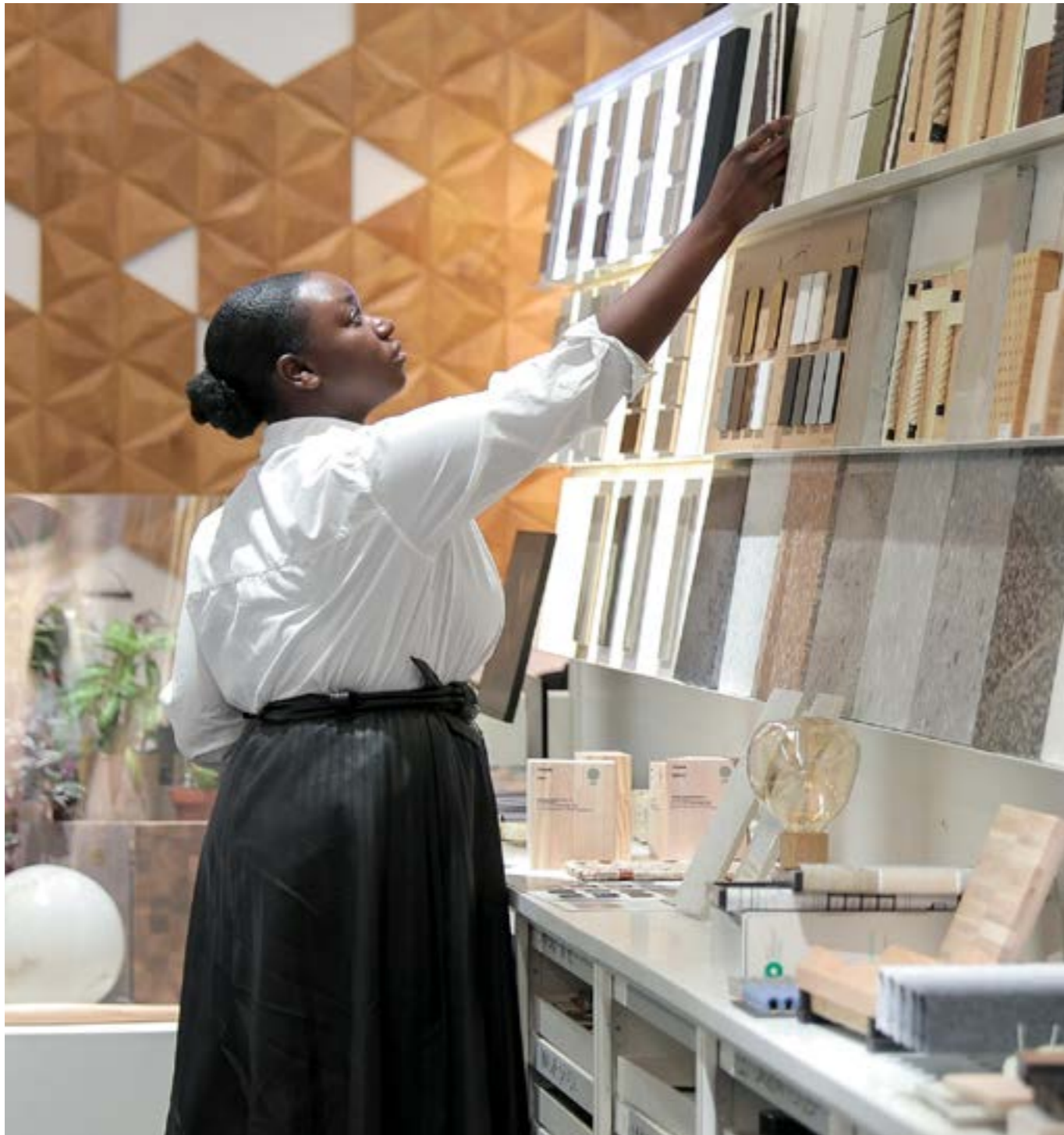


Foster + Partners

**Corporate Social Environmental  
Responsibility Report** 2021 – 2022



# Contents



# Forewords

The last year has seen the world emerge from the height of the Covid-19 pandemic, allowing us to enjoy a return to some normality, both at home and in the office.

The lessons learned during periods of restrictions remain, helping us focus with renewed vigour on the things that really matter. As a business, this means prioritising the wellbeing of people and the planet.

The need for climate action is as pressing as ever, particularly as we witness noticeable environmental changes in the UK and overseas. We continue to pursue ambitious sustainability targets in our architectural projects, as well as internally through the work of our Corporate Social Environmental Responsibility (CSER).

During the last 12 months we have been able to make progress with various initiatives which were previously put on hold during the pandemic. These include upgrades to our campus buildings to improve energy efficiency, and a successful partnership with local gardening for health charity, Thrive. Our focus as we move forward will be to consolidate our new and existing initiatives, reaffirming our commitment to having sustainability at the heart of everything we do.



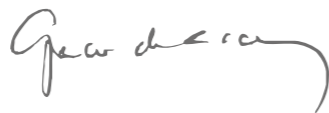
Matthew Streets

We believe that our project work and CSER initiatives are fundamentally linked.

As a result, we aim to set an example to our commercial clients through our own sustainability performance, in addition to providing advice based on the first-hand experience of managing our own campus and staff. We also seek to improve through the opportunities and experiences achieved as a result of our work on a diverse range of projects, for some of the world's leading companies.

This allows us to take a holistic approach to sustainable design, considering not only the measurable aspects of materiality, energy, and carbon emissions, but also the intangible indicators of sustainability including community, and health and wellbeing. Human-centric design has long been a crucial part of what we do, but its importance to sustainable development is becoming increasingly apparent. No project or business designed without people at its core will achieve the longevity required to be truly sustainable, regardless of technical performance. This year we have made significant progress on initiatives intended to create an optimum working environment for our colleagues, while contributing positively to the wider community. These include a long-term agile working policy, allowing staff to enjoy a better work-life balance without compromising productivity. We have also continued to run our apprenticeship programme and have further developed our educational relationships with numerous universities, promoting sustainable architecture for the next generation of professionals.

These initiatives, and the several others described in this report, will help us grow the positive impact that we have on the world, improve staff wellbeing, and become an exemplar organisation endorsing sustainable business operations.



Spencer de Grey

The lessons learned from Covid-19 are at the forefront of our minds as we navigate the transition to what we hope will be a greener and more sustainable reality.

Following the release of the Paris Rulebook after COP26 in Glasgow, we are reminded that there is no better time to redirect society towards Paris Agreement alignment. That being said, to secure a 1.5°C future, it is clear that we will need more ambitious targets.

The pandemic has helped to accelerate these changes. Many organisations, including our own, will have recorded significantly reduced operational consumption and emissions during periods of restrictions. The hope is that businesses around the world will attempt to maintain this positive performance and use the momentum of the pandemic to accelerate their carbon reduction pathways. There is growing recognition that we need to go beyond operational carbon reductions and to look at carbon across its entire lifecycle.

For the architectural industry, this means understanding and computing the embodied carbon of our buildings. This year, the potential of the built environment to tackle many of the world's climate-related challenges was recognised at COP26. It was the first year that a full day was dedicated to cities and the built environment. We were able to take part in key discussions exploring the best-case examples of whole-life carbon and other emerging sustainability trends like circular design and sustainable finance. With this in mind, we are striving to go above and beyond industry norms in the projects we design, and apply the same principles to our work across our campus – the project in which we live.



Chris Trott



Matthew Streets  
Managing Partner



Spencer de Grey  
Head of Design



Chris Trott  
Head of Sustainability

# Global Sustainability

## How are we impacted?

The push for a net zero future has never been so strong.

A global movement, promoted by the Paris Agreement, has forced the world to recognise the harsh consequences that result from our current emissions pathway. Governments have begun implementing policy and strategy to combat climate change, with holistic sustainability as a core objective. It is overwhelmingly clear that both businesses and individuals must be proactive to avoid the severe reality of a rapidly warming world.

Acknowledging the climate crisis allows us to measure, assess and improve. As architects, engineers, and designers, we have the power to control and change the industry, inspiring and setting examples for future generations. Sustainable outcomes require a strong, innovative and ambitious CSER structure.

We need to take a firm stance, implementing decisive action on the difficult topics, in order to lead the way towards a brighter future.

At Foster + Partners we take a holistic approach to sustainability across our work and our campus. Our continuous development and future aspirations as a sustainable business are detailed throughout this report.

Whilst we adhere to the global goal laid out within the Paris Agreement, variations do occur from country to country. The key national-level goals of the United Kingdom are:

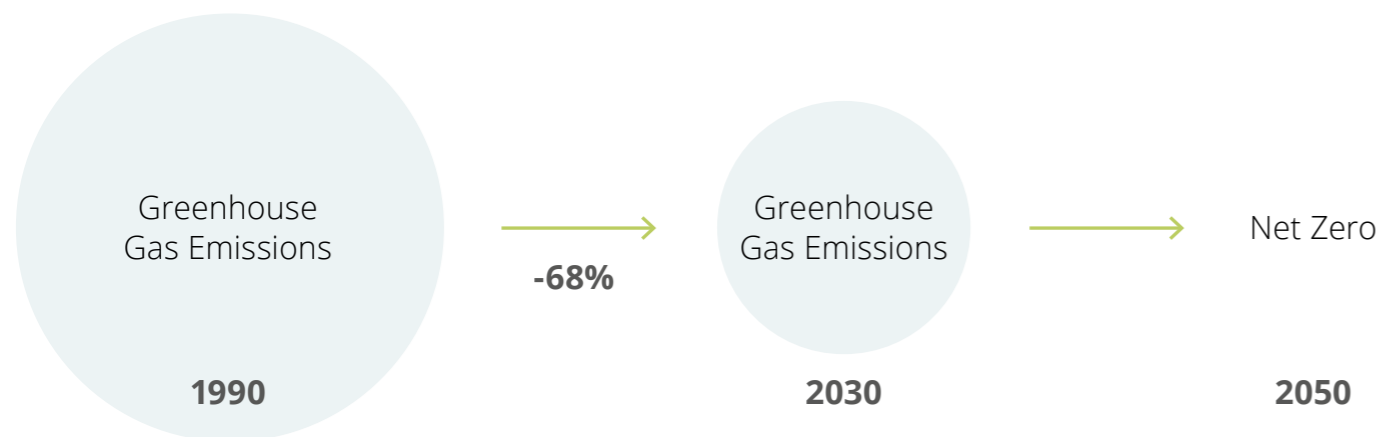
### 2030 Goal

68% carbon emissions reduction over 1990 levels

### 2050 Goal

Net zero carbon emissions

### UK Carbon Emission Goals



## COP26

The 26th International Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) took place in Glasgow from the 31st October to the 12th November 2021.

This was a truly momentous event that offered the opportunity to pool information and ideas from across the globe, in a melting pot of innovation and positive action. Attendees ranged from world leaders, to registered participants, party delegates, media representatives, activists and masses of interested public viewers. Various attendees engaged on matters of climate change, ranging from topics of climate finance, energy, youth and public empowerment, nature, transport, cities and the built environment.

Foster + Partners presence was felt at multiple discussions. Lord Foster met with John Kerry (US Special Presidential Envoy for Climate) for a 'Climate Breakfast with Mayors' and discussed the role of whole-life carbon, sustainable infrastructure and the post-pandemic transition of cities. Our Head of Sustainability, Chris Trott, co-launched the Beyond the Business Case report with The World Green Building

Council (WGBC), showcasing and strengthening our strong partnership. Furthermore, the London office joined in the momentum of the climate discussions by hosting a series of internal talks aligning with the themes of COP (further information can be found in our Feedback section).

The most significant outcomes of the conference were the signing of the Glasgow Climate Pact and the agreement of the Paris Rulebook, both of which build and strengthen the Paris Agreement of 2015 to keep the global surface temperature rise below 1.5°C. However, although progress was made, the outcomes were not decisive enough to secure and guarantee a safe future for our species, and so the responsibility to act falls to both individuals and corporations.

A link to the Beyond the Business Case report is available for download in the Appendix.

# 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 selection of which include: The Chartered Institute of Personnel and Development (CIPD), The Royal Institute of British Architects (RIBA), The Chartered Institution of Building Services Engineers (CIBSE), The Institute of Environmental Management and Assessment (IEMA), The Institution of Civil Engineers (ICE) and The World Green Building Council (WGBC).

## **Additional Reporting**

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

Links to both the SECR and Gender Pay Gap report are available in the Appendix.

# CSER at Foster + Partners

CSER is our fundamental platform conveying how we are performing on the sustainability stage.

This illustrates the Foster + Partners project: how we operate, how we react and how we compare to others. It is evident throughout that we are making significant progress in key areas within our operations and practices. As we enter our eleventh year of CSER reporting, and arguably a new era of CSER, it is invigorating to see how important our sustainably strategy and performance is to our clients.

# Our Campus and Associated Operations

Whilst we have a global presence as a business, our CSER reporting focuses solely upon the operations and associated initiatives of our London campus.

## London Campus

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

The information and data shared aligns with the highlighted buildings on the adjacent illustration, with the exception of our Model Shop, located a short distance away at Stewart's Road. We continue to explore the potential expansion of our future CSER reporting to include our global offices.

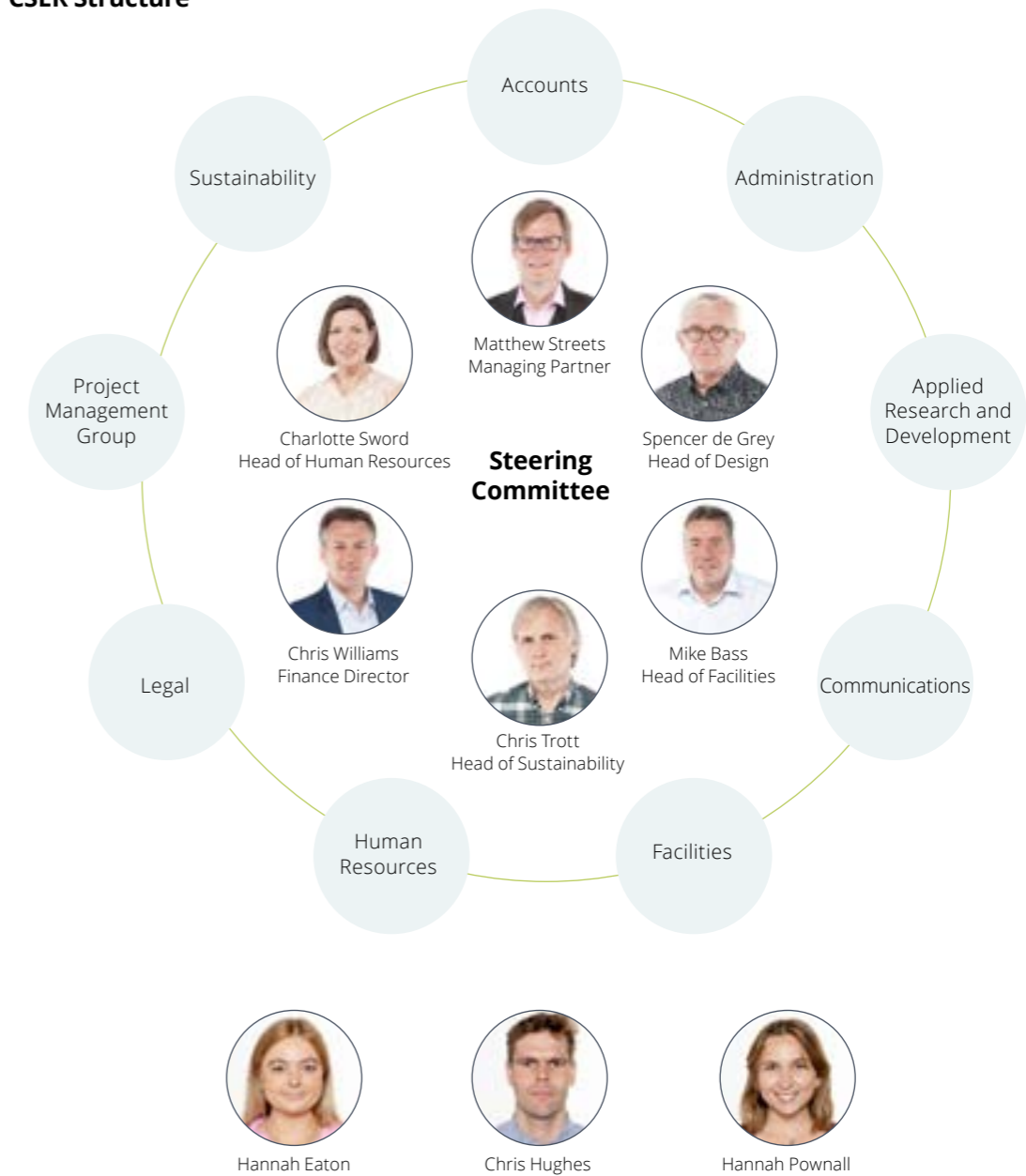


# Our CSER Structure

Much like our multidisciplinary integrated approach to design, CSER utilises the extensive and unique skillset of our teams, whilst simultaneously showcasing the cohesion within the practice.

The Sustainability Group represents the foundation for CSER, working closely with several teams, notably the Accounts, Facilities, and Human Resources teams. Monthly updates are provided to the CSER Steering Committee, which is run by several key colleagues who aid the potential adoption of suggested initiatives by the Management Board.

## CSER Structure



# The Foster + Partners Responsibility Framework (FRF)

## Sustainability at Foster + Partners; The Foster + Partners Responsibility Framework

Our ten FRF themes are chosen to suit our work on masterplans, buildings, products, and, implicitly for our business operations, they form the platform for our Corporate, Social and Environmental Responsibility (CSER) process. Strategic sustainability goals are explored by applying the ten themes at all stages of CSER, enabling the identification of key concerns and their interconnectedness to related, external issues. Not only do they align with the requirements of commonly used rating systems such as LEED (particularly relevant to our CSER workstream: see Feedback chapter), BREEAM, Estidama, GSAS, etc., but they also meritoriously capture social equity concepts, which are often overlooked or inadequately acknowledged by environmentally based methodologies.

The ten themes also align with and take inspiration from:

### The United Nations Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Adopted in 2015, the SDGs serve as the principal framework for sustainable development globally. They have been mapped against the Foster + Partners ten themes of sustainability, that form the foundation of our work, as well as our Corporate Social Environmental Responsibility (CSER).

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

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

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

### Foster + Partners Themes (2014)



### Sustainable Development Goals (2015)



### RIBA Sustainable Outcomes (2019)





# Our Themes

The themes are interconnected and convey the vital links within our CSER strategy.

## Wellbeing

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

## Community Impact

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

## Social Equity

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

## Energy and Carbon

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

## Mobility and Connectivity

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

## Resources

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

## Water

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

## Land and Ecology

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

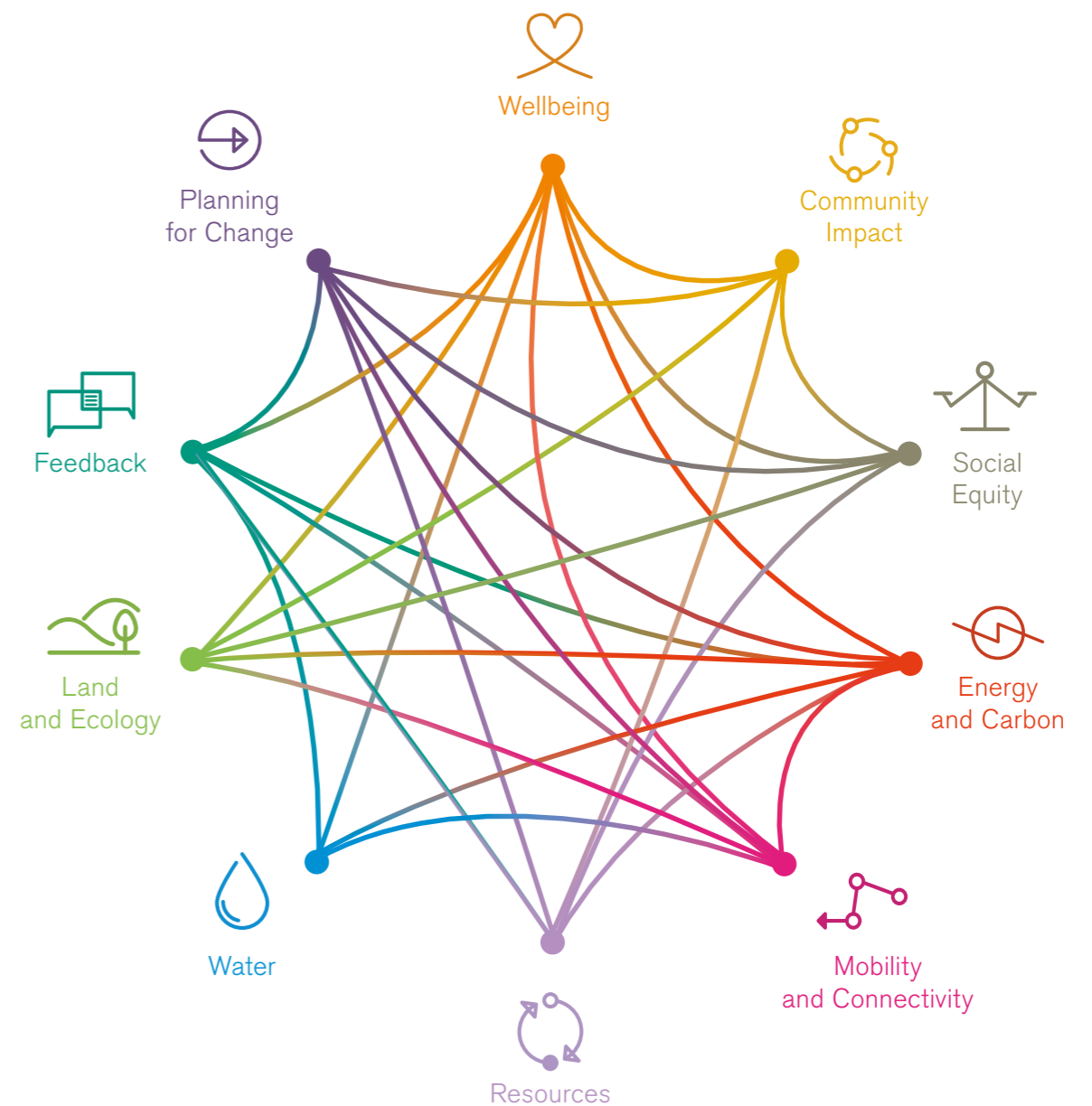
## Feedback

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

## Planning for Change

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

## Interconnected Themes



# A Snapshot of our Performance

In continued efforts of transparency it is important to note that several initiatives and goals have been affected by the Covid-19 pandemic.

**Wellbeing**  
30 qualified Mental Health First Aiders within the London office

**Community Impact**  
Establishment of Thrive partnership

**Social Equity**  
Achieved Inclusive Employer Status for the first time

**Energy and Carbon**  
73% reduction in total emissions (from our FY18-19 baseline)

**Mobility and Connectivity**  
88% reduction in commercial flights (from our FY18-19 baseline)

**Resources**  
Continued achievement of zero waste to landfill

**Water**  
86% less water consumption than a typical UK office

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

**Feedback**  
Our Main Studio building on campus (illustrated by graphic on page 9) is performing at LEED Gold, in alignment with LEED Operations and Maintenance (LEED O+M)

**Planning for Change**  
Within the practice we have 4 BREEAM Accredited Professionals, 14 WELL Accredited Professionals, and 58 LEED Accredited Professionals



# Wellbeing

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

## Interconnected Themes

Community Impact

Social Equity

Energy and Carbon

Mobility and Connectivity

Water

Land and Ecology

Feedback

## Our Approach

The optimisation and protection of colleague wellbeing lies at the core of associated initiatives at Foster + Partners. We have a significant number of ongoing offerings across the campus, focusing on mental and physical health, whilst simultaneously ensuring our programmes are designed to promote a safe and healthy environment within which all may flourish. This effort is jointly coordinated by the Facilities, Health and Safety, and Human Resources teams.

## OUR PERFORMANCE

### Covid-19

In July 2021, following government advice and the removal of restrictions, staff began the return to the office. During this time, the practice implemented a flexible roadmap of initiatives to support employees throughout this post-covid shift. A notable strategy included the introduction of an agile working policy, offering the option for colleagues to continue to work from home, whilst supporting a natural, gradual return to the campus. This enabled us to adapt to both the needs of staff and the needs of the business, while aligning appropriately with the continued guidance offered by the government.

Following the implementation of Plan B measures from the Government, our work from home policy was reinforced in December of 2021 for all colleagues who were able to. January 2022 saw our second return to office and a reawakening of our campus with several social spaces reopened for colleagues.

Staff health and wellbeing remained as the top priority during this period, and continued support was offered to everyone via our Human Resources team, our Employee Assistance Programme (provided by Unum, offering free, confidential, personal advice), and our virtual GP service (Help@Hand).

Ultimately, any deviations surrounding the status of Covid-19 cases, alongside corresponding restrictions, were continuously observed and communicated with regular status updates and guidance announcements. Our overarching goal was to offer support whilst simultaneously adapting our future wellbeing offering as we emerged from the pandemic and returned to a sense of 'normality'.



### **Mental Health Focused Initiatives**

A Return-to-Work survey (made available to all staff) provided invaluable feedback and a platform to define a new way of working. Office culture, innovation and, crucially, a work-life balance were explored to ensure a supportive transition back to campus. All managers were offered training on hybrid and remote working practices, to ensure colleagues felt supported within their chosen working environment. Furthermore, external, in-person individual wellbeing consultations were offered to all colleagues, in addition to the resources provided by our team of thirty qualified mental health first-aiders within the London office. The group spans several teams and leadership levels and offers support to all who require it.

Regular initiatives for all colleagues were implemented throughout the year, including:

- Guided Focus sessions with Clinical Hypnotherapist Elle Foll, aiming to decrease stress hormones, maximise creativity and reduce anxiety
- Terrarium workshops, providing a tangible ecosystem embodying the benefits of biophilia for colleagues to take home
- Understanding Self-Confidence at Work, a course exploring how self-esteem and confidence can significantly improve a number of soft skills, including positive and emotional intelligence, adaptability, flexibility, communication, resilience, courage, self-awareness, empathy and self-management

Several key resources (in addition to the aforementioned Unum and Help@Hand) were available in alignment with World Mental Health Day (10th October), inclusive of:

- A six-week Wellbeing Webinar Programme, made up of seven 60-90 minute online sessions which focused upon building mental resilience and achieving optimal wellbeing: Resilience and Mental Fitness, Sleeping for Success, Movement medicine, Master your time, Building easy exercise routines and The happiness blueprint
- Our 'Recalibrate Wellbeing Programme'. A thirteen session resource, educating colleagues on how to upgrade their mindset, nutrition, movement and lifestyle habits within the most time constrained lifestyle

### **Physical Health Focused Initiatives**

Several physical health focused initiatives were able to restart on campus post-covid, notably:

- Our thriving social sports clubs, offering year-round activities for employees, both at an individual and group level. These activities include climbing, cycling, tag rugby, running, bootcamp fitness and yoga
- Our partnership with the local Stars gym, offering a discounted membership to all employees
- Our popular array of massage and reflexology sessions. Indian head massage, warm bamboo back, neck and shoulder massage and ayurvedic foot and leg massage were offered once again, providing our employees with an opportunity to relax and reconnect throughout the working day in our designated wellbeing room

Key strategies also continued:

- Flu jabs which are offered to all employees annually, emphasising the importance of physical health during the winter months
- The interactive health kiosk was available for all colleagues to use over a two-week period, with a dedicated representative from The Wellbeing People team in attendance on the initial launch day. Several key health indicators were tested including body mass index, blood pressure, heart rate, height and weight

### **The Partnership between Wellbeing and Energy and Carbon**

The wellbeing of our workforce aligns closely with several of our Energy and Carbon related initiatives. Substantial progress has been made this year following the initial introduction of our updated building management system (BMS) during FY20-21. This essential platform enables the continued monitoring of an optimal indoor environment throughout the campus, simultaneously balancing and benefiting both staff comfort and building energy performance. This system has successfully given staff access to real-time information to key indoor factors including temperature, humidity and carbon dioxide levels, enabling them to request changes when desired or necessary.

A further significant strategy implemented this year relates to natural ventilation improvements to the campus (where possible and appropriate), which will allow for mixed-mode ventilation from FY22-23 onwards. This system will aid us in improving our indoor air quality, operating in tandem to reduce our demand for ventilation and air conditioning. Once office presence reaches a consistent level or a state of a 'new normal', we will analyse the data provided by the BMS system, and introduce improvements where necessary to ensure environments remain optimal for our workforce. Further information surrounding such strategies can be found in the Energy and Carbon section.

### Health & Safety Training

Our dedicated Health & Safety team place the health and wellbeing of our colleagues first. We have a comprehensive Health & Safety Policy (reviewed annually) which is accessible to all staff through our internal intranet. The principles of which provide the overarching umbrella to all implemented strategies and training. All technical employees working on both UK based and international projects must attend a Health & Safety Risk Management training session, and Personal Protective Equipment (PPE) is mandatory when visiting construction sites. Our policy also extends to office-based activity, notably our Display Screen Equipment (DSE) assessment which enables users to assess their workstation and visual display, created in compliance with the Health & Safety (Display Screen Equipment) Regulations 1992. Substantial information is distributed to all colleagues to educate them on the importance of Health & Safety related initiatives, alongside appropriate initiatives, e.g. a free eye test and corrective eyewear (if required) to ensure staff wellbeing is optimised.

### Top Employer

The Top Employers Institute is the global authority on recognising excellence in people practices. Established thirty years ago in 1991, it boasts the certification of 1,857 organisations in 123 countries and/or regions who have positively impacted the lives of 8 million employees globally. It is a highly regarded scheme that acknowledges the positive impact that certified companies have on their employees. Assessable criteria span six key spheres:

- **Steer:** encompassing business strategy, people strategy and leadership
- **Shape:** regarding organisation and change, digital HR and the work environment
- **Attract:** related to employer branding, talent acquisition and on-boarding
- **Develop:** factors associated with performance, career and learning
- **Engage:** focusing upon wellbeing, engagement, rewards and recognition, and off-boarding
- **Unite:** exploring values, ethics and integrity, diversity and inclusion, and sustainability

Foster + Partners has been a Top Employer for six consecutive years, and as such is committed to upholding the principles of this accolade. We celebrate our consistently strong performance, whilst simultaneously striving to maintain our certification, in line with the annual review and update of scored criteria, latest issues and prevailing trends.

### Looking forward

As the transition from home to the office continues, and with it the development of a 'new normal', we will continue to revisit historic initiatives whilst evolving and implementing fresh ideas to support our colleagues. We will explore the potential expansion of our wellbeing spaces upon campus, in line with a proposed redesign of the mothers' room, prayer room, break out areas and exercise spaces, consolidating all in one wellbeing centre.

Several of our physical health focused, and social sports activities are set to return including the ever popular Foster + Partners football World Cup and the annual J.P. Morgan 5 km run within Battersea Park; both key events balancing physical activity and social interaction.

Although we did not meet the target of increasing the number of mental health first aiders from FY20-21 (over forty colleagues), we have set a target to maintain a threshold of at least twenty mental health first aiders throughout our London workforce. Wherever appropriate we will also champion the expansion of wellbeing policies across our global office network, with the aim of increasing mental health first aider presence in our overseas offices where possible. A key strategy supporting this will be the commissioning of an Employee Engagement survey, from which significant employee insight and feedback will be collated to inform future wellbeing decisions. We believe that the provision of a strong support network, alongside feedback from staff surveys, will increase our level of engagement within the practice, ensuring staff health and wellbeing remains at the forefront.

# Community Impact

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

## Interconnected Themes

Wellbeing

Social Equity

Resources

Land and Ecology

Planning for Change

## Our Approach

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

## OUR PERFORMANCE

### EDUCATIONAL PARTNERSHIPS

#### Universities

As a practice, we have developed and nurtured significant connections with a multitude of institutions and organisations. Particular emphasis is placed upon the notion of supporting the next generation of young industry professionals, effectively illustrated through our extensive involvement with universities throughout the United Kingdom, notably:

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

These relationships extend far beyond financial contributions, as with several of the aforementioned partnerships, we donate time volunteered by colleagues through mentorship programmes, lectures, talks and seminars; disseminating valuable knowledge accumulated over years of working on unique and defining projects at Foster + Partners. Furthermore, work experience opportunities, summer internships and student tours of the campus resumed during the course of this year, offering architectural and engineering students an opportunity to garner valuable insight into the industry.

## National Apprenticeship Week

Throughout this year we were able to host seventeen apprentices within the practice. Each individual is working towards the completion of their Level 7 Architecture Apprenticeship; a four-year programme that combines Part II and Part III. Our apprentices successfully combine practical work experience with their studies at either Oxford Brookes University or the University of Nottingham. We are extremely proud to have such a strong programme, one which undoubtedly improves the link between the practice work environment and academia. To celebrate the success of our apprentices and the programme we shared their stories internally throughout the practice, and externally upon our social media platforms during National Apprenticeship Week (held in February), where the theme was fittingly 'Build the Future.'

## RIBA Studio Foundation Programme

This year, we were also able to participate in the RIBA Studio Foundation programme. An initiative launched by RIBA in 2021 to create a more inclusive industry, and one which supports young architects in developing their portfolios and gaining vital work experience to advance their career. Our initial goal to provide two placements was exceeded, as we were able to provide three. In addition, two of the contracts were extended, and the remaining converted into an architectural apprenticeship.

## Blueprint 1000

The Blueprint 1000 initiative, pioneered by the Design and Technology Association, is a valuable example of collaboration that creates and maintains long-term relationships between companies and schools. It supports the development and promotion of high quality design and technology teaching and learning to support youth, through practical experience opportunities, alongside the provision of a strong contact network. A significant sphere of our partnership surrounds the 'Teachers in Residence' programme offered by Blueprint 1000. Within this, we host a three-to-five-day internship for design and technology teachers, offering an immersive experience within the practice, broadening skillsets and ultimately facilitating a deeper understanding of the industry which can be passed onto students.





The Thrive initiative has been extremely well-received as illustrated by the following testimonies:  
'Working with Thrive is such a lovely way to get involved with the local community. The added bonus is that I get to spend the whole day outside, meeting new people and developing new skills.'

Volunteer

'Thrive's therapeutic approach, using plants and gardens to improve physical and mental health, corresponds with the practice's ethos of embracing nature in our built environment. We are delighted to be working closely with Thrive, making a positive contribution to our local community.'

Spencer de Grey, Head of Design

'We were thrilled to launch our partnership this year with our Battersea neighbours, Foster + Partners. With many F+P staff enjoying the Herb Garden for their lunchbreaks, this garden became the heart of the partnership. We love hosting regular volunteering days where F+P staff work on maintaining the garden, enabling our client gardeners to focus on their gardening tasks. We're looking forward to continuing to strengthen our partnership with ongoing volunteering days and some exciting ideas for bespoke projects too!'

Becc Baumber, Partnerships & Development Manager, Thrive

### Open City – Architecture in Schools

A collaborative effort from our Communications Team, Learning and Development Team, Model Shop colleagues, and the Urban Design Group supported our participation in the Architecture in Schools programme. This represents a creative learning programme for Key Stage Two primary school pupils, with the aim of inspiring the next generation of city-shapers whilst simultaneously educating participants on how architecture can inform the world around us. The programme also aims to train teachers on how architecture can be used to teach a variety of subjects including art, design, numeracy, literacy, geography and science whilst improving children's drawing, model-making, communication and problem-solving skills.

For this year's Neighbourhood Project, year 5 pupils at our partner school, Francis Holland (Sloane Square), chose to reimagine Sloane Square, in line with the year's theme - Celebration City, where they were awarded second place in the Design Development category.

### Open House

Cancelled in 2021 due to Covid.

### SPONSORSHIP

#### The Architecture Foundation

We are proud to support the Architecture Foundation, an interesting platform that brings together professionals from across the industry to discuss and act on issues related to design and the built environment. A coalition of architects, students, planners, developers, the public and professionals campaigning for better design in the city and society, it epitomises the principles of collaboration, networking and knowledge sharing, and the impact they can have to effect meaningful change on both policy and practice.

#### Museum of Architecture

We also support The Museum of Architecture (MoA), a charity dedicated to finding new ways for the public to engage with architecture, encouraging entrepreneurship within architectural practice to stimulate learning, collaboration and action. Their work is based upon three pillars; vision, and the goal to be a centre for innovation in the architectural industry, mission, and the desire to increase engagement through events, talks and exhibitions, and history, building upon the initial work of Nous Gallery (setup in 2006) as a platform for up-and-coming architects to showcase their work.

### Academy of Urbanism Young Urbanist

The Academy of Urbanism is a not-for-profit organisation that brings together urban leaders and practitioners spanning several generations. It focuses on the importance of knowledge sharing and research to support individuals and organisations in delivering great towns and cities. The Young Urbanist network specifically supports students and early career professionals who have a passion for the planning, design, arts and development fields. Our partnership with them enables the facilitation of important networking opportunities between peers, professionals and academics, enhancing collaboration in industry.

### CHARITABLE PARTNERSHIPS

#### Thrive

This year, we strengthened our local community relationships by partnering with the charity Thrive based in Battersea Park, a mere stone's throw from our London campus. Thrive are a truly exceptional organisation who use gardening to bring about positive changes in the lives of people living with disabilities or ill health, or who are isolated, disadvantaged or vulnerable. They champion an approach called social and therapeutic horticulture (STH), where trained horticultural therapists work with plants and people to improve an individual's physical and psychological health, communication and thinking skills. Their values, beliefs and ethos are extraordinary and align closely with our own biophilic principles which we apply each day to our design.

Thrive have four gardens located within Battersea Park. However, the heart of our partnership is focused upon the maintenance of The Herb Garden on the Western side. Throughout the course of the year, ten volunteer days, equating to approximately one per month, are made available to all employees. A group of ten volunteers then spend the day with one of Thrive's horticultural therapists to complete gardening tasks. These tasks, a selection of which include, weeding, digging flowerbeds, painting and replacing trellising, support the work of Thrive and the activities of their client gardeners. The partnership began towards the end of this financial year, with the inaugural volunteer day taking place in March.

Fundamentally, this partnership supports the excellent work of Thrive, enabling us to contribute to our local community through the utilisation of our diverse skillset within the practice; whilst simultaneously offering our colleagues an opportunity to experience the biophilic benefits of nature.

### **The Gingerbread City**

December 2021 saw the return of The Gingerbread City, an annual exhibition organised by the Museum of Architecture (MoA). Further strengthening our partnership with MoA a team from the practice submitted a structure made from gingerbread. The popular initiative is aimed to connect the public with architecture through holiday inspired designs, whilst raising money to support their work as a charity.

### **Blueprint for All**

Blueprint for All work with young people, communities and organisations to create an inclusive society. A society in which everyone has an opportunity to thrive, regardless of background, race or ethnicity, and a society within which talent is respected and recognised. We are proud to support their initiatives that provide such a vital platform for inclusivity.

### **CHARITABLE GIVING**

#### **Crisis, Great Ormond Street Hospital, Macmillan Cancer Support, Motor Neurone Disease Association**

This year we continued our charitable fundraising activity within the practice and amongst colleagues. Our Macmillan Cancer Support coffee morning was well supported, as was our fundraising at Christmas for Crisis, the charity working to end homelessness. Our Administration team once again organised a charity run, this year for the Motor Neurone Disease Association, encouraging colleagues from our London office, plus our international offices; Australia, China, Singapore, Thailand and US to run up to 5km or 10 km. This year employees ran a total of 200 km collectively raising approximately £1,500. Moreover, four of our colleagues participated in the London to Brighton 88.5km bike ride to raise money for the Great Ormond Street Hospital.

### **Looking forward**

We aim to increase our participation in the RIBA Studio Foundation programme, providing support to the development of more young architects. We are a multi-disciplinary practice, with a diverse set of skills and knowledge in various fields. Therefore, we would look to expand our educational offering and support apprenticeship opportunities beyond architecture. In addition, we will seek to collaborate with InvestIn Education, a UK-based organisation that works with secondary school pupils to provide an immersive experience of their dream career.

We will continue to engage with universities through our various initiatives, building upon lecture series, talks and seminars by hosting innovative workshops. Indeed, the Sustainability Group have committed to continuing their engagement with Imperial College engineering students over the course of the year, providing feedback and sustainability support surrounding their final year projects. We also look forward to supporting The Building Centre in their education programme related to The Garden of Privatised Delights, enabling them to create a bespoke workshop for teenagers interested in designing urban spaces.

A final goal for FY22-23 is to host our popular Riverside Festival in alignment with the Open House Festival, following postponement due to the Covid-19 pandemic. An integral event in our calendar, it gives us an opportunity to open the practice to the public and showcase the variety of work from our architectural studios and numerous support teams. As ever, we will work to ensure that the event is inclusive for all visitors with preliminary plans to include a British Sign Language (BSL) led tour to support our deaf guests.

# Social Equity

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

## Interconnected Themes

Wellbeing  
Community Impact  
Resources  
Land and Ecology

## Our Approach

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

## OUR PERFORMANCE

### Diversity & Inclusion

Our practice is one of a multitude of nationalities, ethnicities, religions, races, genders, sexualities and abilities. We have an established Diversity & Inclusion forum formed of five communities, each of which provide a safe, social platform for our people to speak and be heard, fundamentally supporting the needs of our colleagues.

### Disabilities

A forum to nurture, drive and champion the removing of barriers to physical and mental equality. It spans mental and physical health, ability, impairments, differences and conditions; including mobility impairments, learning differences and mental health conditions. We adopt the social model of disability which illustrates the notion that people are disabled by barriers and not by their difference. This may be a physical barrier, e.g. a staircase, or a societal barrier e.g. the assumption that disabled people can't do certain things.

The overarching goal is to ensure ability-related equality within our spaces through education, enhanced understanding and the appropriate workplace adjustments. To achieve this we host regular workshops and talks, and provide assistive hardware and software, whilst also exploring partnerships with external organisations. Christopher Laing led a notable talk, 'How the Architecture industry today can include the Deaf Community.' This raised awareness of issues impacting the deaf community in architecture and highlighted how we can ensure better accessibility to reduce the impact of these issues. Furthermore, it explored how we can legislate for accessibility, increasing support and allyship.

This year, we also formed a significant partnership with Sociability, an app that helps disabled people find accessible places. Pilot mapping of our Main Studio, The Hub and The Terrace spaces on campus was successfully undertaken with results expected to come to fruition during the next financial year. The Champion is Benjamin Ralph.

### LGBT+

A network to support lesbian, gay, bisexual, transgender people and the wider community at the practice, whilst simultaneously raising awareness and providing guidance within the industry.

There is a strong consensus to educate, mentor and inform our people through our outreach activities, and the promotion of positive role models within the profession. We have a strong partnership with Architecture LGBT+ as one of their platinum sponsors, which in turn enables us to help facilitate and support events within the community.

A significant event is the annual Pride in London parade, which was unfortunately cancelled, along with our Foster + Partners annual Pride celebration, as a result of the Covid-19 pandemic. However, several colleagues were involved with the incredible project 'Rainbow After the Storm', launched by Architecture LGBT+ to coincide with Pride. The Champion is Michael Jones.

### M.A.D.E (Multi-ethnic Allies Driving Equality)

Architecture is by its very definition an inclusive profession for all people, which can only be enriched in a diverse and open environment. MADE is a forum with the fundamental aim of promoting equality, inclusivity and anti-racism for people of all ethnicities and backgrounds. At Foster + Partners this is done through the provision of motivational talks, hosting cultural events and celebrating diversity within the UK and globally.

Our forum mentorship programme is a core initiative and one which has been proven to be successful in supporting career progression. Architecture has a traditional background, and so the forum also tries to add to this by encouraging the more diverse backgrounds and cultures into the debate of architectural education and practice. Indeed, one of our champions Armstrong Yakubu, has previously been a guest on a webinar exploring 'The Future of Architecture' hosted by the Aspen Institute UK, an insightful organisation committed to building communities of actively engaged and enlightened leaders, inspiring them to work for the common good. The Champions are Armstrong Yakubu and Narinder Sagoo.

A link to Armstrong's webinar can be accessed in the Appendix.

## Parents + Carers

Our Parents + Carers' forum is an inclusive community of colleagues that strives to support the practice in building an inclusive workplace for those with caring responsibilities (and to raise the profile of parents and carers and the talent, productivity and additional soft skills they can bring to a workforce). The forum meets regularly to discuss challenges and share ideas and information on family, health and wellbeing and life management matters, to discuss tangible ways the practice may be able to help colleagues balance home and work life (particularly prevalent post pandemic).

We have several aligned policies to enable this, notably, our flexible and agile working policies, our Employee Assistance Programme (providing confidential help and advice), a variety of parental leave options and our discounted price arrangements at two local nurseries. Ultimately this ensures that Foster + Partners continues to strive to build a family-friendly workplace for our people to fulfil both their family and work obligations, whilst simultaneously providing support where needed.

The Champion is Rhian Deakin.

## Excerpts from the Black History Month interviews:

“My role model is my mum, someone whose journey has continued to inspire me. She came to this country on her own at the young age of 18 and supported her family of six financially whilst pursuing a career in teaching and senior leadership. She’s taught me what it’s like to persevere despite facing challenges in life and how to never be afraid to step out of my comfort zone and explore new things. She consistently puts 100% into everything she does, and she is the standard I always hope to achieve.”

Bunmi Adeoye

“His Airness known as Michael Jordan has been the most influential and inspirational figure for me. He’s the main reason I grew the love for the sport of basketball, and credit him as a key reason I had a great semi-professional career back in Italy. Watching recorded films on cassettes of his most memorable games as a little kid made me think that there could be actual Deities living among us. His iconic status had such a global impact that it was impossible not to know who he was, in turn becoming the first Modern African American superstar athlete. This gave so many kids of African descent like myself a very big boost of pride and confidence in believing that anything can be achievable if we are willing to put in the hard work, showcasing iron will and focus like MJ demonstrated in every single game he ever played.”

Ola Adeyemo

### Women’s Forum

A resource for women across the practice. One that strives to promote, advance and celebrate the ongoing contribution of women at Foster + Partners.

The Forum works to raise the profile and provide inspiration and voice to women, while highlighting gender specific issues within the workplace. They promote the progression of women in architecture and the built environment through career support, mentoring and leadership training, while striving to improve everyday working practices. The Women’s Forum also highlights wider issues of diversity in the industry. The Women’s Forum is an energetic and vibrant network that aims to create positive change for our employees, customers and business.

The Forum’s aim is to promote equitable and respectful treatment of all members of the architectural community irrespective of gender, race, nationality, sexuality and religion. It is an inclusive group and any member of staff who wishes to join is encouraged to do so, as it takes everyone within the practice to bring about real change. The Champion is Antoinette Nassopoulos-Erickson.

Ultimately, each community plays an important role in supporting the needs of our colleagues. They also successfully facilitate our engagement with external organisations, a selection of which include (in addition to the aforementioned organisations in our Community Impact section):

### Architect’s Benevolent Society

An exceptional charity offering a wide variety of support to those in need in the architectural community and their families; whether it be past and present members of the wider architectural community and their families, from those beginning their careers, to those who are now in retirement and their dependents.

### Architecture LGBT+

Architecture LGBT+ is a not-for-profit grassroots organisation. They aim to provide a safe, inclusive & prejudice free environment for LGBT+ architects and those working and studying within the profession through networking events, learning, mentoring and role models.

### BPIC (Black Professionals in Construction)

The BPIC network is a built environment inclusion business working with industry organisations to improve ethnic minority representation as well as retention. They work to provide inclusion guidance, career opportunities, and training and networking events tailored to those currently working and aspiring to be in the industry.

### Women in BIM

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

## CELEBRATING DIVERSITY & INCLUSION

A number of our diversity and inclusion events were cancelled as a result of the pandemic, however we were able to celebrate a selection.

### Black History Month

To celebrate Black History Month in October, we asked ten colleagues across the London campus about their icons and inspirations (a snapshot of which are shown above), to honour the theme of ‘Proud to Be.’

### International Women’s Day

International Women’s Day is celebrated annually on 8th March, to raise awareness of the social, economic, cultural and political achievements of women. We joined millions globally, to champion the overarching theme of ‘#BreakTheBias’ working to remove bias, discrimination and stereotypes, to form a gender equal world.

To celebrate this important day, the Women’s Forum organised a programme of in-person and online events available for all colleagues to attend. These included a networking breakfast and webinar, culminating in an evening presentation hosted by forum committee members.

### National Inclusion Week

Inclusion week is designed to celebrate everyday inclusion in all its forms. Celebrated in the Autumn, each year National Inclusion Week has a theme and in 2021 it was about unity.

During this week we launched our Diversity & Inclusion handbook which formally introduced our five forums: Disabilities, LGBT+, M.A.D.E, Parents + Carers, and the Women’s Forum. Furthermore, several talks, courses, films and events were made available to all colleagues, a selection of which include:

- Film: Queering Public Space. Exploring the relationship between queer communities and public spaces, a collaboration between Arup and the University of Westminster.
- Ted Talk: Challenging the perception of belonging, hosted by Kathy Vinokurov.
- Talk: Courageous Leadership. The exploration of Brené Brown’s research led by Roxanne Hobbs.

## Talks

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

- UNUM Webinar on Diversity, Inclusion and Equality
- International Women in Engineering Day
- (dis)Abilities talk with Chris Downey
- Lunchtime film: Arab Women in Architecture
- Virtual Augmented Reality for Inclusive Design

## Pride – ‘Rainbow After The Storm’

In Summer 2021, Architecture LGBT+ and the London Festival of Architecture held an Open Call competition to design a ‘Pride Pop Up’ for St Annes Church in Soho to coincide with Pride in London. A young team of architects, colleagues from the Model Shop, Facilities team, and Graphics team from Foster + Partners designed the winning entry entitled, ‘Rainbow After The Storm.’

The pavilion drew parallels between the ongoing Covid-19 pandemic and the global HIV crisis which disproportionately affected the LGBT+ community. The design symbolised the various dissonances and synchronicities in the experiences and responses to these two health emergencies, while evoking a message of positivity and togetherness signalling the end of fear, stigma and loneliness in times of adversity.

The pavilion featured two sinuous framed portals representing the HIV and Covid-19 pandemics. The entrances to these portals were designed to be narrow at the ends and then expanded. The journey started out as dark and slightly uncomfortable, symbolising the fear, uncertainty and isolation people have been through during the two pandemics. The portals progressively become lighter and bigger near the centre, culminating in a grand light-filled arena where people could come together, celebrating the power of the collective.

The use of the rainbow colours - representing the LGBT+ community as well as being a symbol of support for the NHS during the Covid-19 pandemic sought to remind everyone that even after the darkest of clouds there is still beauty. The pavilion was dismantled after the event and its various elements recycled and repurposed across the Foster + Partners London campus (further information available in our Resources chapter), to be unveiled at our internal Pride event this summer. This project was more than an extraordinary example of architecture. Undoubtedly, it showcased the multi-disciplinary approach of Foster + Partners in practice and the skills of our colleagues, but it was also a perfect example of the strength of our community, and how our people mobilise in a unique situation.

## DEVELOPMENT INITIATIVES

### Performance Reviews and Professional Advancements

Annual performance reviews represent a key pillar of development, providing colleagues with a valuable opportunity to assess and feed-back thoughts from the previous year with their managers or appropriate leadership. They mutually discuss areas for development, professional advancement and goals for the forthcoming year and align with our annual salary review period and associated bonus packages.

### Mentorship Programme

Applications to our popular mentorship programme are opened to colleagues twice a year. The programme is available to all offices and designed to support our colleagues with career growth through skills, management, and research technology development. Individuals may apply to be either a mentor or mentee and are appropriately matched by our Learning and Development team. The programme aims to facilitate the expansion of professional networks throughout the office, and ultimately increase the level of collaborative work within the practice.

## EXTERNAL IMPACTS

### Gender Pay Gap Reporting

We undertake annual (publicly available) gender pay gap reporting. Key findings from this year illustrate how we recruited more women than men during 2020, signifying our commitment to continue to encourage diversity in architecture. However, as these roles have tended to be in lower paid positions than our long-serving senior male employees, this has had the effect of increasing our median pay gap from 8.8% in 2019 to 13% in 2020, which has slightly reduced to 12.8% in 2021. Despite this, crucially our median pay gap remains well below the industry average of 20%.

Following a review of our quartile data, we are pleased to note that more women are moving into the upper quadrant for pay. Furthermore, as we have increased the number of women in senior paid positions, the mean pay gap has reduced from 24% in 2017 to 22% in 2020/21. In addition, the bonus median pay gap has also significantly reduced from 29% in 2019 to 5% in 2021.

It is important to consider that measurements required for Gender Pay Gap reporting do not always give a full picture. Although a demographic shift in the number of women has increased the gender pay gap at Foster + Partners since 2019, we reiterate our commitment to closing the gap by encouraging more women into the practice and developing their careers in the architecture sector.

A link to the Gender Pay Gap report is available in the Appendix.

'Rainbow After The Storm' Pavilion



## **Inclusive Employer**

This year, Foster + Partners achieved Inclusive Employer status for the first time. The Inclusive Employers Standard is an accreditation for diversity and inclusion in the workplace adopting the six pillars of diversity and inclusion - Engage, Embed, Empower, Equip, Evaluate and Evolve. It is an evidence-based accreditation which therefore requires real examples of how an employer is practicing diversity and inclusion in their organisation. Ultimately, it allows for the celebration and adoption of inclusion practices within the workplace, a notion we strongly support having received a 'Highly Commended' accolade.

Evident of how this is put into practice; we continue to improve our relationships with diversity agencies, engaging with our partners (listed overleaf and in our Community Impact chapter). Furthermore, internally we have revised our recruitment processes to ensure that diversity and inclusion remains grounded at the centre from the initial application stage.

## **ADDITIONAL**

### **Employee Benefits**

Extensive information is available to all employees through our Perks that Work platform. Here our colleagues have access to the Wellbeing Centre, company offers, our Employee Assistance Programmes and our pension scheme, run by Standard Life.

## **Ukraine**

We were all shocked and saddened by the events taking place in the Ukraine. We issued the following statement on our internal platforms and external channels, including our website and all forms of social media:

'We deplore the Russian invasion of Ukraine and as a result have stopped work on all our projects in Russia.'

In response to the crisis, we offered support in the following ways:

- Colleagues were able to support the Disaster Emergency Committee Ukraine Humanitarian Appeal via our Give as You Earn Scheme, which helped to provide food, water, shelter and healthcare to refugees and displaced families
- Information on access to free, confidential, personal advice through the Employee Assistance Programme with Unum, as well as continuous support from HR was provided to all colleagues

## **Diverse Education**

Our involvement in promoting equal access to education and a more inclusive industry is also central to our Social Equity sphere of work. A predominant goal set last year was to increase our engagement and relationships with local schools through work opportunities and education in design careers. We have been working hard to achieve this by providing multiple opportunities for apprenticeships, work experience, and additional learning opportunities to various students at different levels. Further information surrounding these initiatives can be found in our Community Impact chapter.

## **Looking Forward**

As a global architectural practice, with our head office situated in one of the most diverse cities in the world, we recognise the necessity to intensify our strategic focus on equity, diversity and inclusion. In support of this objective, we will appoint our first Equity, Diversity and Inclusion Lead, to steer and embed meaningful culture change and innovation moving forward. A key individual responsible for enhancing our diversity and inclusion strategy, they will also develop a diversity and inclusion dashboard enabling us to measure our performance, convey this to our colleagues and aid the development of our Inclusive Employer journey.

A large focus will be present on education over the forthcoming year, as we work to embed further learning and development opportunities surrounding diversity and inclusion within the practice, through increased talks, workshops and presentations. In addition, (as mentioned in our Community Impact chapter) by increasing both the number of apprenticeship positions offered and the specialism in which they are offered, we hope to further increase the breadth of skills and diversity throughout the practice. Finally, Autumn will see the return of the annual Graduate Show and the celebration of our colleagues and their work. This will be an important opportunity for recent graduates, inclusive of the Covid-19 2019 and 2020 cohort, to showcase their work to the wider practice.

Three of our diversity and inclusion forums will also look to achieve the following goals throughout the next year:

- Our Disabilities forum will continue the work with Sociability to ensure the accessibility of our campus for all
- Our LGBT+ network will continue to support Architecture LGBT+ and their events, including the return of the Pride parade in June
- We will host our annual practice Pride party for colleagues on campus
- A 'Rock the Ribbon' bake off competition will be held to recognise the importance and impact of World Aids Day (1 December)
- Our M.A.D.E forum plan to engage with Home Grown Plus, a not-for-profit organisation dedicated to improving diversity within architecture and creative industries. Preliminary plans detail a tour of the Hearst Tower and our New York office for the students; positively contributing to the local community whilst simultaneously aiding our expansion of CSER to our global office network

# Energy and Carbon

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

## Interconnected Themes

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

## Our Approach

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

## Defining the scopes

We calculate an estimate of our Scope 1, 2 and 3 emissions in line with the Greenhouse Gas Protocol, using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Where applicable we use the 2021 UK Department for Business, Energy & Industrial Strategy (DBEIS) and the Department for Environment & Rural Affairs (DEFRA) conversion factors. The Greenhouse Gas Protocol was launched in 1998 and its mission is to develop internationally accepted greenhouse gas accounting and reporting standards for business.

The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard provides a step-by-step guide for companies to use when quantifying and reporting their greenhouse gas emissions. It aims to help companies prepare a greenhouse gas inventory that represents a true and fair account of their emissions through adopting standardised approaches and principles, ultimately encouraging participation. The following considerations are relevant to the calculation of our emissions:

- We adopt the financial control approach when determining our organisational boundaries
- Direct emissions are from sources that are owned or controlled by us
- Indirect emissions are a consequence of our activities, but occur at sources owned or controlled by another company
- Our emissions are then split into scope 1, 2 or 3. The scopes are defined as:

### Scope 1

Direct greenhouse gas emissions occurring from sources that are owned or controlled by the company. For example, emissions from combustion in owned or controlled boilers, furnaces and vehicles.

#### Foster + Partners scope 1 emissions:

Gas and owned vehicles

## Scope 2

Indirect emissions from the generation of purchased energy, e.g. the emissions resulting from the production of grid electricity. Scope 2 emissions can either be location-based or market-based. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using grid-average emission factor data). In our case, we would use the UK's average grid emissions factor for any given year. A market-based method reflects the nature of the power deliberately purchased by the users. For example, if fully renewable power is purchased through utility providers, then market-based emissions would be 0, regardless of the location-based factor.

#### Foster + Partners scope 2 emissions:

Purchased electricity. We calculate our location-based figure, however, as we purchase renewable energy our market-based figure is 0 (further information available on page 47).

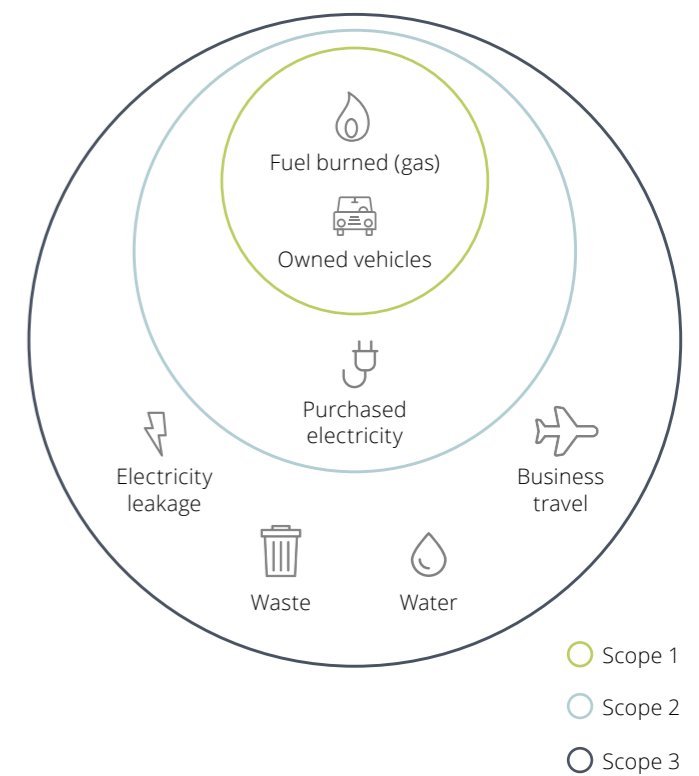
## Scope 3

Emissions resulting from the activity of assets not owned or controlled by the reporting organisation, but that the organisation indirectly impacts in its value chain. Scope 3 emissions include sources not within an organisation's scope 1 and 2 boundary, and the scope 3 boundary is determined by the organisation.

#### Foster + Partners scope 3 emissions:

Emissions related to business travel (including radiative forcing), waste, water, electricity leakage (losses during grid transmission).

## Foster + Partners Emissions Profile





## OUR PERFORMANCE

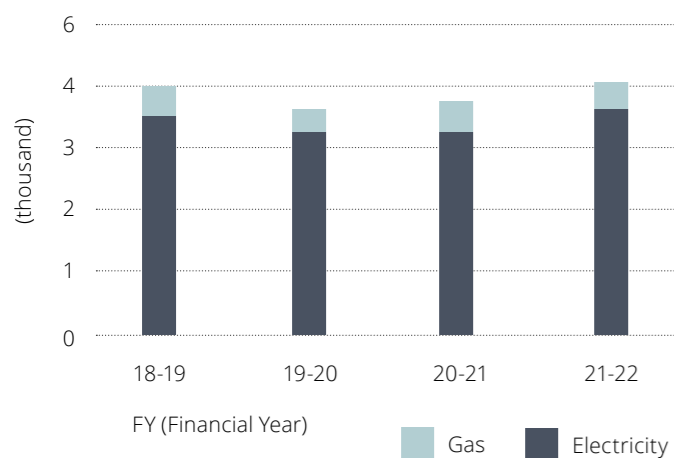
### Energy Consumption

During this year, we started work to naturally ventilate our Main Studio building. The building works commenced in Spring 2022 and will be completed during the course of FY22-23. This will allow the space to operate with mixed-mode ventilation during summer, reducing energy consumption for mechanical cooling and simultaneously improving occupant comfort.

We reduced our copier fleet by 50% and the remaining technology consumes 90% less energy than previous models used. UV filters were installed on all recirculating ventilation units, meaning these systems could be operated without increasing the risk of Covid-19 transmission. This allows heat to be recovered and therefore reduces energy consumption. We have initiated the installation of smart meters across electricity and gas supplies, which once complete, will improve the quality of our consumption data and allow us to make better informed decisions about areas of focus in the future.

### Energy Consumption

Energy Consumption (kWh/FTE)



### FY21-22 CO2 Emissions

This year the London campus enjoyed a return to relative normality following the disruption of Covid-19, which has allowed us to revisit various energy saving initiatives that were put on hold during the pandemic. However, some restrictions remained during much of the year, meaning comparison of data with pre-pandemic baselines remains challenging.

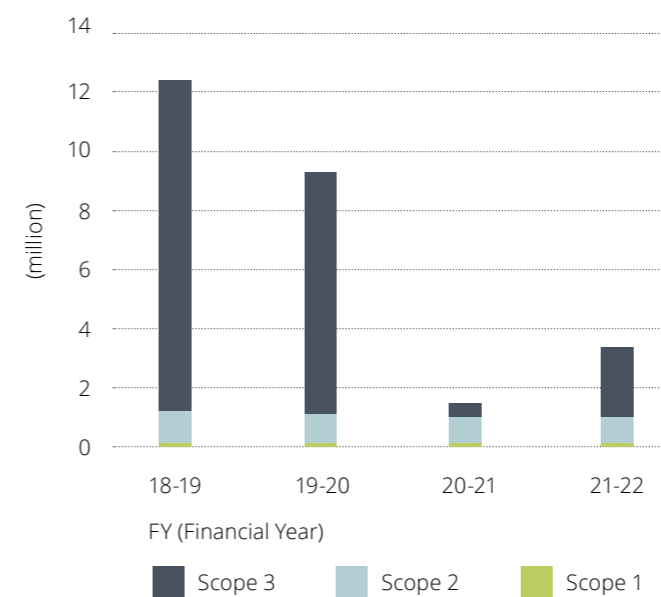
Scope 1 emissions were impacted by the installation of Ultraviolet (UV) filters in recirculating ventilation systems, as this meant that heat recovery units were utilised, having previously been switched off to reduce Covid-19 risk. A 9% reduction in scope 1 emissions compared to FY20-21 can be attributed to the reduced use of company owned vehicles due to fewer journeys taken transporting office equipment and resources to remote workers.

Scope 2 location-based emissions (purchased electricity) increased slightly as a large proportion of staff returned to our London office full or part-time during FY21-22. This consequently resulted in heating, cooling, lighting and office equipment following more typical usage patterns.

We continue to purchase renewable electricity from our providers. Approximately 98% of our electricity is backed by Renewable Energy Guarantees of Origin (REGO) certificates, which provide transparency to consumers about the proportion of electricity that suppliers source from renewable generation, and thus qualifies as fully renewable. The remaining 2% is purchased from other providers and is not currently backed by REGO certificates but is provided by an energy mix with no associated carbon emissions (renewable and nuclear sources).

### Scopes Emissions

Greenhouse Gas Emissions (kgCO2e)



The 2% of electricity currently not supported by REGO certificates supplies new premises acquired this year and is currently undergoing the switch to our main supplier.

Scope 3 emissions decreased as a result of reduced international flying, owing to the pandemic. Therefore, our total emissions remain considerably below those of our FY18-19 baseline year (further information is available in our Mobility and Connectivity chapter).

### Caption

Scope 1  
Gas & Foster + Partners owned vehicles

Scope 2  
Purchased electricity (the emissions depicted in the graph are our location-based emissions based on the United Kingdom's grid factor. We procure 98% of our electricity from renewable sources (and the remaining 2% from sources with no associated carbon emissions), and so our market-based scope 2 emissions are nil).

Scope 3  
Emissions related to business travel (including radiative forcing), waste, water, electricity leakage (losses during grid transmission).

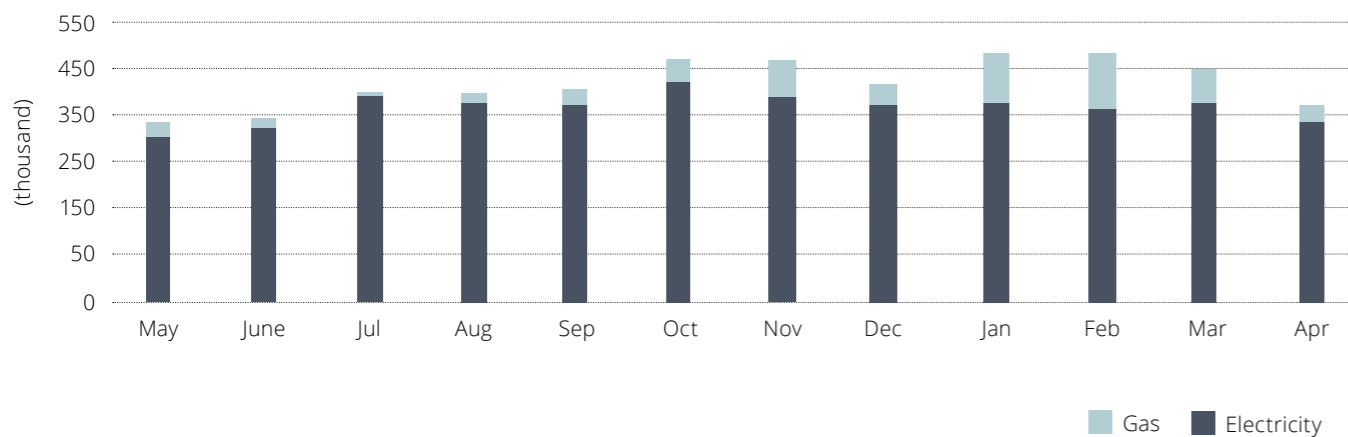
### Energy Savings Opportunity Scheme (ESOS)

In FY15-16 we carried out an energy assessment in compliance with the Energy Savings Opportunity Scheme (ESOS). The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme, introduced by the UK government to ensure large enterprises in the UK are energy efficient. Under the scheme, large organisations are required to assess their energy usage every four years, continuing to find new ways to save energy.

The assessment considered the energy use in our buildings, as well as the energy used in transportation, and identified a number of opportunities for improving the efficiency of our operations. In order to comply with ESOS, assessments are required at least every four years. We achieved phase 2 ESOS compliance in 2019 for four of our buildings, which make up over 90% of our total energy consumption. We will continue to undertake ESOS assessments whilst we also look to pursue ISO 50001 accreditation in the forthcoming year.

### Monthly Energy Consumption (FY21-22)

Energy Consumption (kWh)



### Energy Productivity 100 (EP100)

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

### Looking Forward

Scope 1 related initiatives include the continued feasibility assessment of replacing our gas boilers with air source heat pumps in alignment with their technological advancement, hoping to introduce them to our campus in the near future. Furthermore, at present one of four Foster + Partners owned vehicles is electric. During FY22-23 we intend to replace at least one more with an electric vehicle, which will then comprise 50% of the fleet. The potential to replace further vehicles during FY22-23 is also being explored.

During FY20-21, trials were carried out to test the viability of automatic adjustment of the BMS (Building Management System) to respond to temperature changes and allow more efficient operation of

HVAC systems. However, due to the close proximity of adjacent fan coil units, it was decided that this approach would not produce a stable and comfortable environment. An alternative response, using sensor data to send proactive alerts to technicians who in turn manually adjust controls as appropriate to maintain comfort levels, was implemented and we will continue to use this approach throughout the forthcoming year.

We also aim to install sensors and information systems across our global offices. Although the operation of these offices is beyond our direct control, access to monitoring data is an important first step towards inclusion of these areas in our annual reporting. Sensors were installed in our Sydney office in March of this year and similar strategies will be adopted throughout our global office network during FY22-23.

Purchased electricity will continue to be REGO certified renewable power. We also aim to reduce carbon emissions (market-based) associated with scope 1 and 2 activities by 75% (per FTE) by 2030, from a FY18-19 baseline year.

We are currently in the process of extensive laptop procurement, implementing the considerations from the FY20-21 CSER report and our detailed procurement strategy. Once complete, we plan to undertake extensive post procurement studies to achieve a comprehensive picture of our emissions, translating the associated energy information to our colleagues.

# Mobility and Connectivity

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

## Interconnected Themes

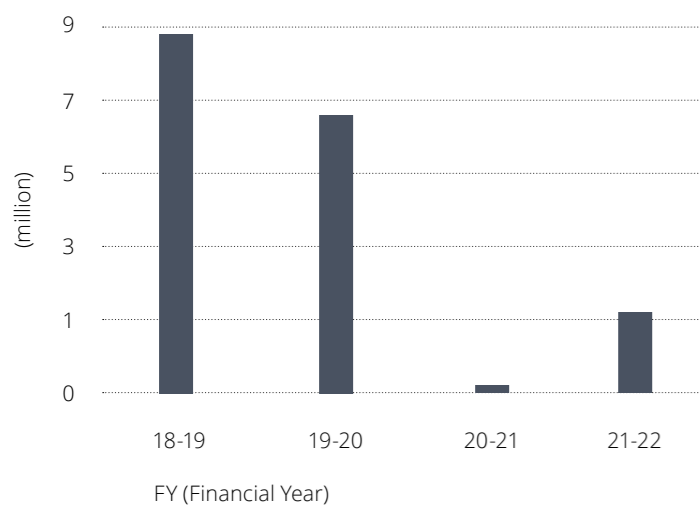
- Wellbeing
- Energy and Carbon
- Water
- Land and Ecology
- Feedback
- Planning for Change

## Our Approach

Travel forms a key part of how we run our business, and consequently makes up a large proportion of our total carbon emissions. We closely monitor business travel with a view to reducing emissions wherever possible and encourage staff to make sustainable transport choices. We fund Woodland Carbon Code certified forestry projects to capture scope 3 business travel emissions (in addition to our scope 1 and 2 emissions where relevant). This means that net emissions from business travel are zero for this period.

## Mobility Carbon

Greenhouse Gas Emissions from our Commercial Flights (kgCO<sub>2</sub>e)



## OUR PERFORMANCE

### Commercial Flying

The impact of Covid-19 has been variable during FY21-22, with both restrictions and relative normality in different parts of the world. Business travel therefore remains significantly below pre-pandemic levels but, as expected has increased in comparison to the previous financial year when virtually no travel was possible. Implemented travel restrictions throughout the last year have contributed to a high degree of variability in our commercial flying. Nevertheless, the total carbon dioxide emissions from commercial flying are still a fraction of pre-pandemic levels; emissions during FY21-22 were 88% lower than our FY18-19 baseline year.

### Sustainable Travel Planning

In order to reduce long-haul flying we encourage meetings to be carried out remotely where possible, ensuring this decision won't compromise the level of service delivered to our clients. We also utilise the location of staff in our regional offices wherever possible, particularly when site visits and in-person meetings are required. The decision on whether flights are necessary is managed via our Business Travel Carbon Management Plan, which promotes sustainable travel planning.

## Business Travel Carbon Management Plan



Project planning



1 Can this journey be replaced with video conferencing?



2 Can we make use of our local offices?



3 Can we use more sustainable transport options?



4 Can we promote passenger sharing?



5 Can fewer staff travel less frequently?

Business travel



We continue to promote sustainable modes of travel within our business



## COMMUTING AND OTHER BUSINESS TRAVEL

A return to work on our London campus during FY21-22 meant an increase in the number of staff commuting to campus. We have a selection of initiatives in place to encourage and support the adoption of sustainable modes of travel by colleagues.

### Cycle to Work Scheme

Part of our Perks that Work benefit is access to enrolment in our popular Cycle2Work scheme, which is a joint initiative offered by Green Commute and Halfords. It aims to promote the use of bicycles and other specialist and adapted cycles as alternative modes of transport to carbon-intensive cars. Not only does this promote the obvious carbon savings, but it simultaneously encourages a healthier and more active lifestyle for our colleagues. Cycle2Work payments operate on a salary sacrifice basis, allowing staff to make monthly payments before tax and often meaning employees can make savings of up to 48% depending on their tax rate.

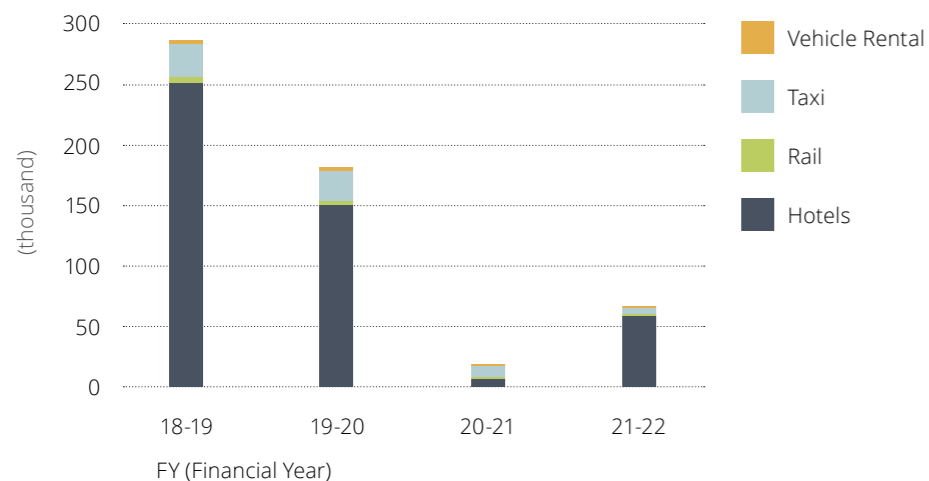
The scheme is popular at Foster + Partners as 107 employees have signed up over the past two years alone, with many using the scheme more than once in the fifteen years it has been established. Furthermore, we offer regular free bicycle maintenance, a bicycle repair point, secure bicycle storage and on-site shower and changing facilities.

### Other Business Travel

Emissions from business travel (excluding flights) including hotels, rail, taxis and vehicle rental followed a similar pattern to that of commercial flying. They remain well below the FY18-19 baseline, however they have increased slightly since FY20-21. Whilst absolute carbon dioxide emissions from these sources are relatively insignificant compared to commercial flying, we cannot discount them when implementing future travel related decisions.

### Other Mobility Carbon

Greenhouse Gas Emissions from all other Business Travel (excluding Commercial Flights) (kgCO<sub>2</sub>e)



## Looking Forward

Whilst we are a global business and one whose output, our projects, often demands for our people to travel, we also recognise a changing world and the requirement for action. Therefore, during the next financial year we will continue to closely monitor our business travel data to further understand to what extent we can maintain the current reduced level of travel. We endeavour to explore potential areas and strategies where we can save travel related emissions, predominantly through the continued investment in video conferencing technology, education of colleagues and transparency with clients.

We also intend to implement a comprehensive survey to further understand the commuting patterns of our colleagues. This will enable us to make well informed decisions about appropriate future initiatives to promote sustainable travel, and strategies to improve staff health and wellbeing. We continue to promote the use of alternative transport options, and we are investigating the potential of integrating charging stations into our on-site bicycle storage, and the feasibility of increased changing and shower facilities (further information available in our Water chapter).

We will also revive a previous initiative from 2019 working in partnership with The Bike Project to donate any unclaimed bicycles in our bicycle storage. The Bike Project is an organisation that refurbishes second-hand bicycles and donates them to refuges and asylum seekers across London and Birmingham. We were able to donate 45 bicycles in 2019 and had planned to conduct this initiative annually, however this was postponed as a result of the Covid-19 pandemic. Nevertheless, we have begun the storage sorting process once again and plan to make a subsequent donation over the next financial year. This initiative is triple pronged in its approach as it also relates closely to our Community Impact ethos, alongside our Resource chapter, as by taking the measures to reduce waste generated by old and unused bikes, we are embodying the principles of the Circular Economy.

# Resources

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

## Interconnected Themes

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

## Our Approach

We are a campus of approximately 1,300 employees which subsequently means there are many resources flowing in and out of our campus on a daily basis. These resources vary from office supplies and stationery, to technology, food and drink. As a contributor to our total carbon emissions, waste is negligible, making up less than 1%. However, we understand that the impact of waste goes beyond emissions, and so recognise the deeper impact of our resource consumption and disposal. Therefore, we are continually thinking of new ways to reduce the amount we consume, and reuse and recycle what we can.

## Our Waste Partner

To manage our waste across the campus, we have an established partnership with Paper Round, a commercial recycling expert. Paper Round are ISO 14001, ISO 9001 and ISO 45000 certified, assuring that we receive an accredited and standardised service, and reliable associated reporting. Paper Round are also aligned with a number of charities and our partnership with them facilitates a monthly contribution from us to:

- **FareShare:** A charity who work to fight hunger and tackle food waste, by redistributing surplus food to charities that turn it into meals
- **Bio-bean:** A team who developed the bio-bean solution, whereby the oil from used coffee grounds can be used as a fuel source
- **The Children's Literacy Charity:** A charity with the fundamental goal to close the literacy gap for disadvantaged children through tutoring opportunities

As part of our waste management, we receive monthly reports outlining our waste data, as well as our contribution to the aforementioned initiatives. We also liaise with Paper Round regarding new initiatives that may be suitable to implement throughout our campus, ranging from increased education opportunities to materiality options, for example the packaging used in our canteen to the foamboard used in our Model Shop.

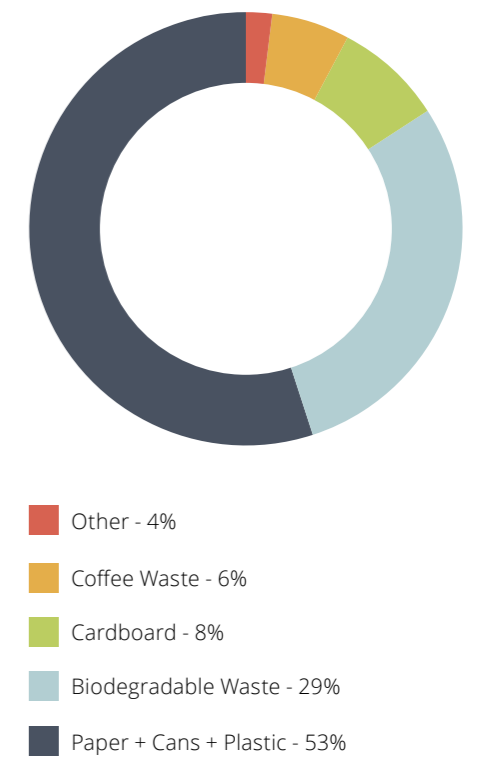
## OUR PERFORMANCE

### Key Performance Trends

Once again, we achieved zero operational waste to landfill. The target for our recycling rate is to achieve 75% by 2025. This year we achieved a figure of 53%.

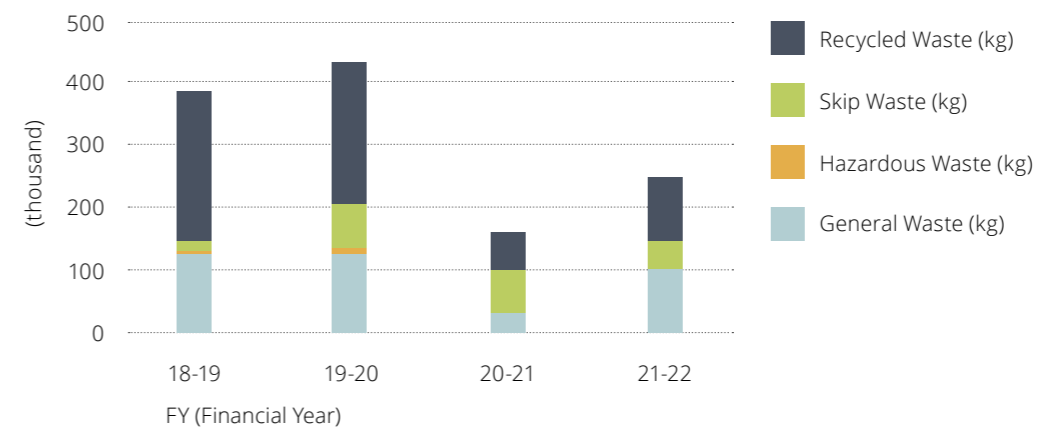
Covid-19 and the transition from the office to home reduced paper consumption dramatically. Paper represents a large contributor to our total waste production, and this decreased by approximately 40% over the financial year. As we have gradually returned to the office post pandemic, we have attempted to maintain the digital workflow habits that were adopted during this time. Encouragingly we dramatically reduced consumption, using 47% of the cardboard and 56% of the paper, cans and plastic compared to our baseline year (FY18-19). However, it is important to preface this achievement with the notion that this year was not an accurate representation of a 'normal' year within the office. As a result, we will continue to monitor the data trends, gaining further insight into a post-covid practice to ensure that we implement appropriate initiatives to maintain this positive performance.

### Recycled Waste



### Waste

Waste Generated (kg)



### **Improved Waste Streaming**

Upon the return to the office, we improved our waste streaming through the adoption of additional waste streams and associated bins. This new approach was informed by discussions with our waste partner Paper Round, who provided guidance on the composition of our waste and how to progress in the poorly performing areas. This allowed us to identify areas of importance in order to optimise the streaming of waste onsite. Sorting efficiently at initial disposal is crucial to improving recycling rates as poorly segregated waste can often lead to the contamination of an entire stream.

The new waste streams were introduced on Global Recycling Day in March, chosen deliberately to align our internal commitments with the overarching global goal. Engagement from, and the education of our workforce is vital to improving our performance and achieving our targets, and is intrinsically linked to our Sustainability Linked Loans reporting (further information available in our Additional Areas chapter). Moving forward in the next financial year, we will continue to closely monitor our waste reporting to determine the impact of the new waste streams and adjust the associated initiatives as required.

### **Commercial Waste Streaming**

A primary goal from FY20-21 was to stream and recycle demolition waste from all onsite construction projects. Multiple refurbishment projects took place over the course of this year, predominantly as a direct result of the improvements to our office space to align with a post-covid landscape. Whilst we are successfully streaming skip waste from commercial waste, the separation of waste within commercial waste presents challenges as contractor sequencing is not always compatible. Furthermore, whilst commercial waste is difficult to recycle, we ensure, where possible, that we have several recyclable segregated skip streams, notably wood and metal.

### **Information Technology Equipment Disposal**

We have an established relationship with EOL IT Services to dispose of our Information Technology (IT) equipment, who are the UK's most accredited provider of IT Asset Disposal (ITAD), Lifecycle Services and Data Destruction. EOL are ISO 14001 accredited and are a registered Waste Carrier, hold a Waste Management Licence and are an AATF (Approved Authorised Treatment Facility), registered with the Environment Agency. Furthermore, they operate a zero landfill policy wherever possible, as any received assets that cannot be resold are stripped for working components and reused where appropriate. Items that have reached end of life are recycled for circuit boards or power units and are separated into different types, ready for refining. Trusted environmentally approved downstream partners are then used to refine the raw materials to be used within the supply chain. Ultimately, EOL embody an environmentally focused approach to disposal whilst illustrating their ethos of 'Reduce. Reuse. Recycle.'

### **After-Life Competition**

Shortly after the 'Rainbow After the Storm' Pride pavilion was launched in September, colleagues were invited to partake in an in-house competition 'After-life' to design a structure using the dismantled elements of the original Pavilion. The concept was to embody the principles of the Circular Economy and keep the original materials in use. Three winners were chosen by a panel of judges formed of architects and colleagues from our Facilities and Sustainability departments who selected the designs based upon:

- Use of materials
- Simplicity and practicality
- Aesthetic design quality
- Creative concept or approach

Each 'After-Life' object is set to be constructed and displayed on our campus during the summer and unveiled to all colleagues at our annual Pride party to celebrate the work of our colleagues and the LGBT+ community.

### 'In Pride of Idleness'

'In present day culture, pride and dignity are associated with work, production, and the self-reflection of being busy; whereas idleness, or 'not doing anything' is not necessarily glorified or held in honour. The main idea behind the pavilion is to offer an enclosed space as a rest pod for employees to have a place to take intentional breaks while offering views to the terrace and the sky. The pavilion is about taking pride in natural ways of being and living, which we aren't meant to be ashamed of in the first place. Pride and dignity in body language is expressed with holding one's head up high. The idea of 'In Pride of Idleness' is materialised as an enclosed frame of an octagon. On each face, the ropes – using colours of pride - rise to unite at the top, forming a spirograph with an opening to the sky. The space offers the user an experience to look up and hold their head up high as a symbol of pride. Meanwhile the ropes on each side face act as semi-transparent screen to make dialogue between indoors and outdoors.'

Akash Changlani, Sustainability Designer and Isik Goren, Sustainability Coordinator



### 'Climbing for equality'

'The 'Climbing for equality' sculpture symbolises two things, the first is that the straight community and the LGBTQ+ community can coexist perfectly well while separate, but when they come together, they can create something much better for the world, in the same way that the elements of tensegrity come together to create balance. On the other hand, this tensegrity also represents the members of an architectural practice - if one element fails, the team is compromised, and therefore the desired result may not be achieved, in the same way that if the timber slats or ropes fail, the sculpture may fall. In conclusion, all elements must work together. The sculpture comes from the concept of tensegrity, in the shape of an Icosahedron, in which the timber slats act as compression elements and the coloured ropes as tension elements.'

Pablo Diego Pastor, Architectural Assistant





### 'Particles'

"Death' is the moment when 'life' enters 'after-life', when life's existing form transforms to a new one. The body, eventually decomposed into particles, then forms another life. Although the original life can no longer be seen as it was, this doesn't mean it's gone, it's still there in the cycle of life. Large numbers of existing timbers used in the Pride Pavilion have been broken down and re-constructed into modular units - 'Particles.' With enough units, these Particles can be recomposed into another pavilion. It is a transformation process of one pavilion to another, that passes the messages of pride and sustainability to a new life.'

Shervan Chan, Architectural Assistant



### Looking Forward

We will continue to analyse the impact of our new waste streams following an initial introductory period. From this established data set we will then formulate appropriate conclusions and a revised strategy, if required, to ensure a maximum recycling rate from our campus.

We will seek to increase education surrounding our recycling practices and continue to promote waste streaming principles through dedicated intranet posts, the celebration of key events such as Recycling Week, and the sharing of knowledge. We also have plans to produce two waste videos to effectively illustrate the necessity for appropriate waste disposal and management with the expectation that these initiatives will support behaviour change in colleagues. The first is a short educational piece detailing in which stream certain items should be placed, ensuring we use campus specific examples. The second is a longer piece exploring our previous waste performance, what happens to our waste, and why waste management is important on the global stage.

Paper Round will also undertake a waste audit of our campus over the forthcoming year. A waste audit is a survey of an organisation's regular waste stream, within which waste auditors sort bags of waste by item, recording and analysing the data. In doing so, they identify what is being thrown away, what is being recycled or diverted through other means, and the amounts of each type by weight or volume. Therefore, a waste audit not only verifies what you are disposing of, but also the value you are losing. We will use the findings to review our current initiatives and implement revised strategies, as required.

We will also look to engage with additional partners for key sustainability related strategies, building on the campus-wide introduction of reusable coffee cups and conscious furniture disposal initiatives.

# Water

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

## Interconnected Themes

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

## Our Approach

We monitor our water consumption using data from monthly invoices. Historically, the water consumption across our campus has been low in comparison with a typical UK office (calculated in alignment with the Better Building Partnerships 2020 Real Estate Environmental Benchmarks). This is a result of low flow fixtures and fittings throughout our campus which facilitate the efficient consumption of water.

## OUR PERFORMANCE

### Water Consumption

This year, our metered water consumption appears to have been low in comparison to previous data. Using data from monthly invoices we recorded a consumption amount that is 86% less than that of a 'typical' office, and 79% less than that of the average 'good practice' office. This was unexpected given an increased staff presence throughout the campus, and increased scrutiny for surrounding hygiene practices post Covid. Deeper analysis reveals the historic estimated readings in previous years, particularly the years during Covid-19 where occupation in the office was low, were corrected by actual readings during FY21-22. This resulted in an inaccurate representation of actual water consumption over the past financial year.

However, we are taking steps to increase the accuracy of our data, primarily through the installation of automatic sensor monitoring over the forthcoming year. The low consumption levels of FY20-21 also raised concern surrounding the recorded levels of legionella and bacteria. We have now successfully installed sensors across the campus that monitor and balance these levels to ensure compliance with legionella regulations.

This year, we also introduced Purex into our cleaning programme as an alternative to chemical-intensive products, where appropriate. Purex is a chemical free cleaning solution to be used for cleaning tasks on water washable surfaces. Tap water is passed through seven stages of unique micro-filtration to remove: chlorine, natural minerals and grit, and other inorganic compounds such as calcium. The benefits include less exposure to harmful chemicals, a reduction in chemical waste and pollution, a reduction in deliveries, and increased reuse of plastic bottles as the filters are installed on site.

As mentioned in our Mobility and Connectivity chapter, all London employees have access to the changing and shower facilities on campus, including lockers and a drying room. These can be used at any time of the day contributing to an increase in health and wellbeing, whilst simultaneously promoting the adoption of alternative, active, often more sustainable, modes of travel, such as cycling, running and walking.

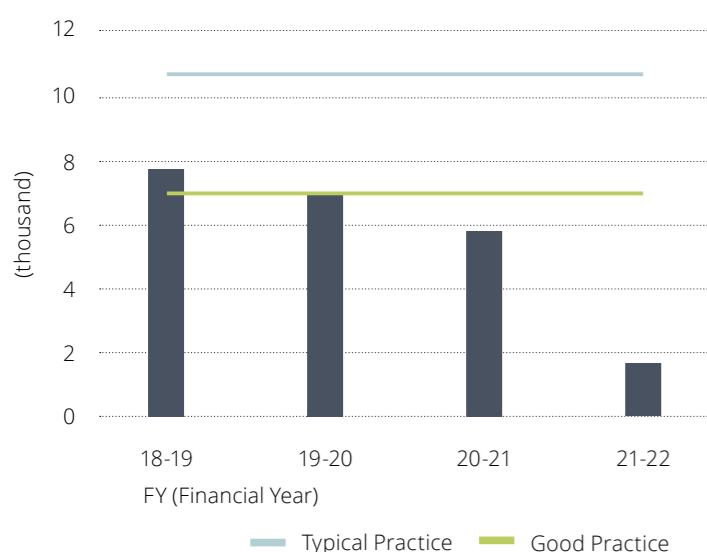
## Looking Forward

To improve the efficiency and accuracy of our monitoring, we are aiming to install automated meters across the London campus. These meters will record the amount of water passing through a meter in real-time, removing the human error associated with manual readings and estimated invoices. Whilst the timeline for the installation is to be determined, once installed they will greatly improve our reporting in this area, and further aid an increased understanding of our water consumption.

We are also aiming to carry out a feasibility study to determine whether our existing shower facilities are sufficient. Analysing these findings alongside employee feedback will indicate if there is appropriate capacity, demand and requirement for improved access to the changing rooms, drying rooms, shower facilities and associated storage.

## Water Consumption

Water Consumption (m<sup>3</sup>)



# Land and Ecology

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

## Interconnected Themes

Wellbeing

Community Impact

Social Equity

Energy and Carbon

Mobility and Connectivity

## Our Approach

Land and Ecology aims to support the protection and maintenance of ecosystems and natural habitats. On our London campus we have our green space, the Terrace, which provides a space for our people to connect with both nature and each other. In the UK we support our carbon unit procurement partner Forest Carbon in their reforestation efforts. Undoubtedly, we recognise the value of a connection to nature and the numerous holistic benefits it provides. These concepts are central to biophilic design and in turn embody the principles that we aim to deliver throughout our campus to colleagues.

## OUR PERFORMANCE

### The Terrace

Last year we aimed to convert the space behind the Hub on our London campus into an open-air social space for all, which would come to be known as 'The Terrace.' The space was developed in response to the Covid-19 restrictions limiting available indoor meeting spaces, and with it the opportunity for informal conversations and chance encounters. In addition, the pandemic taught us that there is infinite value to green spaces in our cities, and for a practice that has adopted biophilic design principles in our work, we were aware of the importance of nature in the workplace.

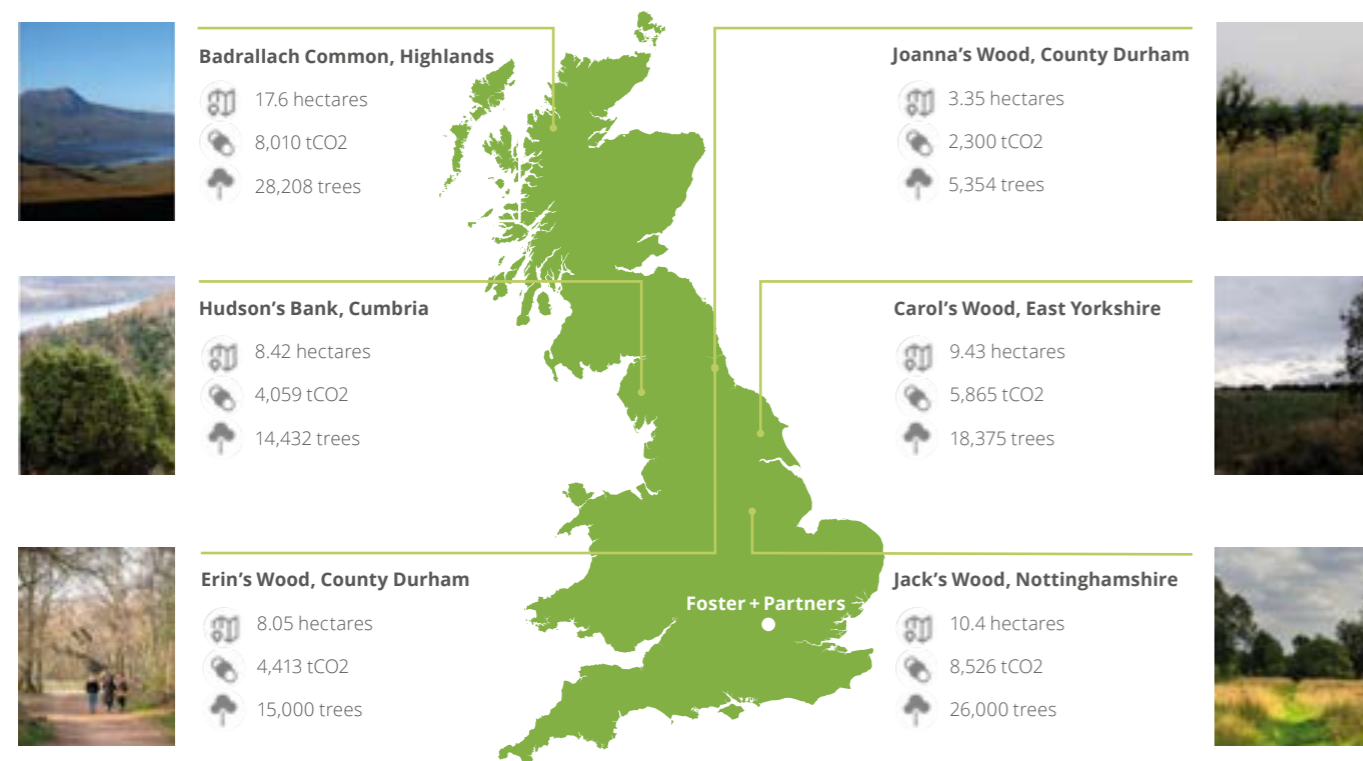
The Terrace was intended to offer a comfortable space for workspace collaboration in and amongst nature, offering connection with the environment as well as each other. Design and construction of The Terrace were completed this year prior to summer, to be used by colleagues during all months except winter.

Sustainability was at the heart of the project from its inception. A composite mesh and brick wall forming the defining edge of the site was built with materials recovered from the demolition of a wall on-site. Bar tables were created from repurposed oil barrels and old metal brackets were used to secure a timber bench around the perimeter of the site. Two large cargo containers were sourced and repurposed to be used as food and drink stalls to offer alternative lunch and coffee spots to the Hub building and canteen space. As for the landscape design, three distinct zones were defined: Aromatic Mediterranean, Foraging Heart and Flowering Hedgerow. These zones offer a diverse range of vegetation, some providing the visual aesthetics of beautiful flowers, others offering olfactory responses from the incredible smells.

The thriving terrace space offering biophilic benefits to colleagues on campus



## Foster + Partners Purchased Woodlands



## Carbon Sequestering

We recognise the impact of our carbon emissions and address this by purchasing carbon units from our partner Forest Carbon. Forest Carbon helped to form what is now the UK's Woodland Carbon Code. This is the UK's only woodland carbon standard and is the framework to quality assure woodland creation projects in the UK. The Woodland Carbon Code issues carbon units which represent measurable amounts of carbon dioxide removed from the atmosphere by trees as they grow; one unit is one tonne of carbon dioxide equivalent removed from the atmosphere.

We procure carbon units equivalent to our scope 1, 2 and scope 3 business related travel emissions. Together with Forest Carbon, we have collectively planted 107,369 tree saplings across 6 sites. Not only do these saplings sequester emissions, they also represent a nature-based solution aiding biodiversity, water quality and flood mitigation with added social and community benefits.

## Conscious Food Procurement

We aim to integrate sustainability into all business decisions, evidenced by our support of ethical and sustainable food practices through our catering partnership with Daylesford Farm. Their sustainability approach is formed on three core pillars:

- **Regenerate:** Focusing on enhancing soils and bringing farming and nature closer together to tackle the climate and ecological crisis
- **Protect:** Ensuring responsible sourcing and a reduction of resource use across all products
- **Inspire:** Embodying the principles of leading a movement in organic food and farming, enabling people to live in harmony with nature

In partnering with them we are aligning ourselves with their environmentally conscious ethos, and one that is focused on health and wellbeing.

## Looking Forward

We will continue our partnership with Forest Carbon to purchase carbon units in relation to our scope 1, 2 and scope 3 business travel.

We aim to extend The Terrace space on campus to accommodate for more employees, providing additional space for collaboration and the continued unparalleled connection to nature. We will also continue our partnership with local charity Thrive (further information available in our Community Impact chapter), providing a biophilic focused initiative to our colleagues.

Furthermore, we will continue our nature-focused educational talks, workshops (e.g. our increasingly popular terrarium workshops), and programmes to support staff education and knowledge in this field.

# Feedback

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

## Interconnected Themes

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

## Our Approach

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

## OUR PERFORMANCE

### LEED ARC Platform

We aim to optimise our building performance across our London campus, implementing appropriate measurement strategies to convey associated data. The ARC platform is a pivotal example of such an initiative, representing a digital interface that helps to measure and improve sustainability performance across the built environment. The data-centric core connects actions, whilst tracking progress through a performance score which in turn allows us to review and benchmark our progress, identify areas for improvement and implement forward-thinking actions.

The approach is guided by the Leadership in Energy and Environmental Design (LEED) v4 Operation and Maintenance (O+M), which offers existing buildings an opportunity to monitor sustainability performance (further information is available surrounding LEED in our Planning for Change chapter). ARC provides greater transparency as it allows global project benchmarking, and the connection of people within an organisation with sustainability strategy in practice, through the provision of a tangible visual interface relaying real-time information.

At present, our ARC platform measures the operation of our Main Studio building, with the platform positioned clearly in our reception area on display for both colleagues and visitors. ARC calculates a performance score out of 100, based on a global data set meaning that at any point in time the score reflects the most recent 365 day rolling average in each category. Data focuses on the following areas:

### Energy (0-33 points)

The total energy use from the most recent 365 days is converted into equivalent carbon emissions. The lower the overall emissions, the better the score. A perfect score reflects net zero emissions.

### Water (0-15 points)

The total water use from the most recent 365 days. The lower the overall water consumption, the better the score. A perfect score reflects net zero potable water use.

### Waste (0-8 points)

The weight of the materials generated and diverted from landfill and incineration. The more waste diverted, the higher the score.

### Transportation (0-14 points)

Commuting distances and modes of travel provided through survey responses are converted to equivalent carbon emissions. The lower the emissions, the better the score.

### Human Experience (0-20 points)

Occupant satisfaction survey responses, interior carbon dioxide levels and interior total volatile organic compound levels contribute to the score equally. Enhanced comfort and environmental quality result in higher scores.

Scoring aligns with LEED O+M with the following thresholds:

Certified: 40-49 points

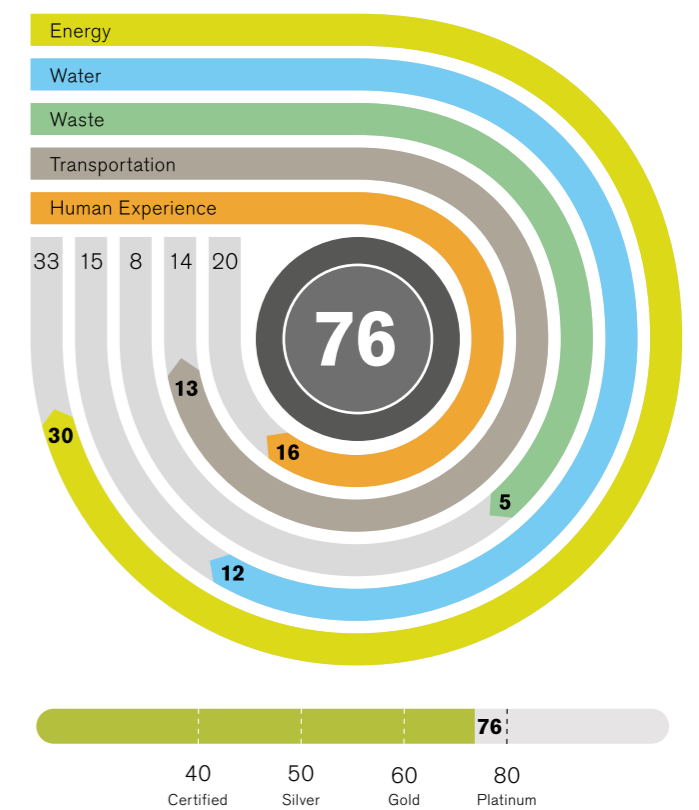
Silver: 50-59 points

Gold: 60-80 points

Platinum: 80+ points

**We are currently tracking at Gold, 76 points**

## Foster + Partners Performance



### Building Management System (BMS)

Real-time feedback on internal comfort factors such as temperature, humidity and carbon dioxide levels are provided via our BMS information, displayed on iPads located across the campus. This allows staff to better understand their local environment and alert technicians if adjustment is required.

'From its inception, the practice has always taken a holistic approach towards sustainability. The EPD process has given us an opportunity to take a forensic view of where materials come from, how they are processed and everything that contributes to their carbon content. It is an extremely comprehensive and detailed overview that allows us to understand how our design decisions impact the sustainability of our products. We hope that with this knowledge we can challenge, encourage and guide our clients and product manufacturers on the journey towards more sustainable products.'

Mike Holland, Head of Industrial Design, Foster + Partners

### Carbon Viewer

Development of our Carbon Viewer tool has also continued. This tool is used on projects to visualise embodied carbon within building elements in a realistic environment, highlighting significant areas to aid decisions surrounding carbon targets. Furthermore, use of the developing platform Unreal Engine has provided an improved visual interface, facilitating an interactive experience to promote engagement with both clients and design teams.

### Surveys

We are conscious of the impact our business activity has on our employees. In particular, the transition from office to home, from home to office throughout the pandemic presented challenges, and the requirement for adaptability within the workplace. Therefore, enhanced employee engagement has been crucial as we have returned to the office, ensuring the comfort and wellbeing of our people through suitable strategy implementation. Our 'Return-to-Work' survey (further information available in our Wellbeing chapter) provided key feedback and insight from our colleagues to inform data-driven decisions and policy implementation.

### Intranet

Our intranet is our internal communication platform, underpinning company correspondence. It represents a crucial collaborative space, ranging from informing of practice-wide announcements, the celebration of achievements and knowledge sharing between teams. The Intranet is also home to several of our internal communities, where staff can find important information on various topics.

For example, over the past year we launched our very own Sustainability Community with the fundamental aim of communicating the climate-related and sustainability agenda within the practice.

### Plus

Foster + Partners Plus is a journal offering in-depth insight into our projects, philosophy, people and process. Voices from the practice and other experts profile design innovation, engage in industry-leading discussion, and share non-traditional design stories.

### LEVA Chair (Environmental Product Declaration)

The partnership between the Industrial Design Group and the Sustainability Group epitomised innovation through collaboration when developing the practice's first Environmental Product Declaration (EPD) and completion of a comprehensive Life Cycle Assessment (LCA) of the LEVA chair designed for Mattiazzi. The aim was to encourage and challenge the manufacturers we work with to embrace more sustainable production processes.

An EPD reports comparable, objective, and third-party verified performance data on a series of environmental impacts including the global warming potential (GWP) generated during all life stages of the chair. The process was enlightening and has resulted in the practice being committed to pushing for all new products to have an LCA and EPD completed by the manufacturer.

### Looking Forward

The installation of smart meters for our gas and electricity supply began this financial year and will be completed throughout FY22-23. In alignment, we intend to install sub-meters to achieve more granular energy consumption data, in addition to our main utility point metering. Initially this will focus solely upon electricity consumption, however, possesses the potential to be extended to heating and cooling systems. Increased accuracy in our data set from these meters and sub-meters will aid in the identification of our biggest energy consumers and facilitate the appropriate improvement actions. As we acquire more data, the need to further measure our performance against standards such as LEED O+M becomes more apparent. Therefore, we will also assess the potential of extending the installation of the ARC into more of our campus real estate.

Our Environmental Engineering team will also carry out a full post-occupancy evaluation of our 7-11 building over the next year. This will provide valuable insight into system performance and efficiency, allowing us to implement changes across the campus if required. In addition, our Applied Research and Development (ARD) team are developing a Smart Campus app which will offer our staff the opportunity to make informed decisions about their workplace, by providing historic and real-time information regarding carbon dioxide, humidity and temperature. Throughout FY22-23, the development of Smart Campus aims to include integration with the Intranet, the display of information regarding natural and mechanical ventilation of the Main Studio and a roll-out of the Smart Campus dashboard for Foster + Partners' overseas offices.

At present, we are only collecting and reporting data regarding the operational performance of our London campus. In the future, we will endeavour to capture data from our overseas offices where appropriate. We are fairly restricted in our control of these offices; however, any additional information will aid our understanding of building operations, contributing to enhanced transparency both internally and externally through our reporting. We aim to follow the London campus model, and install sensors in our global offices, where appropriate, to collect data in relation to carbon dioxide, humidity and temperature.

We will continue to focus on our employee engagement to collect feedback that will inform decision-making and strategy implementation. Not only is this crucial to our business, it also has an impact on our Top Employer score (further information available in our Wellbeing chapter) and Sustainability Linked Loans (SLL) performance. Several surveys are due to take place over the forthcoming year, notably an employee engagement survey, catering survey and commuting survey.

During FY21-22 we appointed a verification partner for our Sustainability Linked Loans (SLL). They will provide our lenders with the necessary third-party verification of our calculation methodologies and achievements against our Sustainability Performance Targets (SPTs).





# 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 and Carbon

Mobility and Connectivity

Resources

Feedback

## Our Approach

We acknowledge that our world is constantly evolving and therefore our Planning for Change related initiatives enable us to contextualise and adapt to this change. We consistently encourage innovative thinking within our CSER workstream, business strategy and design, exploring a wide array of concepts including climate change, building certifications and developing technology. We facilitate the constant evolution of our workspace and workforce, supporting colleagues through personal development and the provision of education surrounding climate related issues.

## OUR PERFORMANCE

### Training and Development

Education, training and personal development are key in nurturing the skill set required to tackle future change. We offer a range of talks, workshops and training and development opportunities that promote the constant pursuit of knowledge and improvement. These programmes for Continuing Professional Development (CPD) cater for all disciplines and are offered in both a formal and informal context. Furthermore, we invest heavily in research and development, particularly through our specialist groups; Applied Research and Development (ARD), Materials Research Centre (MRC) and Specialist Modelling Group (SMG).

Many of our partnerships have allowed us to promote education. An example of this is our Professional Practice Academy (PPA), through which we have facilitated the qualification of over sixty colleagues to the title of Architect (UK and Global) with our internal qualification programme. Furthermore, our degree apprenticeships have been strengthening the access to, and quality of, education for young professionals which is vital when ensuring a brighter future for the broader industry. Further information surrounding our partnerships can be explored in the Community Impact and Social Equity chapters.

### Green Building Certifications & Associated Professional Development

Building design is an ever-evolving industry. With a wider acceptance of the realities of the climate and ecological crises, it's more important than ever to adopt sustainable building practices. Globally, there are a number of certifications that have been developed to facilitate green building design. They embody principles that many of our clients wish to implement within their design, and so having our colleagues trained in these areas is paramount.

Our dedicated Learning and Development team offer training, educational materials, and financial support to colleagues looking to expand their professional credentials within this field. Spanning a cross-section of teams we currently have:

#### 4 BREEAM Accredited Professionals (APs):

Building Research Establishment Environmental Assessment Method (BREEAM) Accredited Professionals possess specialist skills in sustainability and environmental design combined with a high level of competence and understanding in BREEAM and its assessment process. They are seen as 'sustainability champions' and use expertise to assist clients and project teams by facilitating cross-project consideration and collaboration on solutions to scheme compliance, target setting and performance monitoring.

#### 14 WELL Accredited Professionals (APs):

The WELL Accredited Professional is a health and well-being credential that denotes expertise in the WELL Building Standard. It is a commitment to advancing human health in buildings and communities around the world.

#### 58 LEED Accredited Professionals (APs):

The Leadership in Energy and Environmental Design (LEED) credential denotes proficiency in today's sustainable design, construction and operations standards. It is split into:

- **LEED Green Associate:** A foundational professional credential signifying core competency in green building principles.
- **LEED Accredited Professional (AP) with specialty:** An advanced professional credential signifying expertise in green building and a LEED rating system. To earn a LEED AP with specialty, candidates must first pass the LEED Green Associate exam. The specialties include; Building Design + Construction (BD+C), Homes, Interior Design + Construction (ID+C), Neighbourhood Development (ND), Operations + Maintenance (O+M).

Head of Sustainability, Chris Trott, presented our science-based journey of refurbishing the historic Acciona Ombu in Madrid to the public at COP26



## COP 26

COP26 took place in Glasgow during November, with individuals from Foster + Partners in attendance. Lord Foster was in conversation with US Special Presidential Envoy for Climate, John Kerry; Chris Trott, Head of Sustainability, presented the Acciona Ombu building and formed part of a panel discussion surrounding net zero carbon buildings in cities; whilst David Maguire provided daily updates as our 'roving reporter.'

Internally we hosted a number of themed talks and forums to enhance education and understanding around COP and the issues being discussed, whilst encouraging futures thinking and how we may facilitate change. Key talks included:

### COP Theme: Energy

Foster + Partners (internal): What does a decarbonised energy supply really mean?

We've all heard that the world needs to be 'zero carbon' by 2050 to avoid catastrophic climate change. But as this process evolves, and we begin to electrify buildings and transport, what are the challenges that we will face?

Foster + Partners (at COP): Halving Emissions by 2030 – how businesses and policy makers can tackle whole life carbon.

Chris Trott, Head of Sustainability at Foster + Partners presented the historic Acciona Ombu building in Madrid, emphasising community, business, low carbon and Circular Economy benefits.

### COP Theme: Transport

Foster + Partners (internal): Should we design airports?

An overview of office-wide sustainable airport design initiatives ranging from the contribution to the development of the first ever Sustainability Chapter in the International Air Transport Association's (IATA) Airport Development Reference Manual, to the development of custom design tools and in-house expertise.

### COP Theme: Cities, Regions and Built Environment

Foster + Partners (internal): Celebrating the best of recent sustainable design at Foster + Partners. For the first in its history, there was a full day committed to the discussion of the built environment at the COP26 conference. The programme of talks took colleagues on a whistle stop tour of recent Foster + Partners projects notable for their sustainable approaches.

Foster + Partners (at COP): Delivering net zero carbon buildings in cities – recent examples and what needs to happen next?

Head of Sustainability, Chris Trott, presented our science-based journey refurbishing the historic Acciona Ombu in Madrid to the public. Presentations also featured from; ICLEI and Derwent London.

### Lifecycle Carbon Group

This year our Lifecycle Carbon Group, a community group developed to help spread innovation and best practice surrounding the delivery of low carbon projects, hosted several talks, lectures and workshops. The group offers a platform for individuals across the practice and externally to share their interests and insights into the realm of carbon, at any point in the lifecycle. This ultimately facilitates the dissemination of knowledge across departments and enhanced collaboration between teams. Several presentations were organised over this financial year including internal presentations from colleagues, and external information sharing from academics, organisations and industry professionals. A snapshot of which include:

- Urban Design Group:  
The 15-minute City
- Joe Iles and Gaelle le Gelard (Ellen McArthur Foundation):  
Circular Economy and Food
- Dr. Pablo van der Lugt (TU Delft):  
Tomorrow's Timber Talks
- Neil Tilley and Walter Swann (ArcelorMittal):  
Decarbonisation of the Steel Industry
- Michal Drewniok (University of Bath):  
Whole Life Carbon in Construction – Standards, Methods and Calculations
- Charles Law (Timber Development UK):  
PEFC Timber and the Circular Economy

- Charles Law (Timber Development UK):  
PEFC Responsible Timber Sourcing
- Charles Law (Timber Development UK):  
Timber Construction in a Climate Emergency
- Michal Drewniok (University of Bath):  
To Build or Not to Build?
- Elaine Toogood (The Concrete Centre):  
Saving Carbon Using Concrete
- Caroline Noller (The Footprint Company):  
What is the Number?

### Looking Forward

Continued innovation and education will support our plans for future change. We have identified the potential climate change risks that may impact our business and our business activity, and recognise the requirement for future mitigation. We will continue to support our colleagues in the pursuit of education and personal development opportunities.

We aim to evaluate the operational efficiency of our campus buildings in relation to future UK targets to aid understanding and analysis surrounding our alignment with the decarbonisation trajectories of the UK. We will also explore the potential to evaluate the ecological footprint of our business activities and our campus, adopting the approach we apply to our projects.

# Additional Areas

## SUSTAINABILITY LINKED LOANS (SLL)

### What are SLLs?

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

### What are our Targets?

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

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

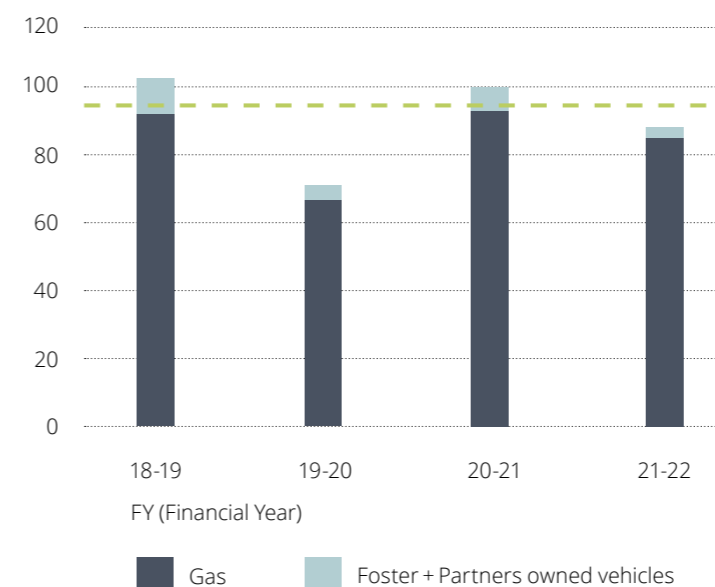
The aim is to reduce carbon emissions (market-based) associated with scope 1 and 2 activities by 75% by 2030, from a FY18-19 baseline year. As 98% our electricity is purchased from renewable sources backed by REGO certificates and the remaining 2% a combination of renewable sources and nuclear (no carbon emissions), our scope 2 electricity emissions are nil. Our scope 1 comprises of our onsite gas consumption and the emissions resulting from the use of our owned vehicles. Carbon emissions are to be measured in kgCO<sub>2</sub>e/FTE to account for the expected growth in the size and operations of the company.

The annual target for FY21-22 was an 8% reduction from the FY18/19 baseline. We have successfully achieved a 12% reduction in our scope 1 and 2 market-based emissions this year (from the baseline) and so, met our target.

Our emissions from our gas consumption reduced by 6% per FTE (kgCO<sub>2</sub>/FTE), whilst our emissions from owned vehicles reduced by 66% per FTE (kgCO<sub>2</sub>/FTE). This is due to fewer journeys to deliver office equipment and other resources to employees working remotely, as seen throughout the pandemic months. During FY22-23 we intend to replace at least one further vehicle (of a fleet of four) with an electric vehicle, which will then comprise 50% of the fleet. The potential to replace further vehicles during FY22-23 is also being explored. Next year we aim to further reduce our scope 1 emissions and maintain our decarbonisation trajectory.

### Carbon Emissions

Greenhouse Gas Emissions (kgCO<sub>2</sub>e/FTE)



**SPT 2: Waste management**

The target is to achieve a 75% recycling rate from the London campus by 2025, in addition to ensuring continued zero waste to landfill each year. The annual target for FY21-22 was a recycling rate of 70%. This rate does not include any waste derived from refurbishments or construction work on campus as this can be inconsistent due to the nature of our refurbishment works.

Our waste production and our recycling rate fluctuated this year as we navigated the return to the office post-covid. The corresponding graph illustrates how as occupation increased and staff returned to the office, both our waste generation and recycling rate increased.

However, it is noted that after consultation with our waste partner Paper Round, our recycling rate was impacted by factors beyond our control throughout Covid, as fewer collections were able to take place.

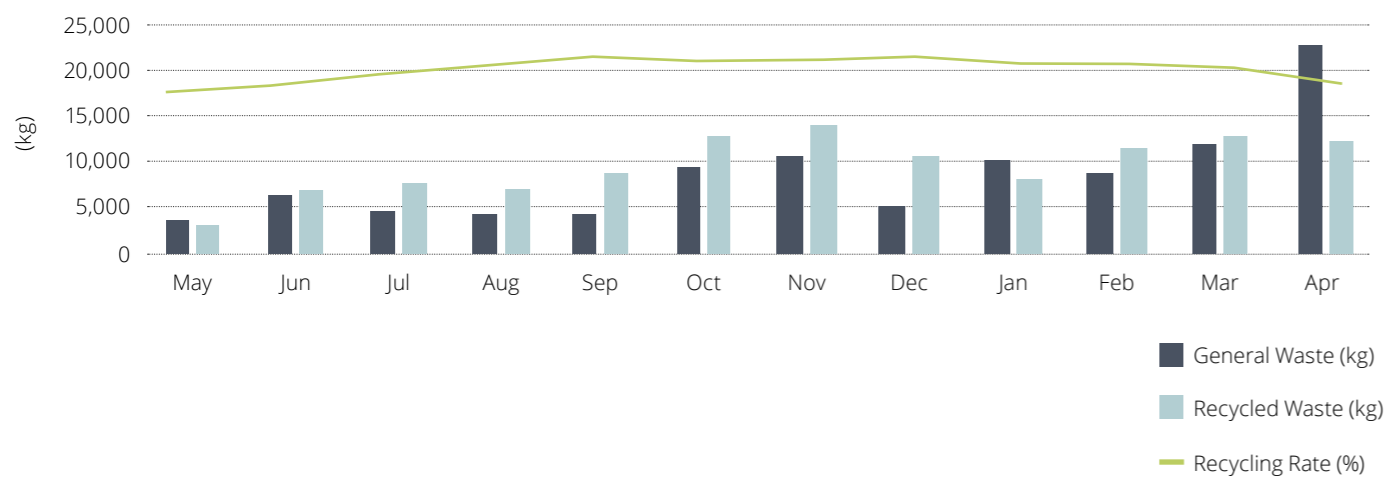
As the office returned to normality, our recycling stabilised and we were able to maintain an average recycling rate of 53%. However, this has fallen short of our 70% target. Towards the end of this financial year, we introduced new waste streams, corresponding bins, and increased educational strategies (further information is available in our Resources chapter). We expect this to have a significant impact on increasing our recycling rate going forwards as employees learn the new streams and adjust behaviour.

**SPT 3: Top Employer Score**

The aim is to maintain an overall Top Employer score equal to, or in excess of, the average of the last three years' performance, with specific emphasis on improving our Engage and Unite scores.

We achieved our target for exceeding the average of the last three year's total Top Employer score, however we were unable to maintain our Unite score or increase our Engage score. We now recognise the areas where improvement is needed and will continue to take action to ensure our future targets are met. We have invested in an employee engagement survey and corresponding platform, and intend to use feedback from regular surveys to drive cultural change in our organisation.

**Monthly Waste**



# Our Future

‘Our new partnership further fortifies the strong foundation upon which our practice was built. HennickCo’s long-term investment horizon and partnership philosophy were important factors in our decision to align with them. On behalf of all the professionals and partners of Foster + Partners, we could not be more excited about the future.’

Matthew Streets, Managing Partner, Foster + Partners

## OUR FUTURE

### Race to Zero

Race to Zero is a global campaign promoting the transition to net zero by 2050. Members of the initiative currently cover almost 25% of global carbon dioxide emissions and over 50% of GDP. Joining Race to Zero means setting and reporting on verified science-based targets to be achieved in the medium (2030) and long term (2050).

We are assessing the feasibility of joining Race to Zero alongside our other commitments to carbon reduction. The campaign includes our Scope 3 emissions, the most significant contributor to which is commercial flying. We are working towards a flight reduction plan that is compatible with the stringent Race to Zero targets while accommodating the international nature of our business.

### Hennick Investment

In October 2021, we announced that we had completed a strategic partnership with Hennick & Company, a private family investment firm founded by the Hennick family. The partnership will encourage growth and innovation, reinforcing the future of the practice by ensuring that the next generation of professionals can become shareholders, while allowing for an orderly succession of existing partners over the long-term. Lord Foster and his family will remain the practice’s largest shareholders after the Hennick family.

The partnership will allow us to work alongside other businesses in their portfolio to boost our collective sustainability credentials and services, particularly with those companies also operating in the real estate sector.

### Reporting Standards

As sustainability, corporate governance and Environmental Social Governance (ESG) become increasingly popular, so too does the demand for guiding principles and standards. A variety of standards have been developed and refined over time, including the Global Reporting Initiative (GRI), the Carbon Disclosure Program (CDP), the Carbon Disclosure Standards Board (CDSB), the International Sustainability Standards Board (ISSB), the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). Over the forthcoming year we will assess the potential adoption of one of the standards into our CSER workflow.

# Appendix

### Foster + Partner Reports:

- Gender Pay Gap Report: [https://www.fosterandpartners.com/media/2641721/uk\\_gender\\_pay\\_gap\\_report\\_2021\\_foster\\_-\\_partners.pdf](https://www.fosterandpartners.com/media/2641721/uk_gender_pay_gap_report_2021_foster_-_partners.pdf)

### Further Reports:

- Advancing Net Zero Status Report. The World Green Building Council. WGBC ANZ Status Report 2022 (ipaper.io)
- Annual Impact Report. Thrive. Thrive-Impact-Report-2022-FINAL.pdf
- Beyond the Business Case. The World Green Building Council. <https://www.worldgbc.org/business-case>
- Greenhouse Gas Protocol. A Corporate Accounting and Reporting Standard. [ghgprotocol.org](https://ghgprotocol.org)
- Net Zero Carbon Buildings Commitment. The World Green Building Council. World Green Building Council. [3\\_NZCB-Cmt-Detailed-Guidance\\_V1\\_Jan2019.pdf](https://www.worldgbc.org/3_NZCB-Cmt-Detailed-Guidance_V1_Jan2019.pdf) (worldgbc.s3.eu-west-2.amazonaws.com)

### Books:

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

### Additional Material:

- The Future of Architecture. The Aspen Institute, featuring Armstrong Yakubu. The Future of Architecture - Aspen Institute ([aspeninstitute.org](https://www.aspeninstitute.org))

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## **Biophilia**

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

## **Carbon footprint**

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

## **Carbon sequestering**

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

## **Conference of the Parties (COP)**

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

## **Corporate Social Environmental Responsibility (CSER)**

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

## **Environmental Social Governance (ESG)**

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

## **Energy Savings Opportunity Scheme (ESOS)**

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme, introduced by the UK government to make sure large enterprises in the UK are energy efficient. Under the scheme, large organisations are required to assess their energy usage every 4 years and to find new ways to save energy.

## **Full-time Equivalent (FTE)**

A unit of measurement to represent the number of employed persons working an equivalent of 40 hours per week. For example, an employee working 20 hours per week would contribute 0.5 to FTE.

## **Greenhouse Gases**

The atmospheric gases responsible for causing global warming and climate change. The major GHGs are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). Less prevalent (but very powerful) greenhouse gases are hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF<sub>6</sub>).

## **Global Reporting Initiative (GRI)**

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

## **Greenhouse Gas Protocol (GHG)**

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

## **Net Zero**

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

## **Race to Zero**

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

## **Renewable Energy Guarantees of Origin (REGO)**

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

## **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 of assets not owned or controlled by the reporting organisation, but that the organisation indirectly impacts in its value chain. Scope 3 emissions include sources not within an organisation's scope 1 and 2 boundary, and the scope 3 boundary is determined by the organisation.

## **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.'

## **Sustainability Linked Loans**

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

## **The Paris Agreement**

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

## **United Nations Framework (UNFCCC)**

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



**Foster + Partners**

Riverside, 22 Hester Road  
London SW11 4AN  
+44 20 7738 0455  
fosterandpartners.com