Corporate, Social & Environmental Responsibility
May 2012 – April 2013

Foster + Partners
“As a practice, we don’t just look at what we can reduce in terms of energy, waste, water or resources, but what we can add – the positive contribution that our work can make to the local community, the places we work and the lives of our staff. Our CSER report demonstrates our commitment to ‘practice what we preach’ in terms of sustainability. And just as we approach design holistically, this report examines a number of different strands of the business together in an integrated manner, to maximise the benefits we can bring and identify opportunities for further improvement.”

Norman Foster, Founder and Chairman
Corporate, Social &
Environmental Responsibility
(CSER) Vision
Foster + Partners has always
believed that society and the natural
environment can be improved through
good design. Our projects span all
scales and are spread across the
world. We have a unique opportunity
to shape the built environment for
the benefit of current and future
generations and our clients.

With this opportunity comes
a great responsibility – wherever
possible to use our influence,
expertise and knowledge as
designers to support healthy, happy
and prosperous communities that
live within a fair share of the Earth’s
resources. To be credible advocates
for this change, it is critical that
we manage our own impacts as we
would seek to manage those of
our projects. We aim to be recognised
not only as leaders in sustainable
design, but also in how we manage
our own operations.

The 2013 Corporate, Social and
Environmental Responsibility Report
is the third of its kind produced by
Foster + Partners. The 2013 report
integrates as much information
as possible contained within
the previous document to ensure
transparency and consistency
in our disclosures.

By ensuring our CSER
performance is transparent we
can celebrate success whilst
identifying areas for improvement
and the rationale associated
with these outcomes. In addition
to preserving a level of continuity
with the 2012 report there are also
significant changes in the reporting
structure in this new report.

These changes reflect how our
data is gathered and the increased
level of detail to which we are able to
report. Our process of data collection,
reporting and target setting is still
evolving and as a result in 2014 we
will be introducing ambitious 2020
targets to reflect our long term
commitment to CSER.

Global Perspective
As an international practice
the principles of CSER are
embedded in our operations
and the legacies of our design
projects across the globe. We
achieve this through compliance
with international standards,
ethical corporate governance
and stakeholder engagement.

Sustainable Office
Commitments
Foster + Partners’ 10 ‘themes’
of sustainability are used to guide
and monitor our CSER objectives
for operations in the seven buildings
at our London campus.

Key Performance Indicators
(KPIs) are used to assess progress
in achieving our objectives, whilst
targets for the next reporting year
are outlined. Detailed progress
against a number of indicators using
data from 2009–2013 and report
brief can be found at the end
of this document.
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Authors: Nicholas Pigula, Sustainable Office Coordinator & Andrew Haigh, Associate, Sustainability Coordinator
Global Corporate Commitments

Ethical commitments and legal compliance
Foster + Partners is committed to providing high quality services that comply with the law and conform with our corporate ethics. Our working practices are guided by the principles of the UN Global Compact, which cover: human rights, labour, the environment and anti-corruption. Foster + Partners is an equal opportunities employer and its employees are treated fairly in accordance with national and international law.

Environmentally sustainable design is a critical aspect of the services that we provide. Our expertise in this arena demands that we actively seek to reduce and manage the impacts of our own operations. We also recognise that through our work as designers, the projects that bear our name have a direct impact on the communities that they serve and the wider environment.

We work against all forms of corruption, including and not limited to, extortion and bribery, and operate at all times with integrity and in accordance with the UK Bribery Act 2010. We also require the same of our consultants and contractors.

Health and safety
Foster + Partners is committed to safeguarding the wellbeing of all its employees. The establishment and practice of health and safety is a priority for all staff. Overall responsibility for this is shared between Matthew Streets, Chief Financial Officer who has overall responsibility for workplace health and safety and Paul Kalkhoven, Senior Partner, who is responsible for the implementation of Construction Design and Management (CDM). The aim is to provide employees with a safe environment in which to conduct their daily activities.

As part of this strategy, a health and safety policy has been designed and implemented within our offices to maintain appropriate standards. Health and safety issues are reported to the board monthly by Tony Cooper, Head of Facilities. Similar standards of quality and safety are expected of our external stakeholders, customers, clients and subcontractors. We work diligently to ensure that the health and safety of visitors, contractors and general public are maintained and the high standards we set are consistently achieved.

Operational policies
In addition, Foster + Partners has a number of policies in place which guide our operations and reduce our impacts, and maintain compliance with relevant legal requirements. Our current policies include:

- Sustainability policy (design)
- Environmental policy (operations)
- Diversity policy
- Financial policy
- Health and safety policy
- Anti-corruption policy
Current Projects

Complete Projects
Five projects were completed last year:

- The Aleph, Buenos Aires, Argentina
- Queen Alia International Airport, Jordan
- Marseille Vieux Port, France
- ME Hotel, London, UK
- Tai Po Luxury residential, Hong Kong

Construction Projects
19 projects are under construction in 15 countries, two following LEED certification, two following the Green Mark program of Singapore, and one following the Green Building Index from Malaysia.

Design Projects
A further 86 projects are currently in different stages of design across the globe including 16 undergoing LEED certification, two following BREEAM, and one QSAS. The breadth in building typology and location of our projects is a testament to our ability to understand the specific design conditions and client brief across the globe.
Global Influence
We work with stakeholders across a broad range of scales and regions to encourage governments, clients and contractors to design and build to internationally recognised standards of best practice.

Non-governmental organisation (NGO) engagement
Foster + Partners is a member of and actively collaborates with the following organisations:

- UK Green Building Council
- US Green Building Council
- Waste and Resource Action Programme (WRAP)
- Health and Safety Executive, Working Party Groups
- Centre for window and Cladding Technologies
- TRADA
- British Standards Institute
- NLA
Sustainable Design Achievements

Designing with the 10 themes
Through our design review process all projects are required to develop a project-specific sustainability strategy that is informed by the ten themes. These same themes are used to track performance at key stages throughout the design and construction process. Using the ten themes helps teams to explore the wider impacts of their projects and to identify relevant sustainability goals and objectives.

Sustainable specification
Our specification documents help to ensure our projects include intelligent material choices, and reduce incidents around HSE and non compliance on site. These include:

- Use of FSC or PEFC wood
- Low or no added urea formaldehyde in wood products
- Preference for regional, recycled and responsibly sourced materials
- Materials with low VOC content
- No use of EPS or polyurethane insulation
- Include installation and safety information on all harmful and hazardous materials

Design awards
As part of our commitment to sustainable design practices, over the last year we have won 26 design awards. These include:

- BCO Innovation Award – 7 More London Riverside
- Architecture + Building Innovation Award – Velux Light
- German Sustainability Award – Norman Foster
- Hong Kong Green Building Council Green Building Award – Kai Tak Cruise Terminal
- Emporis ‘World’s Most Spectacular Corporate Building’ – The Bow

Kai Tak Cruise Terminal, Hong Kong
Modular Skylight, Velux
The Bow, Calgary, Canada
7 More London Riverside, London, UK
Sustainable Office Commitments

“Corporate, Social and Environmental Responsibility (CSER) is an integral part of the way we work. As an architectural practice, we have always led the way in innovation and sustainable design, and this is reflected in the way we operate as a company. We are proud to produce our third annual report, which covers the 2012-13 financial year and celebrates our successes, reflects on our initiatives and sets objectives for the challenges ahead.”

Matthew Streets, Chief Financial Officer, Senior Partner

Our approach
Foster + Partners’ commitment to sustainable development is deep rooted. Our approach has been informed by our work as designers of projects at all scales, across the globe – addressing economic, social, and environmental challenges in the built environment. We now apply these experiences to our own operations to become a more sustainable business. The knowledge gained feeds back into our design work for our clients. CSER is governed at the highest level within the organisation, with a Senior Partner taking overall responsibility for our performance.

In FY13 we have continued to develop our CSER strategy around our 10 themes of sustainability. Our CSER strategy continues to be influenced by existing frameworks including One Planet Companies, the Global Reporting Initiative and the UN Global Compact.

10 themes
The report is structured around our ten themes of sustainability:

• Energy & Carbon
• Mobility & Connectivity
• Materials & Waste
• Water
• Land & Ecology
• Community Impact
• Wellbeing
• Prosperity
• Planning for Change
• Feedback

Corporate Social Environmental Responsibility

Please click here to view the company’s latest CSER report. This report reviews the practice’s CSER performance between May 2011 – April 2012, addressing the 10 sustainability themes outlined by the practice.

Each theme represents an aspect that is material to our company and stakeholders. For some themes, such as Energy & Carbon, the impact of Foster + Partners’ operations are directly measurable. For other themes, such as Community Impact, we look to enhance the added value of our activities.

Financial year 2013 performance
Overall we performed positively in FY13 against our 10 KPIs. There was a strong trend between initiatives that we have implemented over the year and performance in these areas. Despite a small increase in energy consumption, our total carbon footprint has decreased significantly due to large reductions in transport emissions. We have also made significant changes during the year in our waste management.

Other initiatives have highlighted the complexity of our impacts – the adiabatic chiller installation increases the resilience of our cooling systems and lowers energy consumption, but increases water use.

Going forward
Integrating sustainability into the business plan is crucial to stay commercially competitive and meet our social and environmental responsibilities. In the face of this, over FY14 we will be identifying and setting long term 2020 CSER targets.

In the future we will be aiming to adapt our reporting strategy to comply with international frameworks and gain recognition for the quality of our data with external assurance.
CSER Organisational Structure

Management Board

CSER Group

Matthew Streets
Senior Partner and ChieF Financial Officer
Spencer de Grey
Senior Partner Head of Design
Rafe Bertram
Partner Architect
Piers Heath
Senior Partner Group Leader Environmental Engineering
Tony Cooper
Partner Head of Facilities
Andy Haigh
Associate Sustainability Coordinator
Nick Pigula
Sustainable Office Coordinator

CSER Champions

Katy Harris
Partner Head of Visual Communications
Alicia Cox
Associate Hospitality Manager
Mike Bass
Associate Partner Document Services Manager
Paul Kalkhoven
Senior Partner Head of Technical Development
Graham Young
Senior Partner Head of Information and Design Systems

Group Representatives
Performance Review

Energy & Carbon

Target: -5%
Performance: +9%
-5% decrease in per capita CO₂ emissions
+9% increase in per capita CO₂ emissions

Mobility & Connectivity

Target: -5%
Performance: -18%
-5% decrease in per capita CO₂ emissions
-18% decrease in per capita CO₂ emissions

Material & Waste

Target: 50% of total waste recycled
Performance: 39% of total waste recycled
50% of total waste recycled
39% of total waste recycled

Water

Target: -5%
Performance: +34%
-5% decrease in per capita water consumption
+34% increase in per capita water consumption

Land & Ecology

Target: Ensure staff have sustainable food choices available on site with regular communication
Performance: Employees made aware of sustainable food choices
Ensure staff have sustainable food choices available on site with regular communication
Employees made aware of sustainable food choices

Community Impact

Target: +5% increase in charitable donations
Performance: +28% increase in charitable donations
+5% increase in charitable donations
+28% increase in charitable donations

Wellbeing

Target: Increased employee awareness of local community activities
Performance: Increased employee awareness of local community activities
Increased employee awareness of local community activities

Prosperity

Target: +5% increase in global population
Performance: -5% decrease in global population
+5% increase in global population
-5% decrease in global population

Planning for Change

Target: 190 employees trained in sustainability
Performance: 150 employees trained in sustainability
190 employees trained in sustainability
150 employees trained in sustainability

Feedback

Target: -5% decrease in per capita scope CO₂ emissions
Performance: -9% increase in per capita scope CO₂ emissions
-5% decrease in per capita scope CO₂ emissions
-9% increase in per capita scope CO₂ emissions
Energy & Carbon

“As part of our commitment to managing our environmental impact, we have continued to make reductions in our carbon consumption by improving our performance, control and energy monitoring systems. This has given us a more detailed understanding of individual building operations to enable a tailored approach to energy usage, linked to our business requirements.”

Tony Cooper, Head of Facilities, Partner

Our approach
Carbon emissions and energy consumption are reported at regular meetings of the Environmental Leadership Group. With recent upgrades to BMS and energy tv department and sustainability team have a detailed understanding on how our buildings perform and where we can achieve further energy savings. This has led to efficiency savings through system optimisation, and targeted replacement programmes for the least energy efficient equipment.

Financial year 2013 performance
After an 8% reduction in per capita emissions in FY12, we experienced a 9% increase in FY13. This increase was due to a number of internal and external factors. During the reporting year, due to adverse weather, there was a significant increase in the number of recorded degree days – the time and scale of heating and cooling required.

The increase in emissions can also be attributed to some significant internal changes. Per capita emissions have increased due to a reduction in staff numbers, in effect reducing the utilisation intensity of our buildings. We have also seen an expansion in the number and scale of our support services, such as 3D printing and use of HDR screens to recreate real light levels.

Information technology
‘Switch Off Surveys’ are conducted quarterly around the entire campus and employees are encouraged to make further energy savings. On average across FY12, 94% of screens and 71% of computers were switched off overnight. Work has also been carried out the by the IT department to improve the efficiency of the computers and server room. There has been a 70% reduction in physical servers, leading to a direct reduced energy consumption and cooling load.

Going forward
We will continue to use our energy management systems to identify where savings can be made. We are also looking to develop long-term carbon reduction targets through a process of identifying renewable potential, and enabling efficiency and behavioural change.

CSER Report 2012 - 2013  Energy & Carbon
**Mobility & Connectivity**

“Last year, flights accounted for nearly two thirds of our total emissions. A new booking system and enhanced video conferencing facilities have contributed to an 18% reduction in flight emissions.”

Andrew Haigh, Sustainability Coordinator, Associate

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**Our approach**

This year our main focus has been to reduce greenhouse gas emissions from business flights, since these are the largest single contributor to our GHG footprint.

We work with our travel agents and taxi companies to monitor emissions and advocate low carbon vehicles where possible. We also work with employees to ensure that they are aware of sustainable transport choices and provide in-house facilities to encourage low carbon forms of transportation.

**Financial year 2013 performance**

This year we have achieved an 18% reduction in our combined per capita transport emissions. In addition to efforts to reduce our corporate travel, we have also improved the way that we engage with our employees and furthered our understanding of how to support our workforce in making sustainable travel options.

**Taxi emissions**

This year we have realised a 36% reduction in per capita taxi emissions. While our fleet efficiency marginally increased, we saw a reduction in both the total number of trips (19% per capita) and total distance travelled (37% per capita). This has been through a continuation of our efforts to rationalise our taxi booking system, and a reduction in evening taxi use by staff.

**Flight emissions**

We have realised an 18% reduction in air travel over the past year. This is partly due to the expansion of a number of our regional offices, including New York, California, Beijing and Hong Kong reducing the need for UK based staff to fly to these locations. There has also been a concerted effort to reduce the number of flights made by the design groups, an initiative which has been led by our management board.

**Going forward**

After a successful year in terms of reducing our number of flights, we will struggle to match the same level of reduction in FY14. However, we will continue to identify where we can achieve further savings throughout the year. During FY14 we will look to make a further reduction in our overall transport emissions. We will work directly with our taxi providers to ensure that we use the most efficient vehicles and where possible reduce the number of taxis through multiple occupancy.
“Having assessed our internal work flows and revised these where necessary to reduce and minimise waste or excessive use of materials, we are now in a strong position to look at developing technologies to improve this further.”

Mike Bass, Document Services Manager, Associate Partner

Our approach
Following on from the waste management review of all London offices last year and the introduction of a centralised waste management system, our Facilities team have worked closely with our staff and cleaning contractor Peartree to ensure the strategy is run effectively.

Financial year 2013 performance
Averaged over the year we missed out on our target of recycling 50% of our waste, achieving a figure of 39%. However, following on from changes in the centralised waste system half way through the year, we reached monthly recycling levels of up to 55% in the fourth quarter.

In addition, we can now monitor levels of printed paper. Print medium is an essential part of the design review process, including oversized prints, and we subsequently generate more paper waste than a typical office, consuming 58kg per capita last year. We aim to reduce that figure in the coming year.

Stationary purchasing
Our stationary procurement has been significantly reduced through the control of distribution and stock levels. Enhanced data from our main stationary provider, Solcrown, means that the risk of over ordering has been removed. Staff must now order stationary from a centralised distribution system.

Print Room waste
Our Print Room generates both oversized and unusual waste streams, and over the course of the year we worked with them to tailor a waste segregation system to help maximise recycling opportunities.

Some of our large-format printing is used in presentations and needs to be hard backed. A new addition to our print room is an Arizona flat-bed printer which allows us to print directly onto board, reducing paper waste, ink and glue consumption.

Going forward
Our key ambition is to reduce the level of waste that we produce through a process of reduced procurement levels and increased rates of reuse.

Printing remains a significant consumer of resources so we are constantly looking into the efficiency of our printing, both in terms of paper and ink consumption. Technology is advancing rapidly, and we are already testing systems that are quicker, increase material efficiency, at a lower cost.
“Improving performance in one area can lead to greater impacts in another – we often face tough choices. Whilst we consumed more water this year with the introduction of new shower facilities and enhancements to our cooling systems, these measures are important for employee health and wellbeing, support sustainable commuting and save energy.”

Rafe Bertram, Architect, Partner

Our approach
Although our water consumption is not considerably high Foster + Partners recognises the importance of conserving valuable resources.

We monitor our water consumption through manual water meter monitoring. Our Facilities team is responsible for managing any maintenance issues that may affect leakages and excessive discharge.

Financial year 2013 performance
While we set an ambitious 5% per capita reduction target, we have installed two new systems that would require additional water. These are a new shower block and adiabatic cooling for the main studio. With the addition of these new consumers of water, it was unlikely that we had a reduction in potable water use. In fact there was a 34% rise in per capita water consumption. Of this the new shower block accounts for 1% and the adiabatic cooling is predicted as being responsible for 26%.

Adiabatic chiller
The adiabatic sprays installed on our air conditioning system are designed to spray a fine mist of water on air intakes to pre-cool the air on hot days, helping to increase the efficiency of our chillers. While the adiabatic sprays cannot be monitored individually, we have deduced they are the main reason why we experienced a 26% increase in total water consumption in the main studio. As we are in a hard water area, this also increased maintenance requirements.

We have re-commissioned the system so that it operates only under peak load conditions when it has the greatest energy savings potential.

Solar thermal showers
Since its opening in June 2012, the shower block has grown in popularity. The showers have been used 7,580 times, saving 98,000 litres compared to a typical shower. The solar thermal collectors provided 45% of the hot water, with the air source heat pump providing the remainder. As popularity continues to rise, we expect the usage figures to increase next year.

Going forward
Our water is still monitored on a monthly basis, however we have expanded the scope of this to include all ancillary buildings as well as our five main office buildings. We have also increased the resolution of data collection for the shower block so we can get an accurate idea of how the showers are used throughout the week.

We will continue to set an ambitious 5% per capita water use reduction. With planned changes to the main studio toilets, this may be achievable.
**Land & Ecology**

“We take pride in providing staff with the highest quality of food and service to help them stay happy and healthy. We work with local suppliers and support local businesses and use only fair trade coffee. Seasonal vegetables, fresh fruit and juices contribute to nutritionally balanced and varied meal options.”

Alicia Cox, Hospitality Manager, Associate

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**Our approach**

We have an impact on the natural environment directly through our own on-site activities, and indirectly through the harvesting and manufacture of products we purchase from our suppliers.

To minimise our impact we engage with our supply chain to reduce the environmental impact of the products and services we procure, and work with Wandsworth Council and residents to ensure that our surroundings are well maintained.

Our cleaning contractors use ecological cleaning products. And we work with our catering team to provide the highest quality of food to all staff.

**Financial year 2013 performance**

During the FY13 there has been an increase in the number of fair trade products sold on site from 7 to 10. Our fair trade range now covers teas, coffee, chocolate and fruit.

We have recorded a reduction in the number of complaints from residents regarding noise and evening illumination from our operations.

**Light and noise pollution**

Our central London location means that we are within close proximity to other businesses and residences. We have worked with our neighbours to reduce light and noise pollution.

We have worked with our suppliers to ensure that all deliveries do not occur during unsociable hours. We receive deliveries no earlier than 6.30am and no later than 9pm. To reduce light pollution we have installed automatic blinds in one building and arranged for facilities to close blinds overlooking residents in another at 6pm every work day. Automatic sensors also ensure that lights are only on when spaces are occupied.

**Sustainable food choices**

We are constantly looking for opportunities to combine healthy food options with responsible local suppliers and fair trade producers from further afield.

Our baked goods are delivered fresh daily to our offices by a local bakery with over 120 years baking experience. We also provide healthy snacks from producers which are made and sourced in the UK. Our soups are prepared fresh everyday fifteen minutes from our offices with ingredients sourced from the local market and recipes based where possible on seasonal produce.

**Going forward**

We will continue to communicate sustainable food options to all staff and encourage greater use of local green spaces.
Community Impact

“We believe in the power of good design to improve people's lives. Rather than consider the merits of a project in isolation, we are conscious of the wider impact of our work on a community – we aim to bring benefits for all, by creating buildings and public spaces that will delight and serve many people for years to come.”

Spencer de Grey, Head of Design, Senior Partner

Our approach
As a company, the work we carry out adds significant value both locally and internationally. We are also privileged to have a highly skilled and talented workforce that understands the importance of investing their project work and own time and effort into improving the lives of others. We provide charitable support through financial donations and through pro-bono work.

Financial year 2013 performance
We continue to support charity causes by donating both time and money. In FY13 we in significantly increased the levels of our charitable contributions. We have supported a number of architectural schools close to our practice, including the Bartlett and the Architectural Association, through scholarships, prizes and lectures. This year, in addition to tracking financial contributions, we have also included pro-bono works costs.

Maggies Cancer Centre
Foster + Partners has been working on a pro-bono basis to design the first Maggie’s centre in the North West of England. The Centre, based at The Christie in Manchester, will provide free practical, emotional and social support for anyone with cancer as well as their family, friends and carers. Significantly enhancing the cancer care and support already offered at the hospital.

Total charitable donations (£,000's)

<table>
<thead>
<tr>
<th>Year</th>
<th>Financial donations</th>
<th>Pro-bono work</th>
</tr>
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<tbody>
<tr>
<td>2009-2010</td>
<td>140</td>
<td>180</td>
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<tr>
<td>2011-2012</td>
<td>100</td>
<td>80</td>
</tr>
<tr>
<td>2012-2013</td>
<td>110</td>
<td>105</td>
</tr>
</tbody>
</table>

Macmillan Coffee Morning
Last year we hosted a Macmillan Coffee Morning for staff in the cafeteria as part of the World’s Biggest Coffee Morning fund raising event for Macmillan. Staff were encouraged to buy coffees and cakes, with all proceeds from the day donated to Macmillan. A total of £1,500 was raised.

Computer recycling
In FY13 we donated 271 computers to the UK charity Computer Aid. This is a 17% increase from the number of donations in FY12. The computers are sent to Africa and Latin America where they are reused in schools and hospitals.

Going forward
In addition to increasing our level of donations and continuing to provide expert services to charitable organisations, we want to improve the way that we measure our social impact.
“Foster + Partners’ people are some of the world’s most talented and their health and wellbeing is essential to effective performance. In addition to meeting all legal requirements, we take a proactive approach to workplace wellbeing by ensuring that mechanisms are in place to prevent work-related occupational health injuries and to promote good health amongst the workforce.”

Charlotte Sword, Head of Human Resources, Partner

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**Wellbeing**

**Our approach**
Our business is built upon attracting, training, motivating and retaining world-class staff. The responsibility for the wellbeing of staff is spread across departments in the company and includes Human Resources, Health and Safety, Facilities and the social committee.

**Financial year 2013 performance**
We have performed well in all recorded areas. We have achieved a 2% increase in senior female employees, over 80% of staff completing questionnaires and a 12% decrease in the number of recorded accidents.

**Social and sports activities**
Participation in a variety of sports is encouraged and funding is given to ensure they are available for all. These include: yoga, sailing, basketball, cycling, triathlon, softball, football and cricket. In addition, we partner with three local gyms to provide a discount for our employees.

**Health & Safety**
The Health & Safety Team provides advice, training and support in order to facilitate and promote a positive health and safety culture at Foster + Partners. The use of our online DSE Assessment program helps staff identify underlying issues that may lead to potential health problems such as back or neck strain, and tendonitis. The DSE assessment also assists staff with promoting recovery for such reported ill health issues.

**Diversity**
In the UK in 2012 only 21% of registered architects were female. At Foster + Partners 35% of all staff are female, and at least 30% of all staff are female up to Associate Partner grade. Our staff are from a large global base with 66 nationalities represented and 65 languages spoken. 55% of our staff originate from overseas. Their experiences help us to design and deliver culturally responsive projects around the globe.

**Going forward**
In the coming year we want to increase the level of communication with staff to ensure that they are happy with their environment and feel valued as employees. We will develop a platform for employees to be actively engaged in the direction of our CSER initiatives.

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**Number of Recorded Staff Accidents Per Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Accidents</th>
</tr>
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<tbody>
<tr>
<td>2009-2010</td>
<td>70</td>
</tr>
<tr>
<td>2010-2011</td>
<td>60</td>
</tr>
<tr>
<td>2011-2012</td>
<td>50</td>
</tr>
<tr>
<td>2012-2013</td>
<td>40</td>
</tr>
</tbody>
</table>

**Performance in 2012/13**
2% increase in female senior staff

**Key 2013/14 Target**
To increase the number of employee benefits and communicate changes effectively

**66 Different nationalities within the practice**
Prosperity

“Foster + Partners continues to be recognised around the world for its diverse and innovative projects. We have continued to commit resources to research areas, including the development of sustainable environments, materials and advanced computer modelling.”
Matthew Streets, Chief Financial Officer, Senior Partner

Financial year 2013 performance
This year we have maintained our goals of continuing to grow and seek out opportunities to further expand. We continue to operate globally working on projects in six continents across diverse geographic areas.

Performance and growth
We have continued to invest in the practice and are constantly looking for ways to improve and innovate. We opened a new sketch model shop facility with 3D printing and an Industrial Design workshop. We have extended the Materials Research Centre to provide increased floor space for materials display and a new presentation area for architects, clients and suppliers.

Integrated services
This is the second year we’re able to offer a integrated design service across a number of projects. Our architecture and engineering groups are supported by a range of highly specialised teams covering, urban planning, project management, workplace planning, industrial and interior design, specialist modelling and applied research, design communications, construction review and materials research and information.

Awards
We were once again voted the ‘Most Admired Practice’ by our peers in the BD World Architecture 100 Poll. We also won 26 awards for our buildings including the McLaren Production Centre, the UAE Pavilion at the Shanghai Expo, Khan Shatyr, The Index and the Sperone Westwater Gallery. We were recognised for our work in the Gulf with the British Business Forum Kuwait’s ‘Award for Business Excellence’.

<table>
<thead>
<tr>
<th>Reporting 1 May – 30 Apr</th>
<th>'12/13</th>
<th>'11/12</th>
<th>'10/11</th>
</tr>
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<tbody>
<tr>
<td>Period</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Group Turnover</td>
<td>152,715</td>
<td>161,514</td>
<td>159,266</td>
</tr>
<tr>
<td>Turnover per employee</td>
<td>141</td>
<td>141</td>
<td>154</td>
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<tr>
<td>Cost of sales</td>
<td>74,174</td>
<td>73,150</td>
<td>63,580</td>
</tr>
<tr>
<td>Gross profit</td>
<td>78,541</td>
<td>88,364</td>
<td>95,686</td>
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<tr>
<td>Admin expenses</td>
<td>180,121</td>
<td>46,243</td>
<td>48,559</td>
</tr>
<tr>
<td>EBITDA</td>
<td>37,372</td>
<td>46,014</td>
<td>49,640</td>
</tr>
<tr>
<td>Capital investment</td>
<td>1,310</td>
<td>3,940</td>
<td>3,652</td>
</tr>
<tr>
<td>Charitable donations</td>
<td>£ 43,428</td>
<td>£ 33,795</td>
<td>£ 66,287</td>
</tr>
<tr>
<td>Average no. of employees</td>
<td>Technical 853</td>
<td>911</td>
<td>823</td>
</tr>
<tr>
<td></td>
<td>Admin 233</td>
<td>239</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td>Total 1,096</td>
<td>1,150</td>
<td>1,036</td>
</tr>
</tbody>
</table>

2012/13 Performance
-5% decrease in total number of employees

2013/14 Key Target
5% increase in total number of employees
Planning for Change

“Training, development and research are essential for personal and business performance alike. Foster + Partners has dovetailed a structured formal Continuing Professional Development (CPD) programme of talks, workshops, and training tools with a flexible individual needs-based approach. Suggestions from employees are actively encouraged and incorporated. Presentations are recorded and made available on the intranet for all to view, irrespective of location or time zone.”
Thouria Istephan, CDM Manager, Partner

Our approach
Sustainable design is a continually evolving topic and we invest in the development of our staff to better understand the subject and be up to date with the latest technologies, strategies and regulations.

Financial year 2013 performance
The targets for this year involved the development of an extensive sustainability training package to rollout across the campus including: sustainability induction for all staff, and training 25% of our technical staff to become LEED Green Associates (GA). In hindsight these targets were overly ambitious due to logistical complexities. Our main achievement this year has been to further expand the number of LEED AP’s within the practice to 43 which equates to 6% of our technical staff.

Staff training
We see the benefits of sustainable design training, and run a series of LEED workshops for our staff. We encourage staff mentoring, especially with Part 3, and AIA architectural students, and are looking to expand this to our engineers next year. While we have not met our target of 76 technical staff being LEED AP’s by the end of this year, we have again seen an increase. We have not started our LEED GA training programme but look to do that in the near future.

Sustainability CPD’s
Foster + Partners has continued to provide a range of CPD’s for our staff on a variety of subjects from material properties to geometric modelling.

Post-occupancy studies
We have recently conducted a detailed post occupancy study at Langley Academy, a secondary school near Heathrow.

We also provide internal CPD sessions on projects or design issues, which has helped feed back the lessons learned into other design projects. To enhance this process a number of teams have developed blogs to help share useful information and ideas throughout the office.

We worked with the teachers and students to develop studies looking at thermal comfort and light levels in the atrium and a selection of classrooms. This was added to the pupils’ curriculum, and the results reported back to the school by the students.

Going forward
Next year we aim to create more realistic KPI’s for our training and development package. This includes improved communication on CSER strategies, LEED GA training, and an expansion in breadth and depth of CPD events.

CSER Report 2012 - 2013
Feedback

“High quality data is an essential part of understanding how the built environment performs in both environmental and social terms. In addition, we have to interpret and feed back information to our stakeholders to ensure that our buildings continue to operate as efficiently and effectively as possible. This applies to both our design process and our own operations.”

Piers Heath, Senior Partner

Our approach
We record and monitor data for an array of business, personnel and operational areas. Our data is collected through manual and automated processes from both internal and external sources.

Our data is used to monitor progress and drive decisions at the highest level, including the management board and environmental leadership group.

Financial year 2013 performance
In our previous report we set some far-reaching and optimistic targets for our performance this year. We are proud of the progress we have made across all of our ten themes, however we now realise that we may need to re-evaluate our KPIs for subsequent years with more long term realistic targets. Overall our carbon emissions have reduced by 9% per capita, whilst we have also seen an increase in recycling rates and charitable donations.

Lessons learned from our campus
We have also identified how the nature of our operations affects our energy performance, as a practice that is open 24 hours a day, seven days a week.

Data quality
We have again improved the resolution of the performance data, which has helped give a better understanding of our performance across each of the ten themes, and highlighted areas where we can strive for further improvements.

Going forward
As a global company we need to extend our data to include overseas offices. We will be reviewing this as a possibility for the 2014 CSER report. Our long term ambitions for sustainability require setting equally long term targets. In FY14 we will address the problems with short term target setting by introducing 2020 KPIs.
### Tracking Performance

<table>
<thead>
<tr>
<th>Category</th>
<th>Key Performance Indicators</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy &amp; Carbon</td>
<td>• Total combined gas and electricity carbon emissions ( (\text{CO}_2) )</td>
<td>2,309</td>
<td>2,044</td>
<td>2,046</td>
<td>2,109</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita combined gas and electricity based carbon emissions ( (\text{CO}_2) )</td>
<td>2.82</td>
<td>2.40</td>
<td>2.20</td>
<td>2.40</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita electricity based carbon emissions ( (\text{CO}_2) )</td>
<td>2.47</td>
<td>2.13</td>
<td>2.00</td>
<td>2.09</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita gas based carbon emissions ( (\text{CO}_2) )</td>
<td>0.35</td>
<td>0.27</td>
<td>0.20</td>
<td>0.31</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Combined energy consumption ( \text{GWh/year} )</td>
<td>5.27</td>
<td>4.85</td>
<td>4.65</td>
<td>5.14</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>• Carbon emissions as a ratio of turnover ( \text{CO}_2 / \text{£M} )</td>
<td>15.2</td>
<td>12.8</td>
<td>12.7</td>
<td>13.8</td>
<td>-</td>
</tr>
<tr>
<td>Mobility &amp; Connectivity</td>
<td>• Total combined transport emissions ( (\text{CO}_2) )</td>
<td>3,036.1</td>
<td>3,564.5</td>
<td>3,731.9</td>
<td>2,886.1</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita business travel flights and taxi emissions ( (\text{CO}_2) )</td>
<td>3.71</td>
<td>4.18</td>
<td>4.01</td>
<td>3.28</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita business travel flight emissions ( (\text{CO}_2) )</td>
<td>3.68</td>
<td>4.16</td>
<td>3.99</td>
<td>3.26</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Per capita business travel taxi emissions ( (\text{CO}_2) )</td>
<td>0.027</td>
<td>0.028</td>
<td>0.028</td>
<td>0.018</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Transport emissions as a ratio of turnover ( (\text{CO}_2 / \text{£M}) )</td>
<td>22.6</td>
<td>22.4</td>
<td>23.1</td>
<td>18.9</td>
<td>+5%</td>
</tr>
<tr>
<td></td>
<td>• Number of staff who cycle</td>
<td>–</td>
<td>–</td>
<td>185</td>
<td>185</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of video conference hours</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>7092</td>
<td>–</td>
</tr>
<tr>
<td>Materials &amp; Waste</td>
<td>• Per capita waste generated ( \text{kg} )</td>
<td>–</td>
<td>223</td>
<td>249</td>
<td>303</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Percentage of waste recycled ( % )</td>
<td>–</td>
<td>–</td>
<td>31</td>
<td>39</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>• Total waste as a ratio of turnover ( \text{tonnes / £M} )</td>
<td>–</td>
<td>1.2</td>
<td>1.2</td>
<td>1.7</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Printed paper consumption per capita ( \text{kg} )</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>58</td>
<td>–</td>
</tr>
<tr>
<td>Water</td>
<td>• Per capita water consumption ( \text{m}^3 / \text{year} )</td>
<td>9.3</td>
<td>9.1</td>
<td>9.5</td>
<td>11.2</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Total water consumption ( \text{m}^3 / \text{year} )</td>
<td>7,621</td>
<td>7,775</td>
<td>8,704</td>
<td>10,389</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Water consumption as a ratio of turnover ( \text{m}^3 / \text{£M} )</td>
<td>56.8</td>
<td>48.8</td>
<td>54.4</td>
<td>68</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of fairtrade items sold on site</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>10</td>
<td>(+43%)</td>
</tr>
</tbody>
</table>

**Key Performance Indicators**

- **2009/10**
- **2010/11**
- **2011/12**
- **2012/13**
- **2013/14**
- **Target**
<table>
<thead>
<tr>
<th>Category</th>
<th>Key Performance Indicators</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Impact</strong></td>
<td>• Total charitable donations (£)</td>
<td>49,032</td>
<td>66,287</td>
<td>33,795</td>
<td>43,428</td>
<td>+5%</td>
</tr>
<tr>
<td></td>
<td>• Charitable donations as a ratio of turnover (£’000/£M)</td>
<td>–</td>
<td>0.43</td>
<td>0.59</td>
<td>0.76</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of public speaking events</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>92</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Pro-bono donations (£)</td>
<td>–</td>
<td>–</td>
<td>57,410</td>
<td>72,118</td>
<td>(+26%)</td>
</tr>
<tr>
<td><strong>Wellbeing</strong></td>
<td>• Number of staff accidents</td>
<td>63</td>
<td>66</td>
<td>17</td>
<td>15</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of staff participating in employee questionnaires</td>
<td>–</td>
<td>–</td>
<td>80</td>
<td>636</td>
<td>(+69%)</td>
</tr>
<tr>
<td></td>
<td>• Uptake of cycle to work scheme</td>
<td>–</td>
<td>–</td>
<td>27</td>
<td>19</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Percentage of female staff (%)</td>
<td>36</td>
<td>36</td>
<td>36</td>
<td>35</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Percentage of female management (%)</td>
<td>–</td>
<td>12</td>
<td>14</td>
<td>13</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Staff absence days per capita</td>
<td>–</td>
<td>4.4</td>
<td>4.8</td>
<td>3.1</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of nationalities represented</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>66</td>
<td>–</td>
</tr>
<tr>
<td><strong>Prosperity</strong></td>
<td>• Global Population</td>
<td>936</td>
<td>1036</td>
<td>1150</td>
<td>1096</td>
<td>+5%</td>
</tr>
<tr>
<td></td>
<td>• Capital Investments (£’000’s)</td>
<td>2,165</td>
<td>3,652</td>
<td>3,940</td>
<td>1,310</td>
<td>+5%</td>
</tr>
<tr>
<td></td>
<td>• Group turnover (£M) – global population</td>
<td>134.1</td>
<td>159.3</td>
<td>161.5</td>
<td>152.7</td>
<td>+5%</td>
</tr>
<tr>
<td></td>
<td>• EBITDA (£M)</td>
<td>43.8</td>
<td>49.6</td>
<td>46.0</td>
<td>37.3</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of staff as a ratio of turnover (£/£M)</td>
<td>6.9</td>
<td>6.5</td>
<td>7.2</td>
<td>7.2</td>
<td>–</td>
</tr>
<tr>
<td><strong>Planning for Change</strong></td>
<td>• Number of staff that have undergone technical sustainability training</td>
<td>20</td>
<td>50</td>
<td>80</td>
<td>150</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>• Number of LEED and BREEAM Accredited Professionals</td>
<td>15</td>
<td>21</td>
<td>30</td>
<td>43</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Number of in-house training hours per capita</td>
<td>–</td>
<td>6.74</td>
<td>6.52</td>
<td>7.02</td>
<td>–</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>• Per capita combined carbon footprint from electricity, gas and travel (tCO₂)</td>
<td>6.54</td>
<td>6.59</td>
<td>6.21</td>
<td>5.68</td>
<td>-5%</td>
</tr>
<tr>
<td></td>
<td>• Total combined carbon footprint from electricity, gas and travel (tCO₂)</td>
<td>5,346</td>
<td>5,609</td>
<td>5,778</td>
<td>4,995</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>• Total combined carbon footprint as a ratio of turnover (tCO₂ / £M)</td>
<td>39.9</td>
<td>35.2</td>
<td>35.8</td>
<td>32.7</td>
<td>–</td>
</tr>
<tr>
<td>London Population</td>
<td></td>
<td>818</td>
<td>852</td>
<td>930</td>
<td>880</td>
<td>–</td>
</tr>
</tbody>
</table>
This is the third annual review of the performance of the office with focus on our corporate, social and environmental performance. The report looks at the company’s operations from May 2012 – April 2013 which is consistent with the accounting period used for the Company’s statutory accounts.

This report continues to look at our London operations which consists of seven site offices and accounts for roughly 90% of direct emissions during the reporting period.

Further details on the financial information contained within the report can be found in the company’s Annual Report and Consolidated Financial Statements.

To ensure a level of continuity we have continued to report our material aspects using the same ten themes as used in the previous report. This reflects the importance of these themes to our ambitions and the interests of our stakeholders.

We have increased the scope of reporting data to enhance the overall picture of the progress that we are making in our CSER work.

Internally we want to be open and accountable to our employees, whilst providing a platform to celebrate their achievements.

Externally we want existing and potential clients to identify with our ethical and sustainable principles, ensuring confidence in our credentials as a responsible company.

This report provides an opportunity for Foster + Partners to disclose to our stakeholders how we operate as a responsible company. We are proud of our achievements and the honest way we report our progress. The target audience for this report are both internal and external stakeholders.

This year we have enhanced our data where possible to include absolute measures, per capita, per m² and as a ratio of revenue. By presenting data in these additional formats our performance can be analysed in greater detail.
Gas and electricity
Our gas and electricity emissions are based on our London offices only.

Flights
Our flights emissions include all international operations. The only exclusions are some specific short haul flights, which equate to less than 1% of all flights.

Taxis
Taxi emissions are based only on those booked through our selected provider, and exclude any ad-hoc and international usage.

Waste
Our waste figures are for London offices only. The data is provided by our contractor, Grundon.

Water
Our London based water consumption data is collected through manual meter readings and analysis of bills.

Charitable donations
Data for charitable donations is derived from the annual report.

Staff absence days
Staff absence days are calculated from November to October.

Population
The FY13 population figure is an average derived from monthly recorded figures.

Revenue
Revenue is derived from the annual report.

Data methodology

Technical standards
The key sustainability themes were developed by Foster + Partners and approved by management in 2011. We continue to comply with the DEFRA/DECC guidance published in July 2013 for conversion factors to measure CO₂ emissions.

Legal compliance
We have had no environmental prosecutions or work related fatalities within our practice for the reporting period for FY13.