





Corporate, Social and Environmental Responsibility at Foster + Partners

This document describes Foster + Partners' approach to Corporate, Social and Environmental Responsibility (CSER).

Foster + Partners is an international studio for architecture, planning and design. Established as Foster Associates in 1967, the practice, now known as Foster + Partners, is based in London with project offices worldwide. Since its inception the practice has worked in 75 countries, has received more than 590 awards and citations for design excellence and has won over 100 national and international competitions.

The central concern of the practice is design excellence, achieved through active collaboration with clients and specialists - from structural and environmental engineers to consultants. A commitment to CSER underpins the philosophy and the design and management process.

A steering group has been established to set and monitor CSER initiatives and improvements.



Foreword

“The principles of sustainability are integral to our work: designing buildings that run at a fraction of current energy requirements, or urban quarters that can support thriving communities, improving the quality of life in a city for all. Our CSER policy is similarly driven by a desire to deliver lasting benefits, so we take our commitment to education very seriously. We invest our time and skills, as well as financial support, in a number of educational and charitable initiatives. These include funding with the RIBA Norman Foster Travelling Scholarship, as well as support for graduate exhibitions and the design of a prototype school in Sierra Leone. From the charitable activities of the Foster Foundation, to our involvement with Save the Children and Article 25, our work aims to create new opportunities and a better future for all.”

- Mouzhan Majidi

Corporate, Social and Environmental Steering Group



Mouzhan Majidi
Chief Executive
and Chairman of CSER



Spencer de Grey
Senior Partner,
Head of Design
and Environmental
Leadership Group



Matthew Streets
Senior partner and
Chief Financial
Officer



Paul Kalkhoven
Senior Partner, Head of
Technical Development
and Sustainability
Forum Member



Stefan Behling
Senior Partner, Design
Director and Head of
Research



Piers Heath
Senior Partner,
Engineering



Rafe Bertram
Partner, Sustainability
Forum Member



Kimberley Boon
Partner, Head of
HR Training and
Development



Tony Cooper
Partner, Head
of Facilities



Thouria Istephan
Partner, CDM Manager
and Sustainability
Forum Member



Andrew Haigh
Sustainability Strategist
and Environmental
Leadership Group



Stacey Medar
Sustainable Office
Co-ordinator

The Vision

We believe that architecture must look to the future and our work imagines the kind of world we would like to inhabit in ten, twenty, or one hundred years' time – our designs are an attempt to realise this vision.

We are proactive, not reactive, and we seek to produce buildings that are ahead of their time. We aim to anticipate changing environmental regulations, to work ethically and lead by example, to be sensitive and inclusive of the needs of the wider community and to ensure that our architecture continues to perform well. Designing for a project's entire life cycle ensures that it can stand up to the rigours of the next generation. Corporate, Social and Environmental aims and objectives are not a trend - together, they are integral to our work and a strategy for survival.

Over the last forty years, Foster + Partners has worked in partnership and collaboration with a wide range of organisations, with the shared aim of creating sustainable communities. The United Nations Global Compact Goals are integral to Foster + Partners' design philosophy and to the management of the practice.

CSER at Foster + Partners

The vision

Reporting systems

- Annual Report
- Interim reports to investors

Foster + Partners is committed to:

1. Human rights

The practice respects the protection of international human rights and avoids complicity in human rights violations.

2. Labour/workplace rights

Foster + Partners upholds the right to freedom of association and collective bargaining and supports the abolition of child labour; the elimination of forced and compulsory labour; and, the end of employment discrimination.

3. The environment

Taking a responsible approach to the environment, Foster + Partners promotes compliance with environmental law, improvement in management standards and the sustainable management of natural resources; and helps to combat climate change by supporting the development of products and services that are environmentally beneficial.

4. Anti-corruption

Foster + Partners avoids corruption in all its forms, including extortion and bribery, and is committed to upholding compliance standards and integrity, while complying with relevant anti-fraud and money-laundering regulations. Specifically the new [Bribery Act 2011](#).

Corporate, Social and Environmental Responsibility (CSER) as a company

The following provides commentary and detailed information on a range of different areas of Corporate, Social and Environmental Responsibility, including:

- Roles and responsibilities;
- Sources of expertise;
- Performance benchmarking and verification;
- Staff training, diversity and culture;
- Health and safety;
- Procurement; and
- Community and social enterprise.



Roles and responsibilities

The Board as a whole is responsible for Corporate, Social and Environmental Responsibility.

The Senior Partners are responsible for facilitating compliance.

The Corporate, Social and Environmental Steering Group considers and reviews CSER issues, reports regularly to the Board of Directors and promotes awareness of these issues practice-wide through training and communication.

The Steering Group promotes the development of CSER policies, procedures and initiatives, and monitors and reviews their operation.

The Steering Group identifies and assesses the significant risks and opportunities for Foster + Partners arising from CSER issues.

The Chief Executive and Chairman of CSER group, Mouzhan Majidi, has specific responsibility for Foster + Partners CSER responsibility policies, leading the development of new initiatives and targets, and reporting to the Board.

All Employees have a responsibility to be aware of and abide by Foster + Partners' policies and procedures, which have been developed to guide the day-to-day operations of the practice. These policies and procedures include Foster + Partners' environmental, ethical and social policies and are available on the practice-wide intranet. Employees are encouraged to make suggestions to improve these policies and procedures.



Sources of expertise

In addition to the CSER Steering Group, Foster + Partners is able to draw upon a wide range of resources and sources from within the practice and from wide range of collaborators and leading professionals internationally.

The Danish Institute for Human Rights has been a consistent source of guidance, providing strategic advice on achieving human rights compliance across the Foster + Partners scope of influence. The Institute has developed new dedicated tools and methodologies to address emerging issues within business sectors, and we are assessing their applicability and possible implementation.

Working collaboratively with leading organisations is a cornerstone of our working practices. Our close connection with PHA Consult, environmental engineering and sustainable design, has culminated in the group joining Foster + Partners and helping to formalise an integrated design approach.

Foster + Partners is a member of and collaborates with the following:

- British Green Building Council
- Bio Regional: One Planet Living
- British Council of Offices (BCO)
- Waste and Resources Action Programme (WRAP)
- Health and Safety Executive, Working Party

Training and Development

Foster + Partners is committed To staff development.

Each individual employee is required to develop and maintain a Personal Development Plan (PDP) based on personal and professional development objectives. Additional training is developed based around the training needs of the project, group or department.

We run a comprehensive programme of events, which are advertised on the intranet with posters displayed around the campus. The Foster + Partners Continual Professional Development (CPD) Programme follows the RIBA and ARB guidelines. These events are recorded and captured on the F+P Intranet, which is also accessible to Foster + Partners' international offices.

Weekly Part III Professional Practice workshops are undertaken for students and interested parties. This is a forum for students to work alongside other students, using Foster + Partners expertise to facilitate understanding of contract and practice management. A dedicated Wiki site has also been developed as a resource for articles, guidance and a specific discussion forum.

At present, thirty employees are undertaking the LEED training programme and ten have already become accredited.



A number of key speakers of international repute have contributed to our programme of events. Foster + Partners staff have reciprocated and regularly lecture at universities, international and national conferences. Lord Foster recently gave public lectures on 'Performance' at Oxford University and the RIBA. Further research and development with institutions such as Cambridge University, material manufacturers in Germany and product designers enables an integrated approach to CSER strategies.

The Foster Foundation also funds an annual bursary, the RIBA Norman Foster Travelling Scholarship. Initially set up in 2006 as a biennial programme, the £6,000 scholarship is awarded to one student to fund international research on a topic and in a location of their choice. In January 2009, Foster + Partners donated an extra £100,000 to the endowment of the RIBA Norman Foster Travelling Scholarship, enabling the scheme to run annually.

CSER at Foster + Partners

The vision



Employee engagement

All employees are invited to take part in all aspects of CSER. The studio is fortunate to employ a diverse workforce, from a variety of cultural backgrounds – together we speak more than forty languages. Consequently this rich mix encourages a flow of ideas and ideology that permeates every aspect of the workplace. Employees are invited to become members and representatives of a number of forums including the Sustainability Forum, as well as taking part in social committees and charitable and educational events.

Intranet messaging board allows notices to be circulated to inform and advise on a range of subject headings.

Social interaction is key to a good work-life balance. Employees are encouraged to take part and organise events with financial and sponsorship assistance available.

Social events include:

- Foster + Partners' sports teams compete against other organisations in football, rugby, tennis, volleyball, sailing, badminton, cycling and running, and each year we host an internal International World Cup Football Tournament;
- Annual Summer and Christmas Party;
- Discounted Gym Membership;
- Discounts at local shops and restaurants;
- Bicycle scheme;
- sponsored sporting events, such as the London Marathon, Triathlon events, parachuting and trekking; and
- Local charitable events.

Sustainability by design

To ensure the sustainable design of our buildings, Foster + Partners has developed an in-house Sustainable Design Guidance document. This establishes a clear design approach for all projects to follow and ensures an integrated approach to sustainability. To track the progress of our projects, we have also developed a Sustainability Healthcheck tool, which monitors the environmental performance of all our projects and compares them to international and regional benchmarks.

The Sustainability Forum is an in-house workgroup, who research the latest sustainability trends and technologies and feed this information back to the office to ensure that we are at forefront of the sustainable design industry.

Sustainability and Architecture

Sustainability is typically defined as 'meeting the needs of the present generation without compromising the ability of future generations to meet their own needs'. As architects, we have a responsibility to achieve the highest possible performance for clients, establishing flexible, efficient, humane and sustaining environments: buildings with low energy consumption, high performance cladding, solar shading and efficient insulation to achieve maximum comfort for those that use them. Sustainability is about people and balance. It is about the allocation of finite resources over time to generate maximum social benefit. Our mandate is to produce humane and uplifting buildings for our clients and building users, but also to safeguard the interest of the urban context, its people and the environment at large.



Ensuring Operational Sustainability

To ensure the sustainable operation of our office, Foster + Partners has developed a rigorous reporting procedure on sustainability:

- Management board meetings – the strategic overview of CSER issues is discussed at weekly meetings.
- Operational Committee Meetings – during fortnightly meetings, facilities and building managers, cleaning and catering staff, and other staff members responsible for the operation of the building devise and evaluate the success of specific projects.
- Environmental Leadership Steering Committee – monthly meetings are held to track the environmental performance of the office is tracked against measurable targets.
- CSER Committee – at these quarterly meetings, new corporate responsibility policies, procedures and initiatives are developed and their operation is monitored and reviewed.

Environment

Foster + Partners is committed to corporate sustainability, through our work as designers and in our operations as an organisation.

As an international practice with more than 1,100 people and a wide geographical spread of projects, Foster + Partners environmental impact is generated primarily by our flight emissions.

Targets 2010

- Implement switch-off policy for computers **Achieved**
- Install solar film to South facing glazing **Achieved**
- Taxi company to migrate to utilise fleet of low-e cars **Achieved**
- Encourage employee cycling **Achieved**

Targets for 2011

- Install sub-metering equipment across whole campus **Achieved**
- Increase recycling rate to 75 per cent
- Upgrade air conditioning units to two buildings **Achieved**
- 100 per cent of food takeaway containers to be biodegradable
- Implement mixed-mode ventilation system for two buildings **Achieved**
- Install additional video conferencing equipment to reduce air travel



Seven Areas of Sustainable Design



Site and Climatic Response



Form and Massing



External Enclosure



Internal Configuration



Environmental Systems and Controls



Energy and Water



Materials

CSER at Foster + Partners

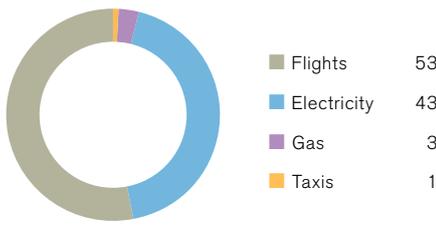
The vision

CO₂ Emissions

Since 2006, Foster + Partners has been monitoring the emissions of their offices. Since then, our population has grown considerably. Emissions have therefore been calculated in absolute terms, as well as in terms of per capita emissions. Emissions factors are based on UK Department for Environment, Food and Rural Affairs (DEFRA) standards, and other recognised sources. The electricity and gas consumption and taxi emissions are only calculated for our London based offices, however our flights incorporate all global trips. As 1,000 of our 1,100 staff are located in our London offices, as well as the majority of our services, including server rooms and modelshops, the energy consumption of our site offices is relatively very low.

In 2010 our reported emissions were 4,484 CO₂ (t/year)

Breakdown of emissions by source (%)



Waste

The waste generated by Foster + Partners is more diverse than a typical office. This is because we have two canteens for our staff, as well as a large model making department.

Between November 2009 and March 2010, we averaged 15.4 tonnes per month, 39% was recycled and 61% was sent to a waste-to-energy plant. Our figures for 2010 to 2011 show an average of 16 tonnes per month, with a rise to 49% recycled and 51% sent to a waste-to-energy plant.

Working with stakeholders

We work with our contractors and service providers on an ongoing basis to identify ways in which we can reduce our environmental impact. This includes working with our cleaning contractor to develop a new recycling strategy in our London offices that can improve waste segregation at source and increase our recycling rate.

Health and Safety

The promotion of health and safety at work is an essential responsibility of staff and management at all levels. Matthew Streets, Chief Financial Officer has overall responsibility for workplace health and safety and Mark Sutcliffe, Senior Partner, for construction design and management.

Foster + Partners has a health and safety policy, which is designed to enable all employees to go about their everyday business in the expectation that they can do so safely and without the risk to their health. High standards are applied and expected of employees and subcontractors and we endeavour to ensure that the health, safety and welfare of employees, visitors, customers, contractors and the general public are not compromised. Key objectives of our occupational health and safety policy include:



- identifying, evaluating and controlling risks;
- maintaining an Occupational Health and Safety management system;
- ensuring that all incidents are reported and investigated in a timely manner;
- regularly reporting to the Board of Directors on Health and Safety performance;
- ensuring that employees are informed of and engaged in improvements; and
- regularly reviewing processes and procedures.

There are no enforcement notices or enforcement actions taken or pending. An audit and assessment of Foster + Partners Health and Safety Management system was undertaken and culminated in a successful accreditation to the Construction Health and Safety (CHAS) Scheme.





Procurement

We have developed environmentally conscious policies and procedures relating to the purchasing of goods and services. As far as possible we will work only with suppliers who support our aim to resource products responsibly and we exclude suppliers who use child labour or forced labour, disregard social legislation and basic health and safety provisions, or wilfully and avoidably damage the environment.

We aim to have a collaborative relationship with our suppliers and, wherever possible, when problems arise with supplier's performance or behaviour, we will work with the suppliers concerned to help them meet our requirements.

As part of Foster + Partners' determination to progress and develop a sustainable office, new ways to reduce the amount of energy consumed by the air conditioning and heating system have been devised. As a result, a mixed mode ventilation system is currently being installed in two of our campus buildings.

Community and Social Enterprise

Foster + Partners' charitable activities take many forms and include educational trusts and scholarship schemes to talented and disadvantaged individuals. Charities are supported on the basis of their impact and effectiveness. We are also supportive of employees who volunteer for charitable work and events. This includes visiting and speaking at universities, schools of architecture, and supporting and maintaining a work experience programme.

Foster + Partners as a corporate entity have supported – and continue to support – a wide range of organisations and initiatives:

Charities

- Save the Children, through an annual Christmas Raffle, individual contributions and a range of programmes, including:
 - Save the Children's 'Draw with Children' initiative – Partner, Narinder Sagoo represented Foster + Partners on a visit to Sierra Leone and neighbouring Liberia.
 - A collaboration with Save the Children and artist, Ben Johnson, where winners of a drawing competition created a 'peace dove' sculpture, which was signed by all the living Nobel Prize winners and presented to Barack Obama in 2009. This is now housed in the Nobel Prize Headquarters and is signed each year by new prize winners.
- Willow Foundation, making final dreams come true for terminally ill children.
- An education charity in India, through the design and construction of a Christmas tree, in conjunction with Loughborough University, which was auctioned to raise £17,000. A second Christmas tree was donated to Sol Ensi, a French charity for children affected by HIV in Europe, and raised £7,000.

Sport

- Sponsoring and participating in organised events, such as Race for Life, the London Marathon, a London to Paris cycle, as well as trekking and climbing expeditions.

Education

- Donations of materials to schools and nurseries, such as pens and paper, as well as the donation of computers to a trust involved in refurbishing and distributing IT equipment to charitable organisations.
- The design for a prototype school as part of Article 25 of the Declaration of Human Rights – the project forms part of a masterplan development for a nature reserve, as a landmark peace building on the border of Sierra Leone and Liberia.
- An annual prize £1,000 presented to the Architecture Association School's Diploma student whose portfolio best addresses the themes of sustainability and infrastructure.
- Endowment of the annual £6,000 RIBA Norman Foster Travelling Scholarship to fund international research.
- Work placements and internships
- Support of the Humanitas Chair at Oxford University, whose speakers have included Visiting Professor, Lord Foster, as well as artist, Thomas Struth and Director of MoMA, Glenn Lowry.
- Major donation towards the Bartlett's graduate show, in addition to support for further schools of architecture around the UK.
- Visits by architects to local schools in Chelsea and Balham.
- Participation in the Social Mobility Foundation, providing a work placement and mentoring a young student.
- Participant of the Open House scheme and guided tours.

Culture

- Sponsorship of two major exhibitions: James Stirling at Tate Britain; and the forthcoming 'Building the Revolution' show at the Royal Academy.
- Local Youth Music Theatre, based in a neighbouring office, through corporate membership and the donation of computer equipment.
- Starlight Music Academy, providing space within Peckham Rye Railway for a Dance Academy.
- Supporting the Spitalfields Music Festival, which aims to promote the creative life of one of London's most challenged boroughs.

