Foster + Partners
CSER Report
May 2015 – April 2016
A message from our Head of Sustainability

To provide a transparent account of our Corporate Social and Environmental progress each year, we disclose our management approach to priority issues and provide information about our sustainability goals, metrics, partnerships and programs.

Our sustainability initiatives are linked to every aspect of design as well as to the operations and maintenance of our estate.

In addition to this comprehensive collection of sustainability disclosures and materials, we will still provide a succinct and focused annual Sustainability Update, which will provide highlights of our sustainability programs.

With this year’s annual CSER, we made an attempt to target an even wider audience. Realising that sustainability continues to become ever more important to all of us, we are leveraging this year’s report as an opportunity to bring more people into the conversation on these important topics.

All of the quantitative data covers the calendar year from May 2015 to April 2016, unless otherwise stated. We regularly report updated information about our sustainability activities and performance on our website.

The data and information provided reflect the performance and progress toward strategic goals of our entire practice, unless otherwise stated.

Chris Trott
Partner, Head of Sustainability
Introduction

Sustainability at Foster + Partners
Sustainability has been a central theme of Foster + Partners' work from the beginning. This is reflected not only in our projects but also in the way we run the practice. Our Corporate Social and Environmental Responsibility (CSER) programme plays a key role in coordinating our various working practices in relation to social and environmental sustainability, making sure we continue to operate in a manner that reiterates our commitment to people and our home, the planet we live on. The practice has developed an independent Foster + Partners Responsibility Framework, which evaluates the sustainable credentials of any project across a wide range of parameters. This framework now forms the cornerstone of our approach towards sustainability, allowing us to not only assess our works-in-progress across the globe, but also to audit the performance of our own campus in London.
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 but not limited to, extortion and bribery, and operate at all times with integrity and in accordance with the UK Bribery Act 2010.

Health and Safety Compliance
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, Acting Managing Partner 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:
• Company procedures
• Anti-corruption policy
• Sustainability policy
• Health and safety policy
• Diversity and equality policy
• Data protection policy
• Maternity policy
• Paternity policy
• Grievance policy
• Capability policy
Sustainable Office Commitments

Our Responsibility Framework
This report is structured around our Foster + Partners Responsibility Framework, which is based on ten sustainability related themes. Developed in-house, this framework allows the practice to compare its operations against its own projects. Where possible our campus’ performance is measured using the same metrics for the buildings in the framework. Currently our framework measures performance against a baseline of LEED Operations and Maintenance. Where the business’ scope differs from that of our design projects we will incorporate metrics based on existing frameworks that are comparable in technical level and intent as already identified in the framework. The Foster + Partners Responsibility Framework allows us to identify the best possible performance that can be achieved, progress can then be measured against our three predetermined performance tiers.

Our CSER programme ensures that the principles of sustainability that we promote through the work in our studios are practised in our day-to-day operations. Our CSER policy is governed at the highest level in the practice with Matthew Streets, Managing Partner, taking overall responsibility. We have developed a CSER framework that mirrors our project sustainability framework. In doing this we practise the sustainability principles we advocate in our designs, and also transfer innovative ideas between project and operational teams.

Our ambition remains ensuring that the practice meets or exceeds Tier 2 of the framework, the same expectation as our projects, as soon as practicable.

Stakeholder and Supplier Engagement
Foster + Partners is a member of, and actively collaborates with, the following organisations:

- UK Green Building Council
- US Green Building Council
- Royal Institute of British Architects (RIBA)
- Chartered Institution of Building Services Engineers (CIBSE)
- Waste and Resource Action Programme (WRAP)
- Health and Safety Executive, Working Party Groups
- Centre for window and Cladding Technologies
- TRADA
- British Standards Institute (BSI)
- New London Architecture (NLA)
- Confederation of British Industry (CBI)

Engagement with external organisations and suppliers, and internally with staff is crucial to identify their sustainability priorities and how Foster + Partners can best meet the needs of each relevant stakeholder.
Performance Review Highlights

- **Over £590K**
  - In charitable donations, including pro-bono work

- **21%**
  - Per capita energy consumption reduction

- **36%**
  - Reduction in office computer energy consumption

- **250+**
  - Staff had a free bicycle maintenance session between 2015 – 2016

- **57%**
  - Of total waste was recycled in 2016

- **11%**
  - Per capita waste reduction
Sustainable Certification
Foster + Partners recognises sustainability as central to any design project and strongly believe it should be considered from the beginning of the project and throughout the design. The practice advocates the use of sustainability certification systems to deliver measurable achievements. In total 26% of the practice’s 170 historic and evaluated current projects are pursuing or have achieved certification. Remaining projects are tracked using an adjusted rating system, even if not registered.

Designing To Our Themes
Through our design review process all projects are required to develop a project-specific sustainability strategy that is informed by the ten themes contained within the Foster + Partners Sustainability Framework. These same themes are used to track performance at key stages throughout the design and construction process. This helps teams to explore the wider impacts of their projects and to identify relevant sustainability goals and objectives.

The sustainability team is also actively involved in the project teams; each studio has a dedicated studio representative who regularly reviews their projects against our internal sustainability framework. They propose context specific sustainable design solutions and ensure that the projects remain on track to achieve their targets, either internal or external certification.
A selection of current Tier 1 projects

S01: Comcast Innovation and Technology Center
S02: Copenhagen Towers
S03: South Beach
S04: Bloomberg
S05: Masdar Visitor's Centre
S06: Comcast Innovation and Technology Centre

NAICM
Apple Campus 2
Limni Bay Resorts
Apple Campus 2
BBC Headquarters
NAICM

Battersea Roof Gardens
Apple Store, Mall of the Emirates
Guo Rui Kingdom
Apple Store, Mall of the Emirates
Frasers Broadway
South Quay Plaza 1
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1. Wellbeing

Our Approach
Our business is built upon attracting, training, motivating and retaining world-class people; this is demonstrated through our ongoing commitment to improving the workspaces and support for our staff. The wellbeing of our staff is the responsibility of several departments: Human Resources, Health and Safety, Facilities, and the various social committees.

2016 Performance
The employee wellbeing programme continued to grow with a record number of employees participating in the various programmes on offer. Our continued commitment to supporting the physical and mental health of our employees is reflected in our provision of the multifaith room on our campus, regular health checks and seasonal offers such as flu jabs and lung health checks.

We strongly advocate employee engagement in social and sporting activities. We have a variety of sports teams throughout Foster + Partners, including climbing, football, golf, yoga and support the organisation of annual events such as the ‘Foster + Partners Football World Cup’.

In addition to increasing the uptake of the existing offer, the practice has successfully implemented a number of physical changes to the workplace which benefit all employees.

Employee Assistance Scheme
As in previous years, Foster+ Partners continued to provide all employees with access to the Employee Assistance programme provided by Unum Lifeworks, which is an anytime confidential support service for advice on a range of issues including legal support, bereavement support, advice for carers, stress management and counselling services.

Workplace Design
In projects throughout the practice we have seen an increasing trend favouring the allocation of different spaces to cater for different work types. In response to this, the ‘Hub’ was opened to provide a space on the campus for relaxing, socialising and working that is accessible to all. Since then the space has become increasingly popular both as a meeting place and for private reflection. As well as being continuously occupied during the day, regular CPDs and events are hosted in the hub for all employees.

The space also contains a proportion of the practice’s library books for employees to refer to. Previously access to these books was only available through request over the company’s intranet; they are now accessible to all, and staff are made aware of new books on a regular basis. The library contains a number of titles that are solely about health and wellbeing to educate staff.

Health and Safety
Health and safety on the campus is extremely important to the practice, and protecting all employees while in the office and on-site is a key priority. Workshop facilities accessible to the majority of staff, with training, mean that the potential risks are higher than in a normal desk based office. It is a credit to our Health and Safety team and the Model Shop staff that for the second year the number of staff accidents has remained at 12, a 30% decrease from reporting in 2012.

Safe Working Environment
Foster + Partners is committed to ensuring, the health, safety and welfare of its employees, so far as reasonably practicable.

Furthermore, this year we have explored more avenues of employee wellbeing and have had participation from various departments. The Model Shop managers completed their IOSH Managing Safely course in October 2015 to improve safety awareness and get their teams actively involved to minimise risk in the workshop. In April 2016, the Health and Safety team delved into mental health and wellbeing courses to get a better understanding of the importance of mental health awareness in the workplace. The Health and Safety team are in the process of incorporating an employee wellbeing focus as a part of their plan for the next financial year.”

Erika Kearns  
Foster + Partners  
Health & Safety Officer

Opposite: The Hub - Breakout space for meetings and individual thinking.
Case Study: Biophilia In The Workplace

The Biophilia project was conceived as a pilot research project with the aim of analysing the impact of plants in the workplace. Having noticed a growing interest within the design community on the topic of Biophilia, the Workplace Consultancy Team decided to investigate the subject to measure and analyse such benefits at a productive, emotional or psychological level. Biophilia is a subject area that claims greater exposure to the natural environment indoors typically results in a variety of benefits to health and wellbeing.

Our own workplace consultancy team were used as a focus group. A survey was designed to query about participants’ perception of their workplace before and after the addition of plants. Sensors recorded data such as temperature, humidity, light level and current weather data, along with CO₂ and VOC data to understand the quality of the air within the space. The study lasted two weeks and involved a large number of focus group members from the Workplace Consultancy team.

The initial results begin to demonstrate a generally positive effect on the productivity and wellbeing of employees. However, further studies are expected to continue to determine — with a greater degree of scientific accuracy and certainty — the exact effects that certain plants have on the mental wellbeing of employees in the wider workplace. In addition, the study concluded that further research exploring people’s place preferences, the power of participatory processes, spillover effect, and place attachment should also be pursued to create a more comprehensive understanding of behavioural psychology within the architectural spaces we create. In early 2017, the workplace research team expects to develop these concepts further alongside the expanded research targets of the project.
Going Forward

The practice-wide wellbeing programme continuously develops and will continue to do so, based on the feedback we receive. The aim is to introduce the Wellbeing Champions Group this coming year which will further improve the current wellbeing programme.

  Simultaneously, we are exploring the WELL Building Standard and the possibility of training staff to follow the principles set by the standard.

  Finally, we will also aim to expand the biophilia programme to the entire office.
2. Community Impact

Our Approach
As a practice we have a multifaceted approach to our charitable contribution. We believe that we can have the largest impact on the local and global community by utilising the design skills of the practice and the skills of our staff, as well as making monetary donations to causes chosen by the practice.

In recent years Foster + Partners has been engaged in a number of pro-bono design projects. We also set aside a budget each year to support architectural charities and initiatives. In addition to project based support, our staff often give their time to benefit others through local and international educational programmes.

2016 Performance
In 2016, we exceeded the record set last year with our charitable donations totalling over £590,000 including pro-bono work.

Open House and Maggie’s Culture Crawl
Annually, the practice’s London studios are opened to the public, alongside hundreds of other well-known buildings in the city, as part of the London Open House weekend. This year, 540 people visited the main studio over the course of the event. Visitors were taken on a guided tour of the main studio, which was prepared with an exhibition of drawings, images and models from the latest projects.

The London office’s main studio also features on the annual Maggie’s Culture Crawl – a night-walk, where walkers enjoy exclusive access to amazing buildings and cultural experiences. The cancer charity raised £112,000 from this year’s event

Additionally, this year, the practice participated in the UK Supreme Court Exhibition event, which featured a model of the Singapore Supreme Court.

University Support
The practice maintains strong connections with architectural education, as sponsors of the Bartlett Summer Show, where over 500 students exhibit an incredible range of inventive, creative and visual work including models, drawings, films, multimedia installations and digital fabrications.

In addition, Foster + Partners continues to contribute towards the University of Westminster and University of Greenwich Summer Shows, and the Architectural Association Haiti visiting school. It also makes a gift towards MacMag – the student magazine of the Mackintosh School of Architecture.

Engagement With Local Schools
In October 2015, a number of our female employees from different departments visited Kelmcott School in Walthamstow for a Professional Women’s Speed Q & A event. The event created an opportunity for girls in years 9 and 10 to speak with women who work in industries which are primarily male dominated. It raised an awareness of the various opportunities for women to succeed in diverse industries and roles.

Over £590K
In charitable donations, including pro-bono work

540
People visited our main studio during Open House weekend

Opposite: Abel Feleke presenting his work at Foster + Partners, London.
RIBA Norman Foster Travelling Scholarship, 
Architectural Association Foster + Partners 
Prize and other awards

The practice continues to support young researchers 
and students through its scholarship programmes. 
The RIBA Norman Foster Travelling Scholarship, 
now in its tenth year, is awarded to one student 
to fund international research and travel on any 
relevant topic and in a location of their choice. 
The 2016 RIBA Norman Foster Travelling Scholarship 
was awarded to Abel Feleke from the University 
of Western Australia for his proposal, ‘Weaving the 
Urban Fabric: Examining the Significance 
of Community’.

The annual Architectural Association 
Foster + Partners Prize goes to an outstanding 
project by a student studying at the AA, dealing with 
issues of infrastructure, and sustainable architecture. 
The 2016 prize was awarded to Sho Ito for his 
proposal ‘I Live the Way I Want’, which ‘attempts 
to re-think the meaning of domestic spaces and 
to challenge the traditional housing model that 
has failed to provide new forms of living.’

The practice also supports the RIBA South 
London Student Awards, Welsh School of 
Architecture, and the Student Award at the 
New Blades Best Architectural Model Show. 
It also sponsors a student bursary for a masters 
in Urban Design at The Bartlett.
Red Cross Tent

As result of an innovative new partnership started in 2014, Foster + Partners contributed to the design process of a winterised tent with the International Federation of Red Cross and Red Kizilay and the associated Shelter Research Unit. The tent is to be used in humanitarian disasters where mass temporary shelter is required and where environmental temperatures are dangerously low – such as in Syria, Pakistan, Afghanistan and Mongolia.

Foster + Partners continues to work on the a project to develop an emergency shelter able to withstand extreme winter weather.

The project began with Foster + Partners developing a prototype which was manufactured in Turkey and tested in Mongolia during the winter of 2015 alongside nine other designs. Feedback from the testing was used to develop a final improved design, which is currently being prototyped and tested. The aim is to include the specification of the new winter tent in the IFRC catalogue in 2017, and make the shelter available worldwide for large scale production and global deployment.”

Antonio Mularoni
Foster + Partners
Architect
**Going Forward**

Foster + Partners is considering various approaches to expand our outreach activities within the local community in particular, our participation in the Science, Technology, Engineering, Mathematics (STEM) ambassadors programme or similar initiatives. STEM Ambassadors aim to encourage young people to enjoy Science, Technology, Engineering and Mathematics. They open the doors to a world of opportunities which come from pursuing STEM subjects and careers. STEM Ambassadors contribute to their local community while developing their own professional skills, experience and confidence such as public speaking and creative thinking. Participation in relevant outreach activities is also recognised as part of the chartership route pursued by many of the practice’s employees.
3. Energy and Carbon

Our approach
Carbon emissions and energy consumption are reported regularly at the CSER working group meetings. It is the responsibility of the Facilities department, with support from the Sustainability team to monitor and record how our buildings perform and where we can achieve further energy savings. Year on year, this has led to efficiency savings through system optimisation and targeted replacement programmes for the least energy efficient equipment.

2016 Performance
Despite the increase in the number of staff and the business activity at the practice we have managed to reduce per capita energy consumption by 21%. This reduction in energy consumption can be largely associated with the improvements in our IT infrastructure and the solar thermal shower system installed last year.

ESOS Results
To comply with the Energy Savings Opportunity Scheme (ESOS) we carried out an energy assessment, required at least every 4 years. The assessment evaluated the period from May 2014 to April 2015 and considered the energy use in our buildings (electricity & gas) and transportation. We consumed a total of 4,769 MWh of which building electricity accounted for a high proportion.

Moving into this reporting period, the energy assessment identified a number of potential actions to improve the efficiency of our operations. These include, but are not limited to, improving insulation in buildings, replacement of windows, HVAC control systems and replacement of ageing, inefficient plants with new equipment. The findings are now being assessed for their technical and financial viability and we hope to implement a number of them in 2017.

Print Room Improvements

Continuing to invest in technology, the document services group has deployed an online workflow solution that is pre-flighting all files and looking for missing fonts, images below 100 dpi and correct colour settings before the file is sent to the print room.

This is a preventative approach to sustainability with all errors flagged to the users before final submission. In addition the print room have deployed the latest technology in large format printing and have replaced ten plotters with three. Despite the reduction in physical devices, quantity throughput has improved. As a result power consumption, ink consumption and coated medias have all reduced.

21%
Per capita energy consumption reduction

Opposite: Installing solar thermal shower system at the London Campus.
Case Study: The Foster + Partners Project

On average, offices waste £6,000 worth of electricity per year by leaving equipment on at weekends and bank holidays. Simply by switching off computers at night and weekends, annual energy consumption can be reduced by up to 75%. In our office, 19-22% of our total energy consumption is due to office equipment. In order to reduce this wastage, we ran a behavioural change campaign to make employees aware about this waste of resources.

The purpose of the campaign was to remind people to switch off their computers before they leave the office, in order to reduce carbon emissions and also save energy consumption.

To encourage a behavioural change, we put an infographic on the intranet, illustrating that the electricity saved by switching off their computers could power 21 homes for a year. Unfortunately the campaign led to a minimal improvement and therefore in future other communication strategies will be tested.

Due to the campaign’s lack of results, we are considering the possibility of automating the standby settings of all computers via integrated software. We anticipate this could reduce computer energy consumption by up to 36%.
We commit to reducing our energy consumption per capita progressively. Additionally, we will work to better understand the sources of the energy we use, with the aim of providing 100% of our electricity from renewable resources, through selective procurement or generation. Also, we are reviewing becoming involved in RE100, Carbon Trust and Science Based Targets initiatives.
4. Mobility and Connectivity

Our approach
As a practice we promote sustainable transport with respect to both business travel and staff commuting. We work with our travel agents and taxi companies to monitor our emissions and advocate the choice of low carbon vehicles where possible. We also work with our employees to encourage them to choose a sustainable form of transport and provide in-house facilities to cater for active forms of transportation for daily commutes.

2016 Performance
Over the financial year 2015-16 the practice has experienced substantial growth in the number of projects and staff. Due to the global nature of our projects, there is a direct relationship between business activity and the impact on transport. Travel related emissions, when measured per unit of turnover, have increased by 26%. We are committed to continuing to measure the CO₂ emissions associated with our business travel and to find ways to reduce or offset it.

Encouraging cycling strategy
In order to promote sustainable, active transport amongst employees, we have two large bicycle storage spaces, shower rooms and a drying room. In addition to our facilities, as part of our ongoing commitment to supporting safe sustainable transport, Foster + Partners also offered free seasonal bicycle maintenance sessions for the fourth consecutive year. In 2015-2016 over 250 staff had a free maintenance session through the company.
Foster + Partners has signed up to Halfords Cycle2Work scheme, who are one of the UK's largest cycle retailers and have been running this scheme since 2003. In the past year we have seen a 3.5% increase of our staff purchasing new bicycles. This tax efficient government backed scheme is helping our employees stay fit whilst reducing their carbon footprint. The process is quick with a simple online application, with the potential to receive a new bicycle the same day.

"Cycle2Work Scheme

Foster + Partners has signed up to Halfords Cycle2Work scheme, who are one of the UK's largest cycle retailers and have been running this scheme since 2003. In the past year we have seen a 3.5% increase of our staff purchasing new bicycles. This tax efficient government backed scheme is helping our employees stay fit whilst reducing their carbon footprint. The process is quick with a simple online application, with the potential to receive a new bicycle the same day."

Julia Harris
Payroll Manager
Going Forward

We will continue to support safe and sustainable transport and to provide education about cycle safety. As international air travel remains the most significant aspect of the practice’s environmental impact, we will continue to invest in video and teleconferencing, whilst implementing management procedures to optimise the way we use air travel and choose alternative, low-impact options.
5. Resources

Our approach
We work closely with a range of waste management partners from the cleaning team managed by Peartree Cleaning Services Ltd to the waste contractor Grundon. Our waste disposal performance is managed through monthly updates provided by the waste contractor, whilst we manage the front-end process of procuring recyclable materials through regular contact with our suppliers.

2016 Performance
We have continued to increase our recycling rates for the fifth consecutive year; 57% of total waste was recycled, while waste per capita decreased by 11%. The increase in recycling is due to the new separate waste stream for food waste to compost and engaging with the Carbon8 energy from waste technology that allows for fly-ash recycling.

Waste Audits
To better understand how employees were disposing of their waste, we conducted waste audits to identify the major waste streams and the accuracy of people’s current waste sorting between the three available bin types.

The waste audit involved sorting through the waste from the buildings on campus to determine what is being thrown away. Disappointingly, the results of the waste audits indicated that 1 in 4 people were not correctly disposing of their waste. The most common waste stream in terms of volume was paper. Informed by this understanding, we are working with our facilities team and employees to improve campus general waste and recycling systems.

IT Waste Collection
Once IT equipment becomes obsolete for the business, Foster + Partners sends it to End-of-life IT Services to appropriately extend the lifecycle of our IT equipment. This company operates a zero landfill policy; when the IT equipment or components cannot be refurbished for the second user market, they are broken down into specific material categories. These recovered materials, i.e. metals and plastics, are then sent on to accredited partners for refinement.

Re-cycle, Re-use, Re-make
On our London campus we operate a materials research centre (MRC) available to all staff to support the practice’s project work. The MRC is a living library – the stored material samples are being constantly updated, generating a substantial amount of waste. The library team have introduced a fun and creative way to give discarded samples a new purpose through offering them to staff at an upcycling evening event.

The aim of the event is to reduce waste while also encouraging creative thinking among the architects and designers. The MRC promotes the re-use of resources for environmental and community benefit.

At the end of each event, all the remaining samples are donated to the local Scrapstore charity who operate on a similar principle.

2016 Waste composition

- Total Energy from Waste: 44%
- Dry Recyclables: 43%
- Food Waste: 11%
- Ash Recovery: 2%

56% Total waste was recycled in 2016
11% Waste per capita reduction
The ability to 3D-print is an important part of the design process at Foster + Partners, allowing our architects and engineers to test various iterations. We have a total of 8 production 3D printers in-house. While 3D-printing has numerous benefits, the process also generates significant amounts of waste which must be sent to landfill or incinerated. This year the CSER Team have been working to find a solution for this.

We studied the printers to determine and categorise the different types of waste streams they produce. Of these waste streams, some are recyclable but others — such as the excess powder from the Selective Laser Sintering (SLS) printing process — required further research. Following this, the powder has been examined by TerraCycle, a company that helps provide solutions to hard-to-recycle materials. The CSER team is currently using that information to determine the best disposal solution for the waste powder.
Going Forward

To keep improving our practice-wide recycling rate, we are currently researching and reviewing alternative options for our non-recyclable takeaway paper cups. Additionally, it is our aim to introduce a fourth type of bin for compostable waste.
6. Water

Our approaching
We monitor our water consumption through manual water meter. Our Facilities team is responsible for managing any maintenance issues that may lead to leakages and/or excessive discharge.

2016 Performance
Due to the increased number of staff members during 2016, we have not been able to maintain or reduce the water consumption from the previous reporting year. However, proportionally the water consumption has not increased at the rate of the business size. Staff numbers rose by 19%, whereas water consumption has increased at a relatively low rate of 2%. Our water consumption remains lower than the average office in the UK.
Going Forward

Our water use is comparable to that of a normal office and is lower than the national average in UK. Going forward, we will aim to continue decreasing our consumption based on that of the previous year.

In line with the requirement of the Foster + Partners Responsibility Framework, we will aim to roll out automatic building level water metering across the campus. Additionally, the potential for sub-metering water systems will be investigated, including domestic hot water, solar thermal shower system, HVAC systems and reclaimed water.
Sourcing and Procurement

“We seek long term relationships with our suppliers wherever possible. We purchase our food locally and where possible from organic producers.”

Alicia Cox
Hospitality Manager
7. Land and Ecology

Our approach
Our business impacts the natural environment both locally through our own on-site activities, and indirectly nationally and globally through the harvesting and manufacture of products we purchase from our suppliers.

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.

On-site, our cleaning contractors use ecological cleaning products, and our catering team provide the highest quality, healthy and seasonal food at subsidised prices.

2016 Performance
Consistently, Land and Ecology has been the most challenging of all the sustainability themes. Due to its location, our London campus has limited opportunities for developing green infrastructure. Despite this we continue to improve our indirect ecological impact by working with our catering partners to ensure we use locally sourced and seasonal ingredients.

FSC®, PEFC Accreditation
Our Reprographics department spent six months evaluating the quantities of material they use, as well as where it originates from and how it is procured. In recognition of this Foster + Partners was awarded both PSFC and FSC® “chain of custody” accreditation which is both organisations’ highest award for sustainable printing. We ensure that our materials are extracted from sustainably managed forests. The process also offered opportunities to educate our staff on sustainability issues, influence our existing supply chain and even reduce our costs.

Food Provenance
We work with our catering provider Food Show to ensure that we purchase our food locally and where possible from organic producers. Locally sourced products are shown in the following graphic:
Going Forward

To improve our future performance, the practice will develop a series of new strategies including a site management plan and an integrated pest management policy. To further improve we are looking into investing in on or off site green space development. Over the next financial year we will evaluate the wider benefits of various options.
8. Social Equity

Our approach
Foster + Partners was the first architectural practice to sign up to the London Living Wage, setting a benchmark for fair pay across the industry. Everyone working at the company, regardless of whether they are permanent employees or third-party contractors, cleaners and suppliers, receive a minimum hourly wage that is significantly higher than the national minimum wage. We also remain fully committed to facilitating an ethical and responsible approach to workers’ rights globally. Although we have no direct control over our contractors’ and sub-contractors’ hiring policies, we continually seek to apply our influence through the supply chain and improve health and safety conditions in a collaborative manner.

2016 Performance
We have had a successful year regarding new projects, revenue and staff numbers, which has had a positive impact on the growth of our business. The gender ratio of employees has remained consistent over the past three years, even though in 2016 the practice saw a 3% increase in female senior management. We have maintained high levels of diversity with 74 different nationalities.

Last year we increased our range of fair trade canteen products to 20, and we hope this number will continue growing in the future. More people have benefited from an increase in annual salary due to London Living Wage scheme.

Anti-slavery and Human Trafficking Policy
Foster + Partners is committed to championing an ethical and responsible approach to workers’ rights in construction. Although we have no direct authority over contractors and workers conditions, we seek to influence and collaborate with the supply chain to improve health and safety conditions. Foster + Partners promotes the use of Key Performance Indicators, proposed by the contractors, evaluated in the tender process and as part of the contract deliverable.

Key Performance Indicators (KPI) should include but not be limited to good practice standards to be delivered and maintained. KPIs will address areas including:

- How health and safety is to be managed at on-site and off-site facilities
- Welfare facilities in detail and benchmark quality of the facilities
- Off-site living facilities and benchmark the quality of the facilities
- Social and sporting facilities
- We will develop a solid set of metrics to measure performance against and aspire to the highest levels of economic social equity.

Thouria Istephan
CDM Manager
and Deputy Head of Technical Design

Case Study: Social Equity Assessment

The LM3 methodology enables socially-focused organisations, such as ours, to measure their economic impact by analysing expenditure in a geographic area. The methodology is helping us better understand the positive impact we have in the local community, both in terms of our vendors and employees.

A higher proportion of money re-spent in the local economy means more jobs, higher pay and more tax revenue for government, all of which may lead to better living standards. Understanding of local capital flows and how we practically influence them could potentially lead to improvements in our procurement decisions.

Number of fair trade products available in our canteen
**Going Forward**

We will build on the Social Equity Assessment and invest further to develop social equity tools, with the intention of using them in our masterplanning and larger infrastructure projects. The CSER team are working closely with the Urban Land Institute to hold a Social Equity themed event in London in Autumn 2017. Within our own operations we will continue to uphold our commitment to the London Living Wage, anti-slavery and human trafficking.
9. Planning for Change

Our approach
As a business, we invest heavily in research and development, through specialist in-house teams such as the Specialist Modelling Group (SMG), the Applied Research and Development Group (ARD) and the Materials Research Centre (MRC). We also invest in relevant training for staff to continue their education and maintain up-to-date knowledge in their specialised field and sustainability.

2016 Performance
Currently we have 64 LEED Accredited Professionals in our London office; an increase of 9 people since last year.

We also have introduced a Sustainability Induction for all new starters. This is to inform new starters of our sustainability mission and the work we do, both CSER and project-related. The induction includes information on accessing LEED and other sustainability training and employee benefits related to our sustainability initiatives, such as the cycle2work scheme.

Sustainability Symposium
The Sustainability Network was set-up as a monthly meeting to help the studios to improve their general sustainability knowledge and to provide a forum for discussion and sharing. When the network was established it was decided that bi-annual symposia would be held for all Network Representatives and the Sustainability Group.

The first symposium event was a ‘Futures Workshop’ and was well attended. Teams of Network Representatives with varying experiences and differing backgrounds worked together, with a member of the Sustainability Group facilitating. At the end of the session, there was a feedback session with all participants.

The second symposium event was in the format of presentations, updating the Network on new initiatives and current progress being made by the Sustainability Group and CSER.

LEED Training
More commonly than ever, new jobs demand that the project team have a level of green building expertise. The Foster + Partners LEED professional credential programme shows our clear commitment to the professional growth of our workforce, while underscoring the value of sustainability-focused architecture and engineering. To date, we have 223 staff trained or in training for LEED AP, with 64 qualified to this standard (42 currently to LEED Green Associate (GA) only, working towards Accredited Project (AP). We aim to train two thirds of our workforce by the end of the next fiscal year. Additionally, 10 other staff are qualified in a variety of other Green Rating Systems which are less often used.

The programme consists of a total of six weeks training and if successfully passed members of staff secure a £500 increase in salary — another demonstration of the practice’s serious dedication to sustainability and the professional development.

Personal and Professional Development
We offer a comprehensive selection of learning and development (L&D) opportunities for all employees, regardless of where they are based. The L&D team cater for all disciplines in the practice and offer a variety of formal and informal programmes, workshops and qualifications. In 2016 we offered over 650 training titles for staff, ranging from guides to online courses and face-to-face training. The practice had over 734 attendees for personal development courses and 1259 attendees for software/technical training.

Internal Continuing Professional Development (CPD)
We had around 25 CPD lectures during 2016. From Emotional Intelligence to Biophilic Design, we touch on a large variety of topics such as personal development, sustainable design, new technologies and innovation etc. These are always aimed at updating knowledge and skills in order to remain professionally competent.

LEED Training
Foster + Partners is one of the largest employers of LEED APs in the country; we represent more than 10% of all the UK credential holders. With new jobs specifying the need for green and sustainable building expertise, the LEED professional credential shows a clear commitment to our staff and professional growth.”

Laggi Diamandi
Learning and Development Manager
Going Forward

To maintain our presence at the forefront of sustainable development we have started to engage in the Global Climate Change Agenda, in liaison with UNFCCC.

We aim to engage in the sustainable development agenda and participate in events seeking partnerships with UN agencies and intergovernmental organisations, academia and private sector representatives. We aim to bring the latest sustainability thinking to our projects.
10. Feedback

Our approach
We record and monitor an array of business, personnel and operational data. We collect both manual and automated data on the performance of our buildings for energy and water. We also engage with many of our suppliers, including travel agents, taxi providers and stationary suppliers, who provide us with quality data about the financial, social and environmental impact of the services we use. This data is used to monitor our progress and drive procurement and management decisions at the highest level, including at the management board and CSER leadership group.

2016 Performance
To get an accurate view on how our buildings are performing and how they are affected by occupant behaviour, we are improving the quality and frequency of the data that we collect. Currently we are monitoring: electricity, gas, water and CO₂ levels in one of our buildings; subdivision of taxi use by day and night; flight emissions by distance travelled; staff satisfaction with the building environment and staff commuting type.

Post occupancy evaluation
In FY15, the Foster + Partners Responsibility Framework was fully developed and implemented on all projects. As part of the 10 themes, Feedback focuses on how buildings perform and the impact on occupants. Our London campus aims to lead by example so we have carried out studies to understand the usage of the solar thermal system and to explore the potential for natural ventilation in our Main Studio.

We will continue to explore opportunities to develop our feedback process in FY16. Post-occupancy has become particularly relevant for our projects this year as the new version of LEED (v4) has introduced mandatory energy reporting and support for the WELL building standard continues to strengthen.

Arc platform (LEED Dynamic Plaque)

“Foster + Partners is committed to the measurement and monitoring of our London Campus buildings’ performance to make meaningful improvements to building operations that save money, resources and make building occupants more comfortable. We aim to partner with Arc to measure performance (energy, water, waste, transportation and human experience), implement change and benchmark against other projects. Arc leverages comprehensive global data analytics to help benchmark a project’s performance. The Arc performance score helps us track incremental improvements in real time as we move closer towards our aspirational goal of achieving LEED Gold certification for our Campus.”

Alfonso Ponce Alvarez
Senior Sustainability Consultant
Internal Graduate Show

Celebrating young, innovative talent within the practice, Foster + Partners hosts an annual Graduate Show, where fresh graduates working at the practice are given an opportunity to present their best work from university to Norman Foster, senior partners and the rest of their peers. This provides a platform for younger members to get feedback about their work from senior, more experienced people at the practice.

Narinder Sagoo
Art Director
Going Forward

In accordance with the Foster + Partners Sustainability Framework we will look to enhance the level of sub metering for gas and water across the practice. Enhanced sub metering of these systems will help to manage the impact of our operations.

We will continue to engage with our supply chain to collect high quality data so we can understand and manage the social and environmental impact of our decision making. We will aim to improve the engagement of our employees on key decisions of the business.