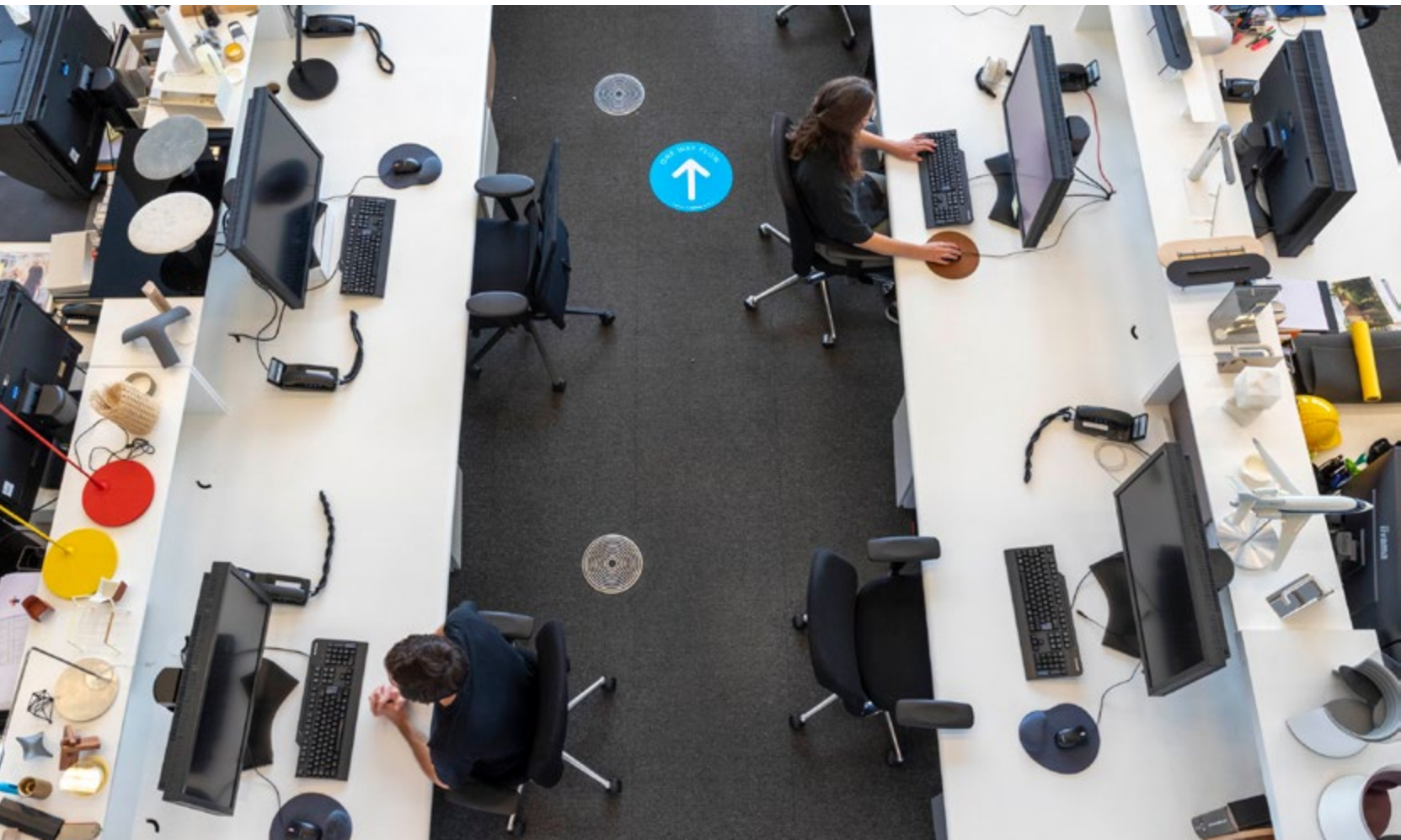
### Top Employer

Foster + Partners was named as a Top Employer for the fifth consecutive year in 2021, reflecting the practice's focus on employee wellbeing and allowing us to benchmark our policies and processes against other 'Top employers'.

### Sports and Social

There are several active clubs at the practice such as yoga, sailing, basketball, cycling, triathlon, softball, football and many more. Even though social distancing and lockdowns have been in place over the last year, we have continued to promote sports and social events via the intranet. This has included:

- Virtual Pilates, yoga and HIIT classes.
- Twelve-week virtual wellbeing programme.
- A wellbeing week comprising daily competitions focusing on mindfulness, nutrition and fitness.





## Health and Safety

Foster + Partners has had weekly Emergency Committee meetings to discuss the threat of Covid-19 and adapted our response in accordance with government advice. To ensure a Covid-secure working environment for all our colleagues, the following changes were made to allow people to safely return to the office while remaining socially distanced:

- Installation of UVC filters on our air handling units across our London campus.
- Approval system to enter the building to ensure social distancing can be adhered to and people are not sat next to one another.
- Increase in the amount of hand sanitising stations across the campus.
- Temporary closure of all communal spaces including the canteen, showers and the hub.
- Temperature check points at all reception areas.
- Occupancy monitors in the toilets.
- One-way systems across the whole of the campus with clear signage.
- Magnetic holders to ensure doors can be kept open.
- Supplied mandatory face masks to be worn when moving around the campus.
- Rapid Covid testing.
- Return to work induction video.
- Reduced CO2 tolerance from 1000 ppm to 400- 600 ppm. This data is visible on iPads installed on every floor.

To ensure a safe working environment at home, Foster + Partners ensured colleagues completed a Display Screen Equipment assessment of their home office set up. Subsequently, the practice offered a one-off £200 allowance to every employee to purchase additional equipment to aid home working.



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Left: Transition back to work during coronavirus pandemic.



### Mental Wellbeing

Foster + Partners has continued its mission to promote mental wellbeing across the practice. Partnering with Mainly Mental Health, the practice now has over forty certified Mental Health First Aiders. We also delivered a range of talks to the practice, raising awareness of mental wellbeing.

As restrictions across the world continued into late 2020, we set up a series of virtual events to bring our entire global workforce together:

- A competition - 'What do you wish for 2021'.
- Virtual meet ups.
- Film nights.
- Cook-a-longs.
- Courses: Guided focus, Emotional Immune System and Nurturing Positive Mindsets.

We also launched a Virtual GP service to give people access to virtual doctor sessions as well as mental health support. In parallel to this, our 'Perks that Work' online portal was launched giving staff the latest high street discounts and access to a wellbeing centre. We continue to offer advice and support on areas ranging from exercise, nutrition, financial wellbeing and mastering mental health.

### Inspirational talks

The practice organised several motivational talks that were delivered – both in person and online during the lockdown – by extraordinary individuals including, Lionheart Felt, Billy Billingham and Dr Beth Healy. These inspirational events also gave colleagues opportunities to get together virtually and share their views and concerns.



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Right: What do you wish for in 2021? competition entry by Tyler Thurston. The drawing is a window into the vision that depicts a pioneering, integrated solution to two global issues; access to clean water and renewable energy generation.









## Effect of Covid-19 in meeting last year's goals

Over the last twelve months we continued to try and improve the wellbeing of our staff both in the office and at home. Due to Covid-19 restrictions, we were unable to install the new natural ventilation system as planned. This work will be commissioned in 2021. We successfully installed air quality sensors across several of our buildings on campus. More information on this can be found in the Energy + Carbon chapter.



## Our goals for next year

We will strengthen our wellbeing framework by focusing on the four key areas of wellbeing- physical, emotional, mental and financial. We will:

- Increase the amount of mental health first aiders and provision/promotion of counselling services.
- Adapt our wellbeing offering as we emerge from the pandemic.
- Promote a balanced work/life balance in an agile environment by improving the timesheet system, visibility of data, and training of line managers.
- The new natural ventilation system will be commissioned and used to simultaneously improve indoor air quality and reduce HVAC heating and cooling loads.





## Our Approach

We have always believed that design can improve the quality of people's lives and enrich the communities within which they live.

### Achievements

A predominant aim last year focused on increasing our membership of organisations that promote education and equality for ethnic minorities in the architecture industry. We signed up to the BPIC Network, which supports and encourages minority ethnic individuals within the construction industry.

Furthermore, our Blueprint 1000 membership continues to support schoolteachers by providing them with industry-relevant knowledge, enabling them to guide young people interested in the world of architecture and engineering.

### Education

Our Professional Practice Academy (PPA) has continued with a diversified approach via online sessions and we now have 40 newly qualified architects.

We have led the development of the Architecture Apprenticeships scheme in the UK. Since the launch in 2018, hundreds of architects-to-be joined courses across the country. That includes twelve apprentices at Foster + Partners who are currently studying their Part 2 and Part 3 qualification while working.

Throughout 2020-21 we donated funds to several Universities, including the University of Cambridge, University of Westminster, University of Bath, De Montfort University, Imperial College Career Fair, University of Newcastle, Kingston University, London School of Architecture) to promote architecture education.

Moreover, we continue to support Blueprint for All (formally known as Stephen Lawrence Charity Trust), focusing on creating a more inclusive society for communities to come together and thrive.

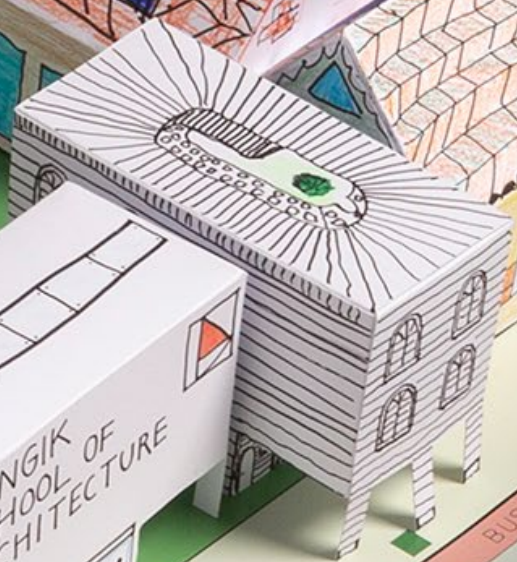
We are also sponsors of the Academy of Urbanism, Young Urbanists, a not-for-profit organisation that brings together both the current and next generation of urban leaders, thinkers and practitioners. Additionally, we contributed to the Education Policy Institute (EPI), an organisation enabling advanced education for the public, alongside the potential to impact and influence policy agenda.

Foster + Partners is also a corporate sponsor of the Serpentine Gallery, helping to support its programme of exhibitions. We are also part of the RIBA mentoring programme and are members of New London Architecture, which aims to improve the quality of people's lives by making London a better place to live, work and visit.

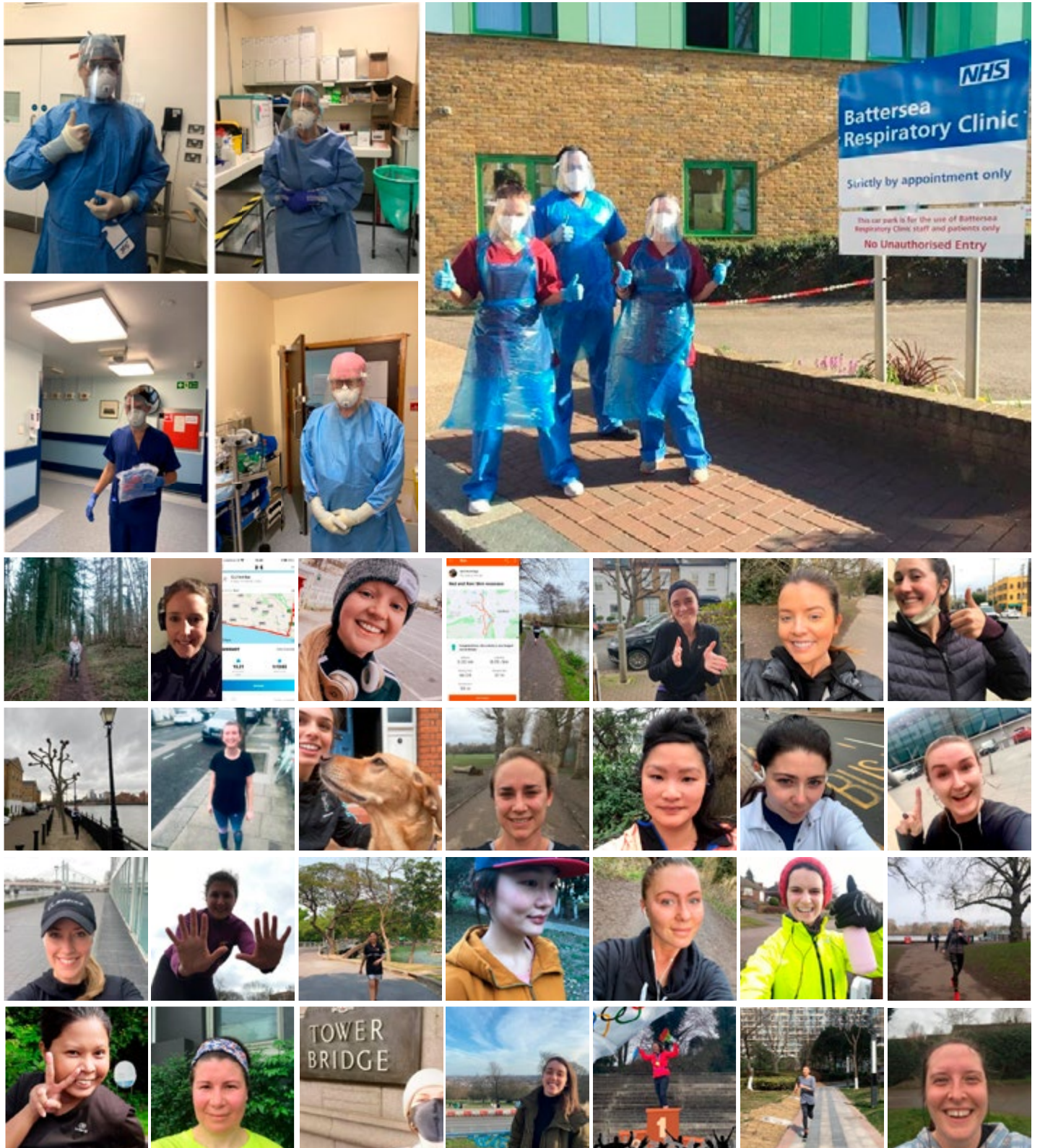


Right: An activity from the Architecture from home initiative; creating a city out of paper.









## Raising Funds for Charity

We support MacMillan Cancer Support and Crisis at Christmas. Moreover, we participate in pro bono work, notably the ROW boathouse located in Harlem, New York a project that will serve as an important resource to the community at large.

Our Open House event also takes place in September of each year, which was cancelled last year due to the ongoing pandemic. We look forward to welcoming visitors back to our studios once safe to do so.

Continuing from the previous year, we designed a general-purpose prototype face visor suitable for cleaning and reuse. As the visor can be mass produced, we also shared the design with others to aid the fight against Covid-19.

Approximately 40,000 visors made and donated to The Royal Free Hospital, St Peters Hospital, Croydon University Hospital, Frimley Park Hospital, Homerton University Hospital, University College Hospital, Chelsea and Westminster Hospital, Royal Marsden Hospital, Great Ormond Street Hospital, Kingston Hospital, St. Georges Hospital and other NHS networks and GP practices.

In February 2021, the Administration team decided to set themselves a challenge with the purpose of keeping active during lockdown and raising money for charity. Team members set individual goals of running 5K or 10K and spent the month training, keeping each other motivated. On Friday, 19 February the first runner started in Sydney, followed by Shenzhen, Hong Kong, Bangkok, Singapore, London, with the last runners of the day in San Francisco. The team ran a combined distance of 250KM and raised over £2000 for The Trussell Trust. The Administration team now plan to make this an annual event.



Top: Healthcare workers pictured wearing our visors. The response to the design was overwhelmingly positive.

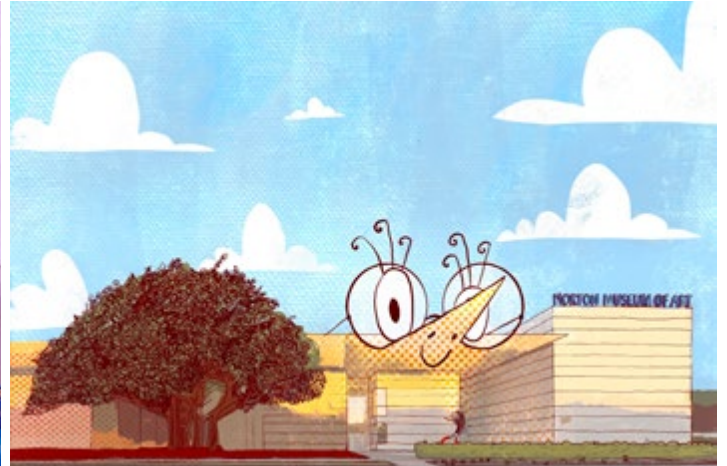
Bottom: Administration team complete 270km run for charity.





### Learning for Children

In order to support parents while children were unable to go to school, we published a series of architecture challenges to keep children in lockdown entertained. From themed holiday activities, specific design challenges and a five-part story about The Flying Gherkin, the Learning For Children initiative was popular both within the practice as well as the public. It also was the central focus of the practice's Christmas craft hamper, which was sent to over 150 families in the UK and rest of the world.







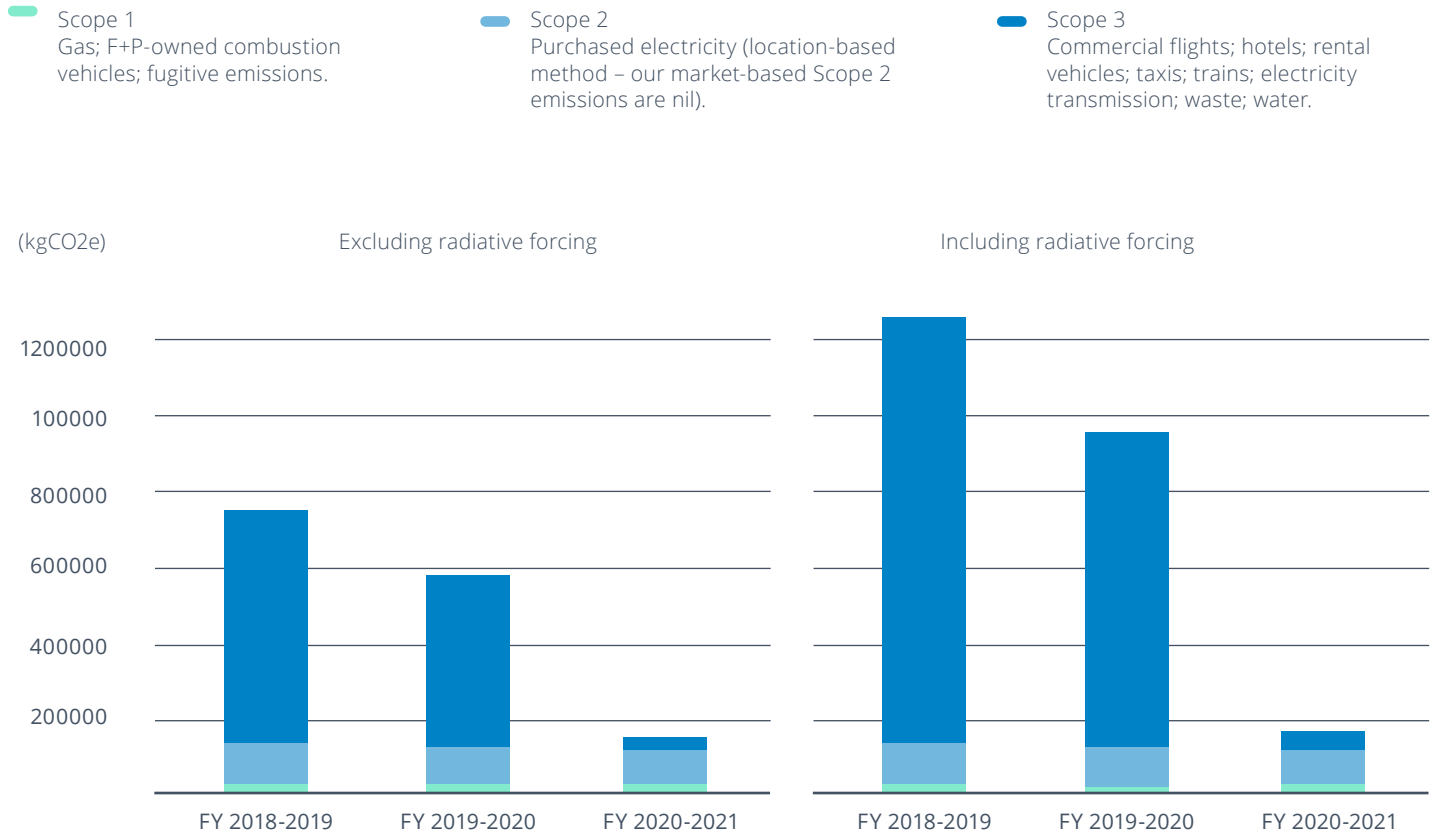
### Our approach

This year we launched our Corporate CSER Manifesto, which details our approach to making carbon-informed decisions. This document will guide our carbon-related decision making, from how we procure supplies such as IT equipment, furniture, stationery, disposal and waste strategy and how we approach any minor or major upgrading works, ensuring we assess emissions of a proposed strategy across its foreseeable life.



Below: Our annual greenhouse gas emissions relating to our London office for the past three financial years.

For the first time this year, we are including the impacts of radiative forcing (RF) in our commercial flights impact, per guidance given in the DBEIS conversion factors. Going forward we will be assigning carbon from our UK forestry projects in respect of these emissions (in addition to our other Scope 1, 2 and 3 emissions). Our emissions with and without radiative forcing included are presented here for comparison



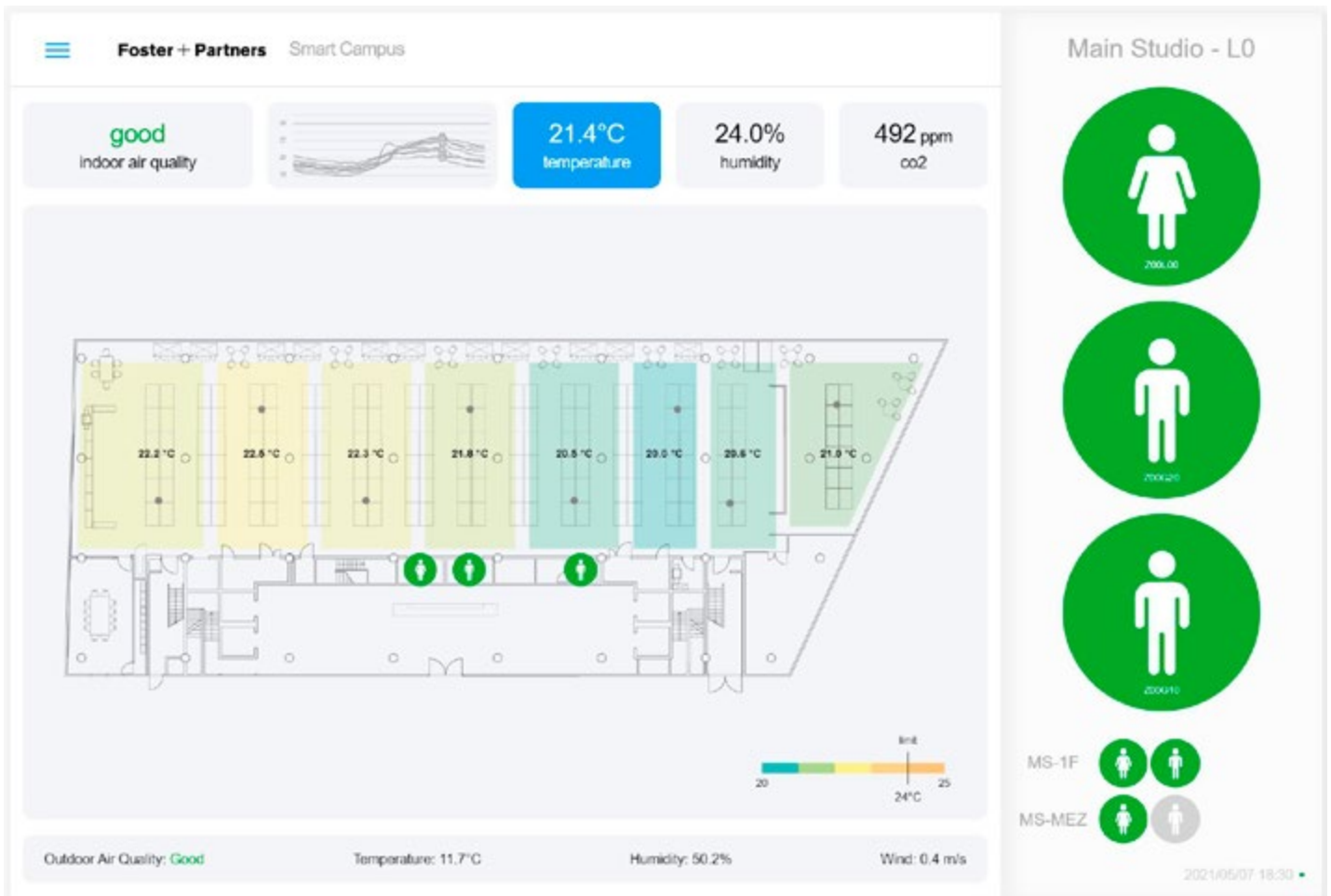


## BMS Upgrade

Our BMS upgrade across the London campus is now complete. It will respond to data from Internet-of-things (IOT) sensors to automate and improve the efficiency of our HVAC systems. The data, including carbon dioxide, temperature and humidity across the floors, will also be displayed on iPads situated on every floor. Where automation isn't possible, HVAC system alarms will alert the maintenance teams of changes in temperature and carbon dioxide levels so that they can make timely interventions. These systems will lower energy consumption by enabling a broader temperature band throughout the day. We aim to install sensors and information systems across all our global offices.



Below: Main Studio - Ground Floor:  
Temperature levels.





## Responsible Procurement Strategy

As part of our CSER Manifesto, Foster + Partners will procure operational items not only based on cost, but on a whole-life carbon-cost basis. In other words, procurement decisions will include a whole-life carbon assessment in the best case, and in the worst, an operational carbon assessment, alongside lifecycle cost. This procurement strategy will cover:

- IT equipment: monitors, desktops, servers, cabling, and audio-visual equipment.
- HVAC equipment: chillers, boilers, air and water distribution systems, and plumbing systems (washrooms).
- Building upgrading works: carpeting, tiling, partitions, ceilings, and façade improvements.
- Furniture, fittings and fixtures: tables, chairs, and lighting.
- Printing paper and modelshop-related material: FSC certified with a transparent chain of custody.

Furthermore, once operational items come to the end of their useful life, we will responsibly dispose of them. If items can be re-used, re-purposed or upcycled, then this will be prioritised.

## Case study

As part of our Responsible Procurement Strategy, we recently evaluated the lifecycle carbon emissions of a forthcoming IT strategy that will be rolled out over the next few months. The new IT strategy targets an increase in performance, flexibility, and resilience, by moving our workforce to a more mobile, laptop-based system with enhanced cloud computing capabilities. As the world embraces new ways of working, we are intent on adapting in ways that are beneficial not only for our staff but also the planet.

Our carbon study took advantage of product carbon footprints produced by manufacturers and found that on a performance basis, the proposed arrangement was 17 per cent more carbon efficient than our current IT strategy. This is driven by the removal of embodied carbon associated with desktop towers. The practice intends to continue to look at how we can increase the lifetime use of our products and work with suppliers to further reduce our carbon footprint with regards to procurement.



Right: Normalised campus electricity consumption.

## Effect of Covid-19 in meeting last year's goals

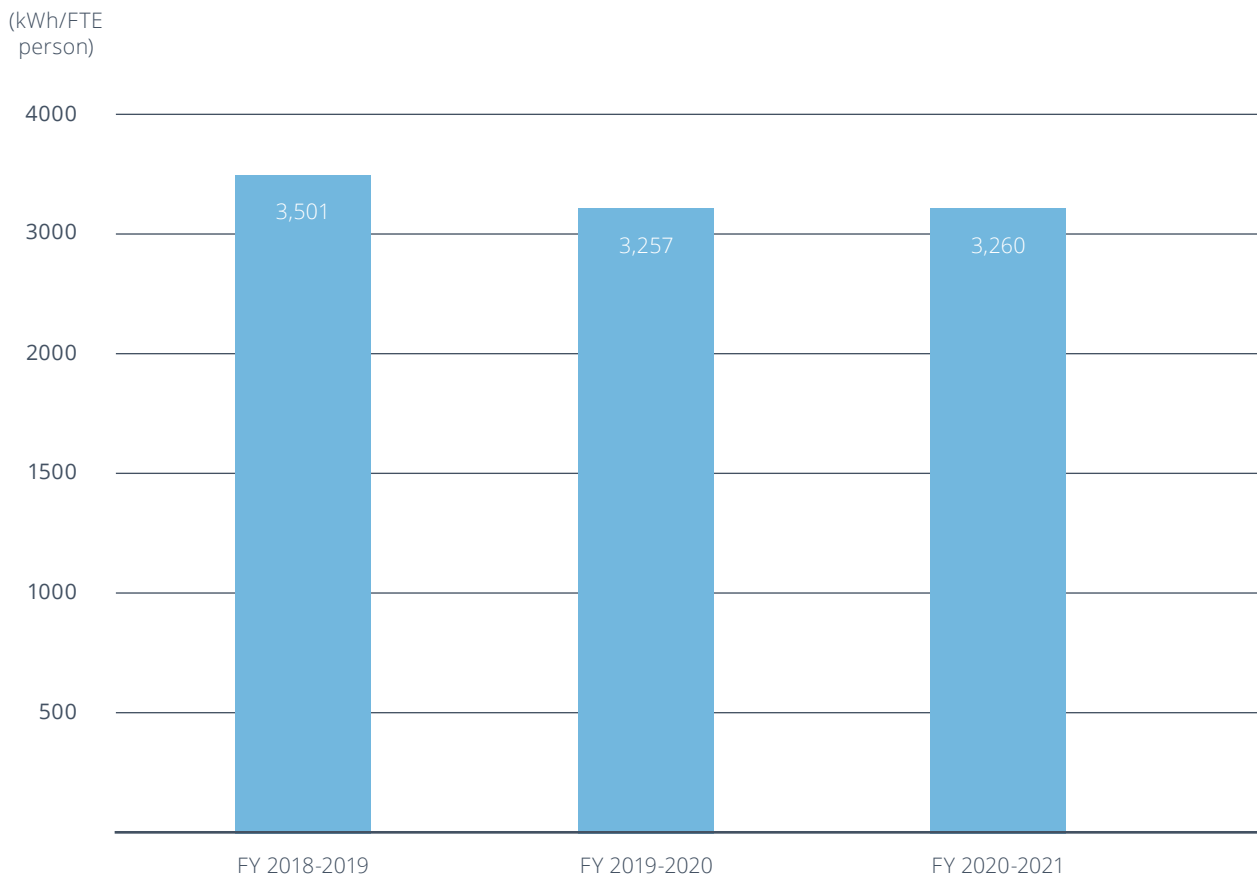
The roll-out of the air-source heat pumps and new façade system have been pushed to FY21-22 due to the ongoing Covid-19 pandemic.

Energy consumption was broadly neutral over the year; the need for remote access meant that desktop computers were running 24/7, however energy use related to the kitchen, model shop and print rooms was very low. Heating and cooling were managed locally in response to the intermittent usage of space. Moving forward, rebalancing our energy consumption with an increasing population in the office will be a key consideration and will depend on how work patterns evolve over the coming months.

## Our goals for next year

In 2021, we aim to commence a revamp of the natural ventilation systems at our London campus. Converting the current fixed façade to an operable version will bring improvements in occupant wellbeing. This will also help us reach our ambition of reduced carbon dioxide levels to match outdoor levels.

We will also replace two of our diesel vehicles with electric alternatives. Adding to our first electric vehicle purchase from 2018. 75 per cent of company vehicles will now be electric, with an aspiration to have an all-electric fleet by 2023. Through the planned improvements outlined in this report, we aim to work towards a reduction in our market-based Scope 1 and Scope 2 GHG emissions of 75% (per FTE) on a like-for-like basis over an FY18-19 baseline. Currently, fugitive emissions from refrigerants are excluded from this target due to poor data quality. We will reassess this exclusion next year when we hope to have more complete information available.







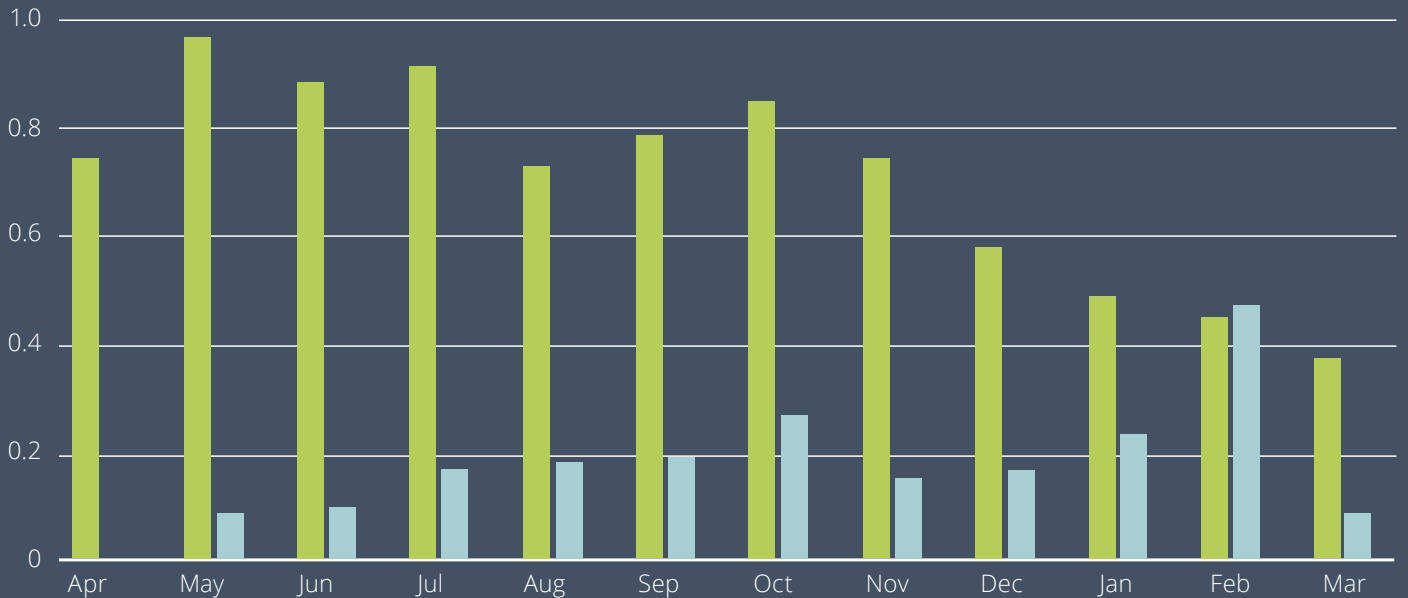
### Our approach

Our aim is to use materials we procure sustainably, minimizing the waste generated. Our supply chain ranges from offices supplies, technology, food and construction materials for upgrading works. One of our largest supply chains is stationery and we have worked with our supplier, Solcrown to achieve PEFC and FSC accreditation for our printroom.

### Waste Emissions

Waste FY19-20      Waste FY 20-21

tCO<sub>2</sub>e

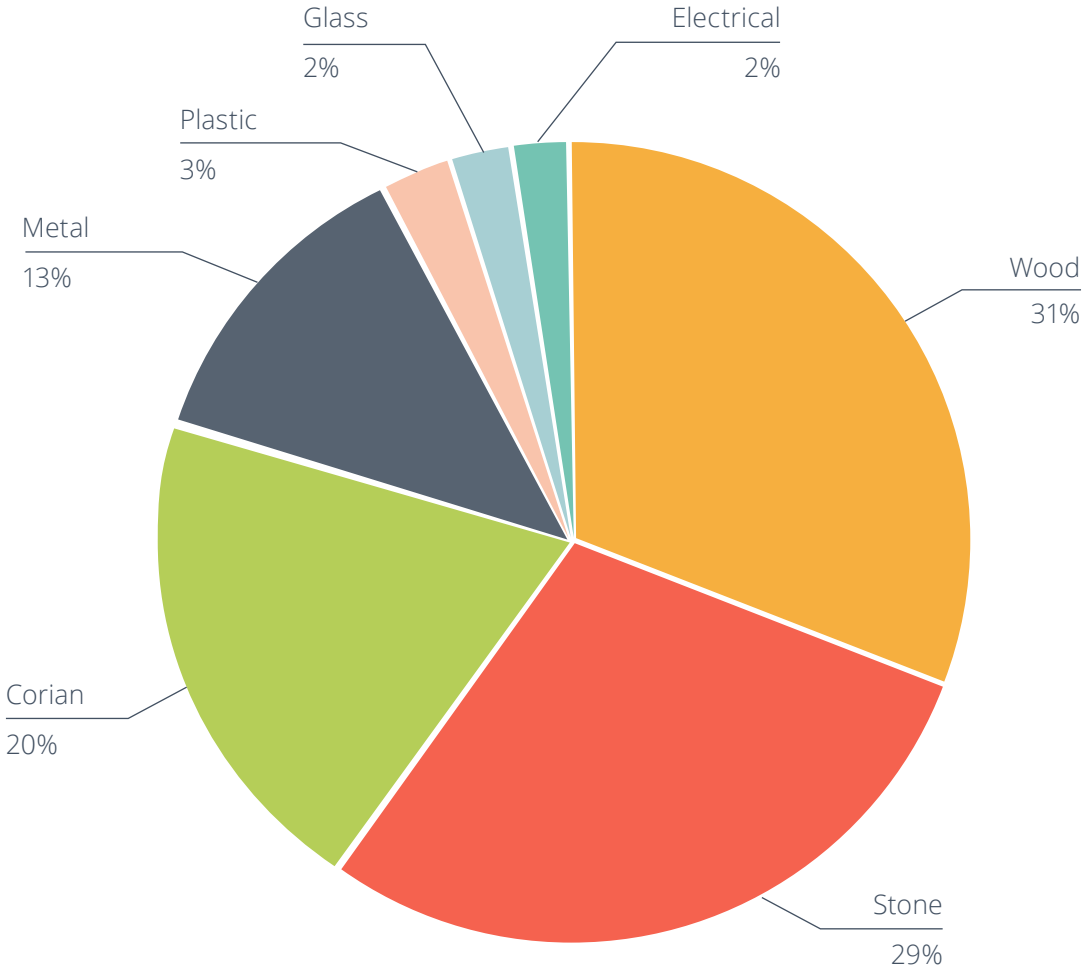


A migration to digital workflows has reduced office paper consumption by approximately 40 per cent and expenses and invoicing have all been made digital. Maintaining digital workflows in the coming years will see a significant shift away from the use of paper and therefore a potential reduction in energy by reducing our copier fleet. Moving all our copiers to inkjet

technology this year has the potential to reduce office printing energy consumption by up to 90 per cent and associated waste products by 70 per cent.

We have started recycling some of the waste material from our archives. We are currently recalling, weighing and segregating items and all unwanted samples are now being added to the recycling waste stream.

### Recycling streams 2021





In addition, we have for the first time started to stream our commercial waste from on-campus refurbishment projects. Recycling this type of waste can cause demolition sequencing issues for the contractors but by working together we managed to recycle over 80 per cent of the waste from a fit out project.









## Our approach

Foster + Partners uses 60 per cent less water than the average commercial office in the UK (based on Better Building Partnerships 2019 Real Estate Environmental Benchmarks), as a result of the widespread installation of low flow fixtures and fittings.

### Achievements

While the office has been broadly empty, we have installed pipe monitoring IOT sensors on all water outlets. This will reduce water consumption when we return by monitoring the temperature and flushes of water outlets for compliance with legionella and lower energy consumption for testing and compliance purposes



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Right: Our strategy on water and wellbeing at the London campus.

## Effect of Covid-19 in meeting last year's goals

With limited staff onsite, the water consumption throughout the campus was low. This presented challenges in maintaining legionella and bacterial compliance in our water supply. We also undertook a feasibility study on harvesting rainwater and greywater on our roof and shower blocks respectively. Unfortunately, the study showed the anticipated harvesting would be insufficient to maintain a consistent supply of water and the energy required to pump it into our water tanks would reduce the positive impact further.

## Our goals for next year

We will continue to install sensors across water outlets throughout the London campus. This allows us to make data-driven decisions regarding improvement or maintenance works. We will continue to identify potential water saving strategies as we gather data on our daily and monthly usage profile.







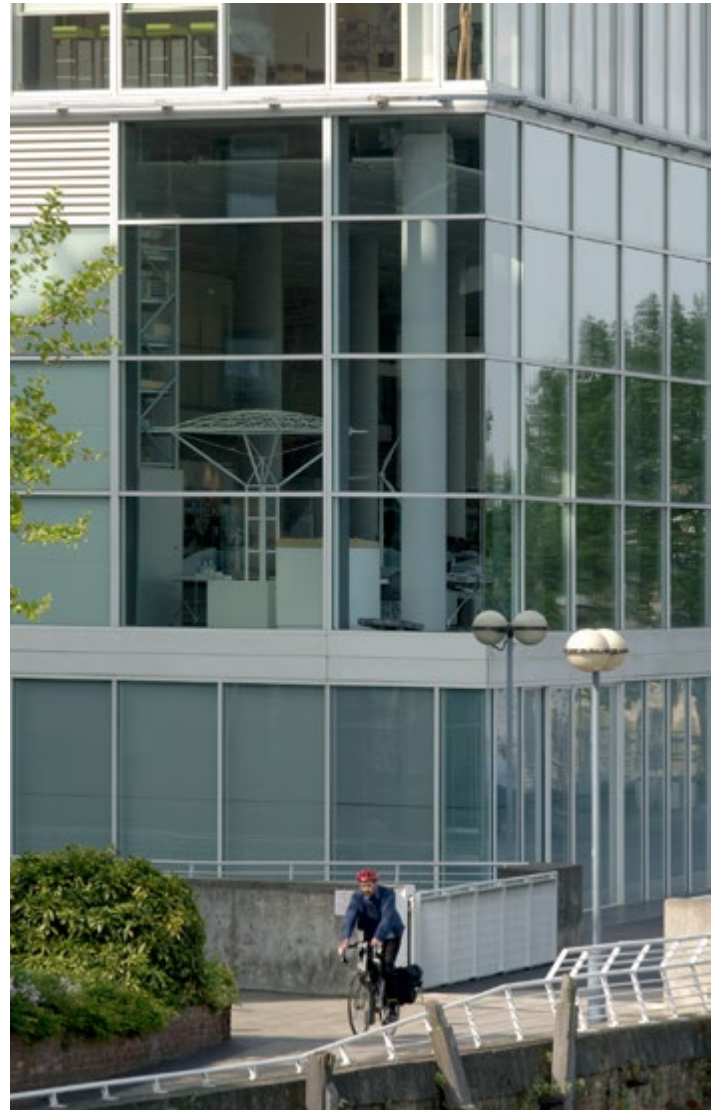
## Our approach

This year, the pandemic upended global transportation trends, including how our staff travel. Our approach to mobility still focusses on ways to reduce our emissions associated with corporate travel and to promote responsible personal travel for staff. This year we published a Business Travel Carbon Management Plan that outlines our new protocol for staff travel.

## Achievements

While most of our staff continued to work from home during the past year, we made some key decisions that will affect our mobility and connectivity strategy in the future. This includes:

- Raising the amount for Cycle2Work scheme from £1000 to £2000, in particular to increase support to colleagues wishing to purchase e-bikes.
- Developing a Business Travel Carbon Management Plan that promotes sustainable travel planning.
- Reducing our corporate aviation travel emissions by 99 per cent year-on-year, the equivalent carbon amount of running our London Campus for 7.5 years\*.



Cyclist by the Main studio in London

## Business Travel Carbon Management Plan

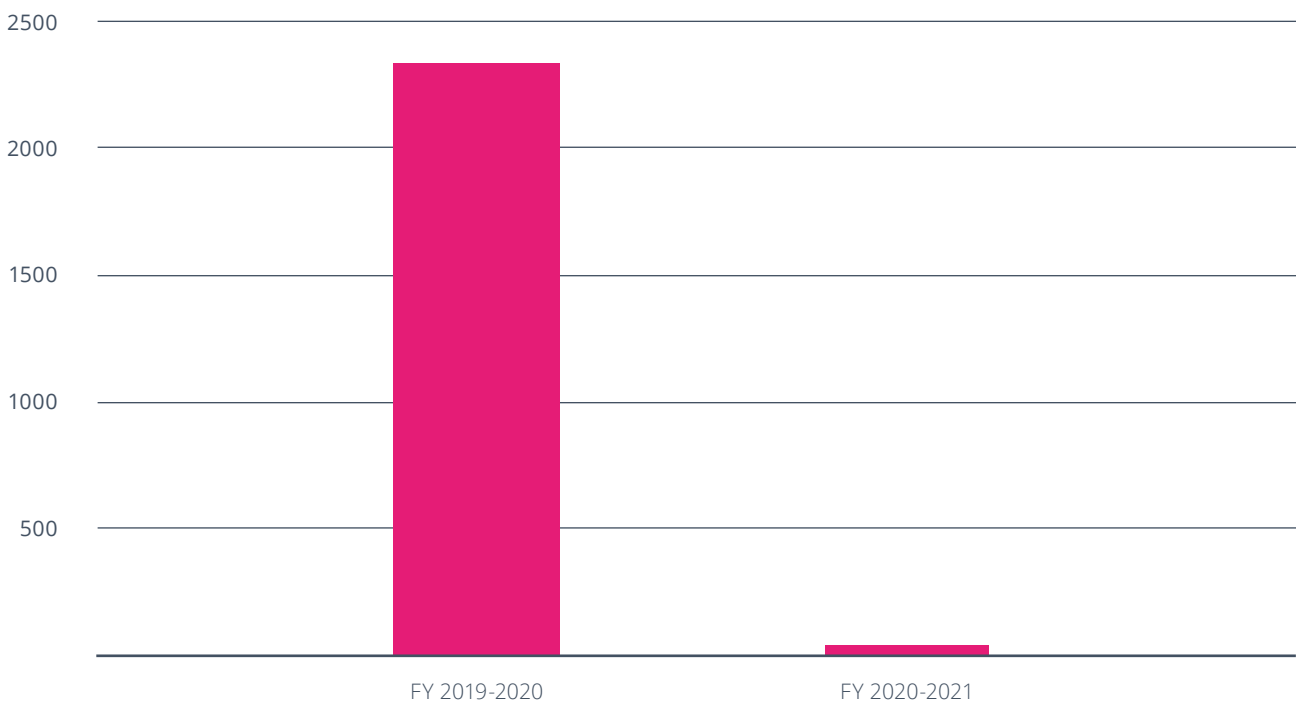
With the advent of the Covid-19 pandemic, international travel has all but ceased this past year, and our corporate carbon footprint associated with these activities has decreased by 99 per cent year-on-year.

However, as the governments continue to ease restrictions, and international travel resumes, we will re-evaluate our travel protocol. The pandemic has challenged us to make our virtual communication seamless and effective and our investment in state-of-the-art IT infrastructure continues. We will pursue innovative ways to engage with our clients in a virtual setting, while successfully embedding a plan to promote sustainable travel decisions across the practice.



Below: Our overall flight emissions have been significantly reduced, owing to the pandemic.

Flight emissions  
(tCO<sub>2</sub>)





Before travelling, we ask of ourselves the following questions:

1. **Can a journey be avoided through the use of video conferencing facilities?**  
Over the past five years, the practice has invested in interactive touch screens, improved AV equipment and secured video conferencing software that allows us to engage seamlessly and effectively with clients and other parties. For instance, VR technologies developed in-house can provide clients with the opportunity to stand within a virtual building.
2. **Can we make full use of our local offices, in that overseas staff physically attend meetings closest to that office?**  
With fourteen offices located in twelve countries, we are well placed to allow for local staff to make considerably shorter and more sustainable travel journeys.

3. **Can the journey be made using a more sustainable transport mode?**  
For an intra-city trip, we promote the use of e-vehicles, cycling or walking (where possible). For domestic flights or short-haul international flights within the UK, Europe or China, we will offer to a switch to high-speed rail or equivalent.
4. **Can we promote passenger sharing when a trip needs to be made privately?**
5. **Where air travel is unavoidable, can we challenge the need (# staff) and frequency of travel?**  
The need to fly should take into consideration the purpose of the trip, total duration of the journey and total length of the trip. Staff are required to consider all suitably alternative travel options before booking air travel.





## Effect of Covid-19 in meeting last year's goals

Last year we committed to rolling out new video conferencing software. We surpassed our expectations during the switch to home-working, quickly adapting both our workflows and communication channels to suit remote working. The pandemic stalled most of our international travel, dramatically reducing our associated travel carbon footprint.

## Our goals for next year

Our goals for next year are to successfully implement our Business Travel Carbon Management Plan by leveraging the lessons learnt during the pandemic. Once it is safe to travel internationally again, we will continue to meet our clients when necessary, but we will encourage engagement virtually as a more sustainable alternative. Our emissions associated with our corporate travel footprint, including aviation, taxis and hotel stays has been sequestered via the carbon credits purchased through the UK Woodland Carbon Trust. Furthermore, although we are uncertain as to what FY21-22 will hold for us in terms of remote working, we will seize the opportunity to encourage more sustainable transit modes for our staff travelling to and from our offices.



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Opposite: Video conference with London and Hong Kong teams at the Shenzhen Biennale 2020.



## Our approach

Land and Ecology focuses on how we protect and maintain natural habitats within and around our campus boundaries as well as those beyond. We continue to support the renewal of UK forestry through our annual carbon sequestering programme, via the UK Woodland Carbon Code.

## Achievements

We continue to work with Forest Carbon as our partner in procuring UK forestry sites. To date, we have supported the planting of 107,393 new tree saplings, covering 59 hectares across 6 sites. Collectively these trees will sequester approximately 33,000 tonnes of carbon dioxide equivalent emissions. Our decision to support forestry projects goes further than simply carbon sequestration. We strongly believe in the biodiversity and community benefits associated with afforestation. Our forestry project will help restore nature corridors for native fauna, reduce surface water run-off that causes sedimentation and erosion, and provide a place of sanctuary for local residents to walk through.



## **Effect of Covid-19 in meeting last year's goals**

Many of the goals set last year have proved difficult to achieve due to the constraints of the pandemic. We were unable to introduce more greenery into our office spaces. However, there are new proposals to lease a neighbouring site and convert it into a green area for staff.

## **Our goals for next year**

Next year we will be making some significant changes to many of our workspaces as we adapt to a more flexible work environment. The integration of greenery and biophilia into our new spaces will be a key design consideration. We are aiming to convert the space behind the Hub into a social garden area called The Terrace for staff to enjoy coffee and lunch breaks.



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Left: A computer generated visualisation of The Terrace at the London campus.



## Our approach

Social Equity aims to ensure prosperity without exclusion, achieving added value through design optimisation and performance.

### Diversity

Foster + Partners is committed to supporting diversity and to creating an inclusive culture. We believe it is important for business success and integral to our strategic objective of being the best integrated design practice to work for.

With various external events affecting our people this year, Foster + Partners has strengthened its commitment to Diversity and Inclusion by:

- Company-wide statements addressing external events and our commitments.
- Strengthening our six pillars of Diversity + Inclusion .
- Workshops on inclusivity and unconscious bias.
- Lunar New Year LinkedIn learning challenge.
- Celebrating events such as International Women's day, Pride, Transgender awareness, and Black History Month.



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Right: The different communities at the practice.



### Inspirational talks

The practice organised several inspirational talks from extraordinary individuals including, Tara Gbolade (BAME opportunities, the journey of being a black woman in architecture), Christina Paouros (Allyship, Gender violence and Equity), and Lindani Njie (Celebrating Black History Month).

### Diversity Survey

Foster + Partners launched a voluntary online diversity survey which gave an invaluable insight into the makeup of the practice.

In the past year the practice has launched two new communities, Parents and Carers and (dis)Abilities.







### External Partners

Foster + Partners continues to build partnerships with organisations and charities to strengthen our collective voice. These include:

- Top Employer
- Inclusive Employers
- BPIC
- Stephen Lawrence Trust/Blue Print For All (BFA)
- Pride at Work
- Architecture LGBT+
- Open City
- RIBA / WIA - Women in Architecture
- NLA – New London Architecture

### Coaching and mentoring

Coaching and mentoring is available for everyone within the practice. Using these tools aid growth and performance, enabling our people to network and gather different perspectives from others.

### Remuneration

- Paying back 20 per cent precautionary salary reduction.
- Paying back furlough money to the Government.
- Continued with pay and bonus reviews.
- Continued with annual promotion gateways.



## Together - Black Lives Matter Statement

This statement was prepared by a senior member of the practice's in-house diversity group in solidarity with the Black Lives Matter protests across the world. It was shared with the entire practice via the company intranet.

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The COVID-19 pandemic is a singular event in which one virus is spreading a disease and creating a global alert. It has forced us to re-evaluate accepted social practices and our safety outside our homes. We have realised that we are all vulnerable, because beneath our skin, we are all the same.

The murder of George Floyd and the Black Lives Matter movement has shaken human consciousness on the issue of racial inequality more than any event in recent times. It has made every one of us reach in and consider our views. We have become aware that while the blood, muscles and vital organs are the same in every one of us, it is the colour of our outermost layer that still separates.

Just as the events of the COVID-19 pandemic will change our relationships and the way we live and work forever, the energy of the Black Lives Matter movement has given many of us a voice, a new vocabulary against the divides of racism and prejudice.

As a global practice we create diverse environments for diverse societies while protecting the planet. We design without prejudice; we design for all. We must use the energy of recent events as individuals and as a collective to reach out but also to look inwards. We must strengthen this voice of diversity with our clients and the people who are touched by design in every possible way. But also look inwards and support our colleagues firstly by listening, and then to give them the voice to champion diversity in the workplace for generations to come.

**Narinder Sagoo**  
Senior Partner, Art director

Source: Intranet post, 5 June 2020



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Opposite: A submission by Emilia Targonska for one of the Wellbeing challenges: that asked all cyclists to go for a ride and snap a photo of themselves at their favourite resting spot.



### **Together: Women's Forum statement of solidarity - Sarah Everard**

This statement was prepared by the Women's Forum at the practice in response to the killing of Sarah Everard in London in March 2021. It was shared with the entire practice via the company intranet.

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This year's International Women's Day celebrations were brutally cut short by the kidnap and murder of Sarah Everard just a short distance from our London office. We offer our condolences to those who knew her and pay witness to another woman's life lost to senseless male violence.

In the wake of Sarah Everard's murder, many of our female colleagues, friends and relatives will be feeling shaken and unnerved. Experiences of fear, harassment and exclusion are very common for women. 97% of women in the UK have experienced harassment in public places. We must all strive to make public spaces safe and inclusive for women.

The Women's Forum offers support and insights for women as well as their male allies. It includes suggestions for what they can do to help women and girls feel safer in public spaces. The forum also throws light on the wider context with an aim to challenge some of the systemic barriers in society.



Source: Intranet post, 15 March 2021



## Effect of Covid-19 in meeting last year's goals

Last year we have established several diversity groups across the practice, ensuring all our people have a platform to speak about the issues that matter to them and an opportunity to be heard. We now have over 415 active members across our six diversity and inclusion communities. We have undertaken a company wide diversity and inclusion survey to further understand the makeup of the practice. We have continued to develop our robust training programme that covers all aspects of equity and inclusion.

## Our goals for next year

- Increase our engagement with local schools through work opportunities and education in design careers.
- Improve our relationship with diversity agencies.
- Achieve Inclusive Employer status.
- Increase education opportunities for our managers and our people.



Below: Our cook-along series featuring recipes from the Origins cook book.



# Origins

Festive cook along series





### Our approach

Feedback is concerned with a range of data collection and engagement issues and how this information can be used to improve design and operations. Our strategies around feedback ensure that we are taking advantage of information and communications in a way that leads to the best outcomes for our staff. Additionally, we acknowledge the value of transparency around data, and try to create platforms and processes that ensure our employees can access the data they need in ways that are not only easy, but also innovative and fun.

### Initiative: Coronavirus staff engagement

The emergence of the Covid-19 pandemic presented many challenges to the nature of communication around the practice, most notably between the management board and staff as we began working from home. The practice increased the frequency of board meetings and sending out daily notices regarding updates on staff health, initiatives, and the practice's response to ever-changing circumstances.



Below: The New York office working from home during the pandemic.



## **Effect of Covid-19 in meeting last year's goals**

Last year we committed ourselves to expanding functionality within our tools for items such as carbon related costs. In the face of issues around Covid-19, we successfully have expanded our capacity within this area, and are beginning to work on projects both internally and with clients that are addressing issues such as green bonds, internal carbon pricing, and carbon cost analyses.

## **Our goals for next year**

We hope to enrich our work processes by continuing to gather feedback on the effectiveness of new work practices.

Currently we can monitor electricity and gas use for each building on campus using the main utility meter points. Next year, our goal is to install a campus-wide sub metering system to break down the energy consumption by end use, allowing more detailed analysis and targeting of energy efficiency measures. For example, the energy used for lighting, computer equipment and air conditioning systems can be separated and compared to energy benchmarks and weather conditions. Building systems can then be fine-tuned or upgraded and the resulting performance improvements measured.

We are developing a proposal with our building controls specialist for a sub metering system – this is focused on electricity meters but will also include heating and cooling systems if possible.



## Our approach

Planning for change encourages future thinking in the design process covering issues like climate change, certifications, and technological developments. We take a proactive approach towards future challenges and adopting new techniques, tools, and processes to deliver the best outcomes for our staff and our clients.

### New ways of collaborative working: Miro

The design process at Foster + Partners is deeply collaborative and takes advantage of regular, in-person reviews with the project team and our design board. When this way of working was challenged by working from home, the practice quickly took advantage of the online collaboration software known as Miro. This collaboration software is suitably graphics-focused to support the work of the majority of our teams.

### Health Conscious Campus

In 2020, we acted quickly to take measures that would mitigate the spread of viruses in the office. We installed hand sanitizers across our buildings and secured our entrances with body temperature scanners. Additionally, we promoted social distancing and safe movement across the office through one-way routes and social distancing signs and markers. Our HVAC systems were optimized to increase the rate of fresh air coming into our workspaces. Our outreach and education initiatives for staff have also targeted encouragement of healthy working habits at home, with measures that staff can take to improve both mental and physical health. In taking these actions, we believe we have created a workplace that is more health-conscious and prepared for the changing world that we find ourselves in.



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Right: Exploring the use of Spot®, the agile robot that climbs stairs and traverses rough terrain with ease as a tool to capture and monitor progression on-site.







Initiative: Innovation Forum

Over the past year, staff have regularly gathered online as part of the Innovation Forum. This weekly video-conference was set up with the purpose of sharing interesting research and development that may benefit the practice. Research has been shared from projects within the practice, prior work conducted by staff (PhDs etc.), and the latest research across the industry and other professions.

In 2020, the group has hosted conversations around generative modelling, spatial printing, sustainable food production, space architecture, and digital manufacturing. The diversity of topics in this initiative ensures that the practice is one step ahead of the latest technologies, innovations, and practices on the fringes of the industry



Below: Simon Hicks from the Urban Design group questioning what innovation really is and how it thrives in cities where technology and art can meet, at an Innovation Forum discussion.

**Urban Heat Islands**

**Rural environments absorb and trap less heat**

- Higher albedo
- More heat reflected
- Less heat absorbed
- More cooling from evaporation
- Fewer anthropogenic heat sources
- More evaporation from porous surfaces
- More latent heat flux
- Less sensible heat flux

**Urban environments have increased surface area for solar absorption**

- Lower albedo
- Less heat reflected
- More heat absorbed
- Heat trapped in building canyon
- Reduced ventilation within street canyons traps hot air
- Polluted atmosphere increases longwave emission
- Heat emission from urban surfaces
- Anthropogenic heat sources
- Less evaporation from non-porous surfaces
- Less latent heat flux
- More sensible heat flux

(Wong et al., 2021)

## **Effect of Covid-19 in meeting last year's goals**

Last year, we committed to finding new ways of collaborating and finding technical solutions that would enable our global offices to work better together. This project and the necessity of working remotely during the pandemic helped us achieve our commitments. The adoption of technologies like Miro Boards has allowed us to work smoothly and continue delivering high quality work for our clients. Additionally, we have used the opportunities presented by working from home to create new ways of sharing ideas as demonstrated through the Innovation Forum.

## **Our goals for next year**

As we emerge from the Covid-19 pandemic, we commit to find an adaptable and innovative approach to returning to work. It will be crucial to investigate how the business can continue to be adaptable in the face of future uncertainties and how we can best deliver services to our clients.

## **Foster + Partners**

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