Message from the Chairman

As a company that promotes the need for sustainable design in our work, it is important to us that our own operations exemplify these values. Our CSER programme, which is now well established, is based around the UN Global compact standards for environmental compliance, human rights, labour practices and anti-corruption.

We are committed to investing in the research that will encourage innovation in sustainable design, and our restructuring over the past year supports this goal. In addition to the new Partnership Board, we have established a new in-house sustainability group, drawn from a variety of engineering and design disciplines. Their role is to support, inform, assess, demonstrate and audit sustainability throughout the practice.

Last year we focused heavily on reducing our environmental impact. This year we have continued to improve in this area, however there has also been a shift to focusing on our social sustainability, including the way we engage with our staff. We have also achieved record levels of charitable giving, with pro-bono projects such as the new Maggie’s Centre in Manchester – the building will provide a place of refuge, where people living with cancer can find free practical and emotional support.

We have lowered the carbon emissions of our campus by around 8%, but due to increases in global staff numbers and revenue, the level of flights has increased by 12%. With a record order book and predicted growth within the business, we are taking steps to tackle this rise and continue to reduce our environmental footprint. We have set far-reaching and ambitious 2020 targets across all of the ten sustainability themes. Furthermore, this year’s report is the first to comply with the Global Reporting Initiative G4 framework, ensuring that our sustainability report is transparent and meets an internationally comparable standard.

Norman Foster, Founder and Chairman
Introduction

A Global Perspective
As an international practice, with employees, offices and projects across the globe, our sustainability commitments are international in scope. We live in an ever interlinked and globalized society where our actions have social, economic and environmental consequences at both local and international level. Conversely our corporate activities are driven by external environmental, social and economic influences.

As a practice providing architectural, design and engineering services, we are key stakeholders in environmentally and socially responsible design, not only for the buildings we are directly responsible for but also using our global influence to promote sustainable design.

With increasing acceptance of climate and environmental change, the demand for green buildings increases. With this comes a responsibility and opportunity for Foster + Partners to invest in the research, technology and training to be a leader in sustainable design.

Corporate, Social & Environmental Responsibility (CSER) Vision
In line with Foster + Partners’ belief that sustainability should be central to design, the practice places sustainability at the heart of its operations. Careful monitoring and management – and taking a precautionary approach – enables Foster + Partners to identify and anticipate the environmental, social and economic impact of its design services and operational practices.

This is the fourth annual Corporate, Social and Environmental Responsibility Report produced by Foster + Partners, and the first to be produced in accordance with the Global Reporting Initiatives G4 ‘core’ guidelines.

We have set far reaching 2020 visions, replacing our fixed yearly targets. For each of our ten sustainability themes we have continued to outline our goals for the 2014-2015 period.

In line with the GRI G4 reporting framework this report has addressed the issue of materiality through a process of stakeholder engagement. Material aspects selected for disclosure in this report were identified through their relevance to our ten sustainability themes. The sustainability themes have been developed over a number of years through industry engagement and benchmarking processes and have been approved by Foster + Partners’ Management Board.
Sustainable Office Commitments

Our Approach
Foster + Partners’ CSER programme ensures that sustainability is promoted both in design projects and in the operations of the practice. CSER is governed at the highest level in the practice with Matthew Streets, Acting Managing Partner, taking overall responsibility. The report is structured around our ten themes of sustainability:

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

Our sustainability themes have been developed in house, taking influence from existing frameworks including: UN Global Compact, One Planet Companies, LEED and BREEAM. Ambitious 2020 targets have also been introduced to provide long-term strategic focus to our CSER programme.

Supply Chain
Foster + Partners works with a range of vendors, service providers and contractors. One of our largest supply chains is stationary, and we have worked with our supplier Solcrown to achieve PEFC and FSC accreditation for our printroom. Of all the supply chains our flights and accommodation associated with our business travel has the largest environmental and financial impact. We have made significant efforts to reduce the intensity per project at which we fly and are looking at ways to identify sustainable accommodation options.

Stakeholder 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
- The Timber Research and Development Association (TRADA)
- British Standards Institute (BSI)
- New London Architecture (NLA)
- Confederation of British Industry (CBI)

Engagement with external organisations and internally with staff and suppliers is crucial to identify the aspects of our company that are most significant to them, and how Foster + Partners can best meet the needs of each relevant stakeholder.

The framework in which we report using the ten sustainability themes, the key performance indicators (KPIs) and associated content within this report has been developed through ongoing stakeholder engagement and discussions with the Management Board.

Financial Year 2014 Performance
This year we performed well against our KPIs. The only area that we failed to perform in was our transport emissions. However this is not entirely unexpected due to the radical reduction in flights achieved in the previous year. The increase in flight emissions resulted in an overall increase in total emissions for the business despite reducing our campus energy emissions by 8%.

2014 has been a year of internal engagement, with the travel survey and the success of the Footprint exhibition. The form of engagement with employees has helped the company shape a new understanding of employees and their needs, informing many new policies benefiting staff.

This year Foster + Partners have aimed more resources than ever into enhancing the lives of communities at local and global scale with record levels of charitable giving.

Going Forward
2015 will be the first year of working towards our 2020 CSER targets. Over the next year we will look to build a strong platform to work towards achieving the targets and embedding them within the practice. Our ambitions are to build upon the success of producing our first GRI report by seeking to get future reports externally assured.
Performance Review

Energy & Carbon

- **Target**: -5% decrease in per capita CO₂ emissions
- **Performance**: -8% decrease in per capita CO₂ emissions

Mobility & Connectivity

- **Target**: -5% decrease in per capita CO₂ emissions
- **Performance**: +11% increase in per capita CO₂ emissions

Materials & Waste

- **Target**: 50% of total waste recycled
- **Performance**: 51% of total waste recycled

Water

- **Target**: -5% decrease in per capita water consumption
- **Performance**: -5% decrease in per capita water consumption

Land & Ecology

- **Target**: Increase awareness and usage of local green space
- **Performance**: Increase in office events held in Battersea Park

Community Impact

- **Target**: +5% increase in charitable donations
- **Performance**: +94% increase in charitable donations

Wellbeing

- **Target**: To Increase the number of employee benefits and communication of them.
- **Performance**: Increased employee benefits through People Strategy

Prosperity

- **Target**: +5% increase in global employees
- **Performance**: +1% increase in global employees

Planning for Change

- **Target**: 190 employees trained in sustainability
- **Performance**: 180 employees trained in sustainability

Feedback

- **Target**: -5% decrease in per capita CO₂ emissions
- **Performance**: +4% increase in per capita CO₂ emissions
CSER Organisational Structure

Management Board

CSER Group

Matthew Streets
Senior Partner and Acting Managing Partner

Spencer de Grey
Senior Partner Head of Design

Piers Heath
Senior Partner Group Leader Environmental Engineering

Rafe Bertram
Partner Architect

Charlotte Sword
Partner Head of Human Resources

Tony Cooper
Partner Head of Facilities

Nathan Millar
Associate Partner Environmental Designer

Andy Haigh
Associate Sustainability Coordinator

Nick Pigula
Sustainable Office Coordinator

CSER Champions

Graham Young
Senior Partner Head of Information and Design Systems

Paul Kalkhoven
Senior Partner Head of Technical Development

Katy Harris
Partner Head of Visual Communications

Thouria Istephson
Partner CDM Manager

Barry Smith
Partner Head of IT

Mike Bass
Associate Partner Document Services Manager

Alicia Cox
Associate Hospitality Manager

Richard Klewer
Associate Building Manager

Jaime Garzon
Cleaning Manager Peartree

O’Neil Alexander
Associate Facilities 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 - but not limited to - extortion and bribery. We operate at all times with integrity and in accordance with the UK Bribery Act 2010.

Health and safety
Foster + Partners is committed to safeguarding the wellbeing of its employees. The establishment and practice of staff health and safety is a priority. 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. Any health and safety issues are reported to the Management Board 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 that the high standards we set are consistently achieved.

Operational policies
Foster + Partners policies guide our operations and maintain compliance with relevant legal requirements.

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 Design Achievements

Sustainability is central to the Foster + Partners design process, and considers every stage of the project, including construction and occupancy. 53 projects have achieved or are on course to achieve the following sustainable design accreditations:

- LEED Platinum x3
- LEED Gold x19
- LEED Silver x6
- BREEAM Outstanding x1
- BREEAM Excellent x3
- BREEAM Very Good x6
- Code for Sustainable Homes Level 4 x5
- China 3 star x2
- Estidama 3 Pearl x1
- GBI Certified x1
- Gold Plus x1
- Green Mark Platinum x1
- Green Star 6 x1
- GSAS 4 Star x2
- HQE x1

Designing with Ten Sustainability Themes
Foster + Partners has developed a list of sustainability themes that act as a design framework. All projects are required to develop a sustainability strategy that is informed by these ten themes. They are used to track performance at key stages throughout the design and construction process. This helps to explore the wider impact of projects, with relevant sustainability goals and objectives.

Sustainable Specification
Our specification documents help to ensure our projects include intelligent material choices, and reduce incidents around health and safety, 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
Our Approach
Carbon emissions and energy consumption is reported at regular meetings of the Environmental Leadership Group. With recent upgrades to BMS and energy sub-metering systems, the Facilities Department and Sustainability Team have a detailed understanding of how our buildings perform and where we can achieve further energy savings. This has led to efficiency savings through system optimization, and targeted replacement programmes for the least energy efficient equipment.

Financial Year 2014 Performance
Our absolute energy consumption decreased in FY14 from the previous year by 16%. Energy savings came from a reduction in gas consumption due to the mild weather. However a significant proportion of the reduction in the need for heating will have been offset by an increased demand to cool our buildings. As such we can attribute much of the energy saving to our improved management of our buildings. Upgrades to our BMS system mean that the HVAC set points have been optimised for thermal comfort and energy consumption. In addition we have improved the way that we manage heating and cooling of our buildings during out of hours working.

Energy Sub Metering
A major change in energy management in FY14 was switching providers of our submetering system. We decided to change to a new system that we could integrate with our Trend BMS. Switching systems has proved problematic and we have engaged in several rounds of recommissioning in order to achieve the high standards of data that are required for us to monitor our energy usage effectively. In the long term the process of switching submetering systems will improve the way that we monitor energy, however a negative aspect of the project has been disruption to our energy data throughout FY14.

Going Forward
We have conducted an energy review to identify potential areas for making energy savings. Moving forward we will continue to promote energy efficient behaviour and install energy efficient equipment and assets on campus. In addition we will conduct feasibility studies to identify the potential for on-site renewable generation. With our energy contracts due for renewal in FY15, we are looking to secure a green energy contract so that we can purchase energy from zero to low carbon sources.
Materials & Waste | 2020 Vision

70% Recycling rate
We will achieve this through improving our sorting rates and identifying new ways of recycling existing waste streams.

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.

Financial Year 2014 Performance
This year we have exceeded our target of a 50% recycling rate, and achieved zero waste to landfill from December 2013. The improvement in our waste performance has been the result of separating our food waste for collection and efforts by our waste contractor to recycle incinerator fly ash. Within the office the main resource we consumed was paper, estimated at roughly 52kg per employee per year.

Food Waste Collection
From March 2014 we have implemented food waste collection in the staff canteen. The practice's waste provider Gundon makes daily food collections from the London offices. The food is collected from specialist food waste bins and transported to a local anaerobic digestion site for processing.

Whilst collecting food waste has come at a small financial premium, we have improved the environmental impact of our waste collection, diverting the food waste from Energy from Waste (EfW) incineration. In addition to the environmental benefits, there are additional benefits including increased hygiene levels of our waste storage.

Polyboard Disposal
In summer 2013 we recycled over two tonnes of polyboard. The aim of the project was to recycle the optimum amount of the material through the most environmentally sound process available.

We identified a company that claimed that the majority of our polyboard could be recycled into new products including soundproofing. Despite costing the office over five times the fee to incinerate, we committed to recycling the polyboard. Unfortunately on careful inspection of our disposal certificate we identified that 5% (paper) of the polyboard was recycled whilst the rest was incinerated (EfW). This case study highlights the importance of collecting evidence through the supply chain.
**Zero Waste to Landfill**

As of December 2013 we have sent zero waste to landfill. Prior to this period a percentage of the material that we sent to incineration would end up as a toxic residue, fly ash, which was sent to a controlled landfill site. Our waste contractor Grundon are now a 50% shareholder in a company called Carbon8 and have devised a technology for treating this residue and turning it into an aggregate for the construction industry. The aggregate that is created from this process is used in bonded materials such as ready-mixed concrete or, at the site where the first plant is located, for block making. The result of this latest innovation is that all the material that goes into the Energy from Waste Plant is used to generate heat and the residues are all recycled. This is currently the only Plant in the UK with access to this technology although in the future this will be rolled out to assist the whole of the Energy from Waste (EfW) industry.

**Going Forward**

According to resource-efficiency experts WRAP, a recycling rate of between 60 - 70% is considered good practice. Foster + Partners will target a recycling rate of 70% due to the significant level of recyclable paper in our waste stream. In the future the practice aims to better understand its waste stream through audits. In particular Foster + Partners intends to do more to address the waste generated by model shops and increase the amount of model waste that is reused and recycled. As the amount of 3D printing waste increases the practice will work with industry bodies to find innovative ways of recycling the nylon and plaster-based materials.
20% Reduction in revenue-adjusted transport carbon emissions from 2011 levels
Increased IT and communications capacity and careful management of flight and taxi bookings, with procurement of these services based on operators’ environmental impact.

Our Approach
The practice promotes sustainable transport in two areas: business travel and staff commuting. Partner travel agents and taxi companies monitor emissions and advocate low-carbon vehicles where possible. Employees are made aware of sustainable transport choices. In-house facilities – bike storage, showers, changing rooms and drying racks – encourage low-carbon forms of transportation for daily commutes.

Financial Year 2014 Performance
There has been a small increase in the total transport emissions for FY14. This is organic growth that can be attributed to the increase in revenue and staff numbers. There has been an increase in the number of alternatives to travel, including video calls and teleconferences. We have also seen a decrease in the number of taxi trips and an increase in the number of staff cycling and Ride2work scheme.

Travel Survey
In July 2013 a staff travel survey was conducted. The aim of the survey was to establish patterns in how staff commute to work. Data from the survey has helped to identify the number of staff who cycle to work and use shower rooms and bike storage. This information is important to ensure we continue providing high-quality cycling facilities. In addition staff were given the opportunity to provide suggestions around how the office can support sustainable commuting.

Cycle Maintenance
We actively encourage staff to choose sustainable forms of transport for both business and commuting where possible. To make cycling a safe as well as sustainable travel option for our staff we have provided seasonal cycle maintenance sessions. Maxycle mobile bicycle mechanics have been hired to provide a free full bike service to every member of staff. In total over 200 bike services were completed. Many staff opted to make a voluntary donation to charity for the service raising over £200 for Re~Cycle.
Foster & Partners Global Flights 2013-14

- London – New York (1,241,000 mi)
- London – Hong Kong (1,230,000 mi)
- London – San Francisco (681,000 mi)
- London – Shanghai (526,000 mi)
- London – Abu Dhabi (239,000 mi)
- London – Doha (214,000 mi)
- London – Panama City (196,000 mi)
- London – Singapore (196,000 mi)
- London – Dubai (164,000 mi)
- London – Istanbul (150,000 mi)

Total 9,011,000 miles traveled

Total miles traveled

- North America: 3,247,000 mi
- Europe: 815,000 mi
- South America: 143,000 mi
- North-South America: 43,000 mi
- Africa: 166,000 mi
- Australia: 4,334,000 mi

20 return trips to the Moon
Flight Emissions
This year there has been an increase in the overall number of flights and CO\textsubscript{2} emissions. Flying is necessary to the business. As revenue and staff numbers increase, so does the volume of flights. This factor has been significant in the decision to set the 2020 target to reduce the carbon intensity of flights against revenue.

Season Ticket Loans
Consultation with staff identified season ticket loans as one of the most desired staff benefits. In FY14 Foster + Partners partnered with Arbello to enable employees to have a salary advance to purchase a season ticket for journeys to and from work. This helps staff to manage the increasing cost of travel more effectively, by repayng the interest-free loan over a ten-month period.

Going Forward
As the company expands we will see an increase in absolute emissions. However we believe that a realistic ambition is to see a decrease in emission intensity against revenue. We will continue to identify ways to reduce the emissions of our taxi fleet, working with providers to optimise occupancy rates and prioritise the use of fuel-efficient vehicles.
Water | 2020 Vision

All leaks resolved in less than twenty-four hours
Improved water metering, leakage detection, and maintenance

Our Approach
Our water consumption is lower than the average in the UK. 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 2014 Performance
We have made a 4.5% saving on per capita water consumption in the office during FY14. Optimising our systems has had a significant impact on reducing overall water consumption.

Adiabatic Chiller
A significant proportion of our reduction in water consumption can be attributed to optimising our adiabatic chiller settings. Raising the ambient temperature at which the adiabatic chiller operates has significantly reduced the amount of water required to cool the office, whilst having a minimal impact on energy consumption.

Water Efficient Toilet Facilities
Our main office toilets have been refurbished. Twelve new water-saving dual-flush cisterns and eight new water efficient taps have been installed, lowering the amount of water consumed in the main office.

Across the campus existing urinals have been fitted with waterless fittings. The unique one-way valve opens with usage and self seals immediately, removing the need for flushing water. The system is complemented with a dome that is filled with a product for the dissipation of uric salts. The other benefit with this product is that when activated by the flow of urine it admits an anti-odour fragrance that leaves the washroom with a pleasant smell.

Going Forward
In order to better monitor water consumption on campus we plan to invest in automated water submetering. By improving the resolution of our water data we will be able to target water efficiency measures and identify water waste and leakage. Once we have improved our ability to detect and resolve leaks we will set a leakage rate target.
To mitigate the impact of our operations through developing green space
Where we cannot use renewable energy or source renewable timber products, we will aim to mitigate our environmental impact through the development of green infrastructure.

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 local residents to ensure that our surroundings are well maintained.

Our cleaning contractors use ecological cleaning products. We work with our catering team to provide healthy, seasonal food at reasonable prices.

Financial Year 2014 Performance
Achieving Forest Stewardship Council (FSC) Programme for the Endorsement of Forest Certification (PEFC) accreditation was the stand out success in FY14. In addition to this we have also vastly improved our range of Fair Trade products sold in our canteen from ten products to seventeen. Despite not yet engaging in a program to develop green space we have made significant progress in identifying the feasibility of mitigating our environmental footprint.

FSC, PEFC Accreditation
Foster + Partners’ Reprographics department spent six months analysing and evaluating all the materials used, their origin and procurement. As a result Foster + Partners was awarded PEFC and FSC Chain of Custody accreditation in November 2013 which is both organisations’ highest award for sustainable printing.

As well as insuring that we have a positive impact on the forests we source our paper from, it offered many opportunities to educate our staff on sustainability issues, prompted our vendors to be accredited and also reduced our costs.

Green Space Development
As part of our 2020 vision to mitigate the impact of our operations through developing green space we have spent the past year identifying areas of our operations that have a negative impact on the environment and identifying potential mechanisms available to mitigate these impacts. So far we have identified potential projects to mitigate the impacts of our carbon emissions and paper consumption. However we are also keen to ensure that any future activities to develop green space also maximise wider benefits in terms of research and development, and heath and wellbeing.

Going Forward
In FY15 we want to identify a suitable programme for green space development. In addition we will also continue to identify ways to further reduce the environmental impact of our catering service including packaging and sustainable food options.
Community Impact | 2020 Vision

Improving the lives of communities through design
We will achieve this through committing resources to support design projects that will benefit communities at local and global levels.

Our Approach
As a company Foster + Partners believes that its greatest impact on communities can be achieved through design work. In recent years we have been engaged in a number of pro-bono design projects. We also set aside a sum of money each year to support architectural charities and initiatives. In addition to project-based community support our staff often utilise their skills to benefit others through local and international educational programmes.

Financial Year 2014 Performance
This year we have provided a record level of financial donations and technical support to charities and communities around the world. We have donated a figure to charitable causes, both in terms of financial giving and pro-bono projects totalling almost half a million pounds.

Maggie’s Cancer Centre
The Maggie’s Centres are conceived to provide a welcoming ‘home away from home’ – a place of refuge where people affected by cancer can find emotional and practical support. The centres are located across Britain and, inspired by the blueprint for a new type of care set out by Maggie Keswick Jencks, place great value upon the power of architecture to lift the spirits and help in the process of therapy. The design of the Manchester centre aims to establish a new rapport between architecture and the landscape and, appropriately, is first glimpsed at the end of a tree-lined street, a short walk from The Christie Hospital and its leading oncology unit.

The building occupies a sunny site and is arranged over a single storey, keeping its profile low and reflecting the residential scale of the surrounding streets. The roof rises in the centre to create a mezzanine level, naturally illuminated by clerestory glazing, and it is supported by lightweight beams and a timber lattice, inspired by the structure of an aircraft. The beams act as natural partitions between different areas internally, while the southern part of the structure is planted with vines, visually dissolving the architecture into the surrounding gardens. The centre combines a variety of spaces, from intimate, private niches to a library, exercise rooms and places to gather and share a cup of tea.

Norman Foster Travelling Scholarship
The 2014 RIBA Norman Foster Travelling Scholarship has been awarded to Joe Paxton of the Bartlett School of Architecture, University College London for his proposal, ‘Buffer Landscapes 2060’.

Taking the threat of floods, droughts, melting glaciers and rising temperatures as a starting point, his research investigates some of the measures taken to mitigate the effects of climate change, such as reservoirs, artificial lakes and rivers – and the opportunities that these landscapes offer for habitation, as well as flood protection. The £6,000 travel grant allows him to study a range of locations, from Kamerik Polder in the Netherlands to Sao Paulo and Los Angeles, as well as investigating ‘glacier grafting’ in the Himalayas and large-scale flood planning in New York.

The jury was chaired by Lord Foster and comprised Stephen Hodder, RIBA President, Christine Murray, Editor of the Architects’ Journal, Edward Williams, architect and Spencer de Grey, Stefan Behling and Narinder Sagoo of Foster + Partners. Applications were received from 36 universities in 12 countries.
Exhibitions
Our Art of Architecture touring exhibition showed in Shanghai before moving on to Kuala Lumpur, where a record 35,000 people came to visit and participate in many of the educational events that we hosted as part of our out-reach programme. At the Venice Architecture Biennale our design for Hong Kong Shanghai Bank project was exhibited.

Going Forward
In FY15 Foster + Partners will be making significant further investment in pro-bono architectural work. We will be working on an innovative project to design a winterised emergency shelter with the British Red Cross.

In addition to the providing pro-bono support we will continue to design built environments that put the health, wellbeing and prosperity of local communities at their core.
Wellbeing | 2020 Vision

Achieve recognition as a top employer within and beyond the construction sector
We will achieve this by working towards globally-renowned employer accreditation schemes

Our Approach
Our business is built upon attracting, training, motivating and retaining talented 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. All of our full-time and part-time employees, including fixed-term, are all entitled to the same benefits – however for part-time they will receive any monetary benefits on a pro-rata basis to their hours of work and salary e.g. holidays, maternity pay. Additional benefits including the Ride2work scheme and travel season ticket loans are only available to employees on completion of their three-month probationary period. Temporary staff such as contractors may be eligible for some staff benefits after a period of twelve weeks.

Financial Year 2014 Performance
In FY14 Foster + Partners has invested in employee wellbeing more than any other year. The introduction of the People Strategy by the Human Resources department has seen the number of employee benefits grow and the level of investment by the practice into our staff grow. The improvements in our HR function have been supported by greater staff engagement and a commitment to put our employees at the heart of our business. Within the male-dominated industries of architecture and engineering Foster + Partners has increased its percentage and absolute number of female employees in all positions including senior roles.

Employee Assistance Scheme
All permanent full-time UK-based employees aged between 18 and 65 – Senior Staff and above – are provided with health insurance, through Unum. The plan provides financial assistance if staff become permanently disabled through injury or illness. In addition to the insurance, these employees have access to an employee-assistance programme. In essence the programme includes:

- Access to a confidential support phone line (for home and life matters, employment, debt and legal concerns)
- Access to up to three sessions of telephone or face-to-face counselling
- Referrals to health practitioners
- A child and elder care matching service that enables employees to access an appropriate service relevant to their specific needs
- Online and educational resources
- Downloadable tip sheets, booklets and take self assessments and access to a health encyclopaedia

Financial Year 2014 Performance
Number of Recorded Staff Accidents Per Year

36% Female staff 14% Senior female staff
Foster + Partners Staff
Location, Nationality and Gender

Global Staff Nationalities 2013 - 14
- 500+
- 70 - 499
- 50 - 69
- 10 - 49
- 1 - 9
In addition Unum provides a rehabilitation service for employees returning from long-term health problems:

- Employee provided with a vocational rehabilitation consultant (VRC) who will assist the return to work process;
- VRCs are located throughout the country and are qualified professionals with experience in many fields including occupational therapy, occupational psychology, nursing and occupational health.
- VRCs can visit employee in own home, over the phone or wherever they feel most comfortable.
- Employees provided with a Graduated return to work plan to aid the return to work process that is tailored to fit individual circumstances.

Workplace pensions
In line with government legislation all permanent employees are now provided with workplace pensions. The Foster + Partners pension plan is managed by Standard Life. All qualifying employees are automatically enrolled into the scheme, with only a small percentage deciding to opt out.

Employee wellbeing
Workplace health and wellbeing strategies can promote and develop a healthy business culture that adds value to our employee experience. In FY14 we began to implement a number of new initiatives to support a culture of health and wellbeing. We partnered with external consultant Wellbeing People to deliver a series of initiatives including on-site chair massages and interactive health kiosks to monitor body fat, blood pressure and cholesterol levels.

Going Forward
In FY15 HR plans to further develop its people strategy to ensure that Foster + Partners employee policies are competitive with leaders in the architecture and engineering industry. More efforts to attract and retain talented female staff will also be a priority within the practice.

### London Staff Numbers

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<td>Non Technical</td>
<td>220</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Full Time</td>
<td>897</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Part Time</td>
<td>34</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

### Global Staff Numbers

<table>
<thead>
<tr>
<th>Period</th>
<th>'13/14</th>
<th>'12/13</th>
<th>'11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,105</td>
<td>1,096</td>
<td>1,150</td>
</tr>
<tr>
<td>Admin</td>
<td>243</td>
<td>233</td>
<td>239</td>
</tr>
<tr>
<td>Technical</td>
<td>862</td>
<td>853</td>
<td>911</td>
</tr>
</tbody>
</table>

70 Different nationalities within the practice
73 Different languages spoken
Our Approach

2014 was a landmark year for Foster + Partners, as ownership has been brought back in-house after the firm bought out the stake which has been held by private equity firm 3i since 2007. A total of 134 share-holding partners are distributed across four continents. The new structure aligns the objectives of management, the partners and all other employees.

Financial Year 2014 Performance

Despite continuing global financial uncertainty, Foster + Partners continued to perform well throughout FY14. Turnover levels increased in FY14 to £158.6m compared to the previous year’s total of £152.7m. The average global workforce also increased in size to 1,105 from 1,086 in the previous year.

In the last year we won several international competitions including First and Mission towers in San Francisco, the Comcast Innovation and Technology Center in Philadelphia and New Financial City Hangzhou. We have also completed a number of significant cultural, office, arena, education, retail and interior projects including the Lenbachhaus Museum in Munich, the 12,000 seat SSE Hydro in Glasgow, the Kai Tak Cruise Terminal in Hong Kong, and a further Cathay Pacific lounge at Hong Kong International Airport. In addition completed project opening celebrations were held for The Bow in Calgary and the Yale School of Management’s new Edward P. Evans Hall. FY14 also saw the completion of the first in a series of stores for Apple – in Istanbul’s Zorlu Centre.

Worlds ‘Most Admired Practice’

Foster + Partners continued its tradition winning Building Design’s Architecture Top 100 ‘Most Admired Practice’ for the 8th consecutive year securing 30% of the total votes. The award highlights the practice’s ability to combine desirable and innovative design with business credibility.

Going Forward

In line with our 2020 target we are looking to identify methodologies to measure and manage the social and environmental value we create as well as the direct economic impacts of the business. In house, we are looking to make significant changes to improve the way that we govern sustainability within our design process across the practice.

Prosperity | 2020 Vision

Develop a methodology to measure our total social, environment and economic impact across our business and achieve a year on year improvement

Identifying an approach to reporting the total impact of Foster + Partners and continuing to invest in projects that have environmental and social value as well as economic benefits.

Reporting 1 May–30 Apr

<table>
<thead>
<tr>
<th>Period</th>
<th>’13/14</th>
<th>’12/13</th>
<th>’11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group turnover</td>
<td>£’000</td>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>Turnover per employee</td>
<td>144</td>
<td>141</td>
<td>141</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>75,921</td>
<td>74,174</td>
<td>73,150</td>
</tr>
<tr>
<td>Gross profit</td>
<td>82,655</td>
<td>78,541</td>
<td>88,364</td>
</tr>
<tr>
<td>Admin expenses</td>
<td>54,921</td>
<td>180,121</td>
<td>46,243</td>
</tr>
<tr>
<td>EBITDA</td>
<td>35,722</td>
<td>37,372</td>
<td>46,014</td>
</tr>
<tr>
<td>Capital investment</td>
<td>2,062</td>
<td>1,310</td>
<td>3,940</td>
</tr>
<tr>
<td>Charitable donations</td>
<td>94,084</td>
<td>43,428</td>
<td>33,795</td>
</tr>
<tr>
<td>Probono commitment</td>
<td>377,847</td>
<td>72,118</td>
<td>57,410</td>
</tr>
<tr>
<td>Average number of employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>884</td>
<td>853</td>
<td>911</td>
</tr>
<tr>
<td>Admin</td>
<td>221</td>
<td>233</td>
<td>239</td>
</tr>
<tr>
<td>Total</td>
<td>1,105</td>
<td>1,096</td>
<td>1,150</td>
</tr>
<tr>
<td>Region</td>
<td>Subtotal</td>
<td>Projects</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| Asia         | £39 Million | 4 LEED Gold  
1 LEED Silver  
2 China 3 Star  
1 Gold Plus  
1 Green Mark Platinum  
1 CBI Certified |
| Europe       | £19 Million | 2 LEED Gold  
1 LEED Silver  
1 BREEAM Excellent  
1 BREEAM Very Good  
1 Haute Qualité Environnementale |
| South America| £9 Million  | 1 LEED Silver |
| Middle East  | £22 Million | 4 LEED Gold  
2 LEED Silver  
1 GSAS 4 Star  
1 Estidama 3 Pearl |

<table>
<thead>
<tr>
<th>Region</th>
<th>Subtotal</th>
<th>Awards</th>
</tr>
</thead>
</table>
| Asia         |           | 2014 International Yacht and Aviation Awards, Best Commercial Aviation Cabin Interior – First-class seat refresh, Cathay Pacific Airways  
2014 China Steel Structure Committee Gold Award, Datong Art Museum  
2014 China Steel Structure Committee Gold Award, Citic Bank, Hangzhou  
2013 ELLE China Style Award – Bund Financial Centre, Shanghai |
| Europe       |           | 2014 European Prize for Urban Public Space – joint winner, Marseille Vieux Port  
2014 Gold Medal Award of the European Merit Foundation (EMF) and Order of Architects and Consulting Engineers, Luxembourg  
2013 Groupe Moniteur Urban Development Award – Marseille Vieux Port |
| South America|           | 2014 ‘Best Sustainable Project of 2013’, awarded by AEV (Association of Housing Entrepreneurs) – Banco Ciudad offices  
2013 RIBA International Award – The Aleph, Buenos Aires |
| Middle East  |           | 2013 The Structural Engineers Association of Illinois Award of Merit – Abu Dhabi World Trade Center (Central Market)  
2013 RIBA International Award, Central Market, Abu Dhabi |
UK
£19 Million

Projects
1 BREEAM Outstanding
2 BREEAM Excellent
5 BREEAM Very Good
5 Code for Sustainable Homes Level 4

Awards
2014 RICS Scotland Tourism and Leisure Award – The SSE Hydro
2014 Scottish Property Award for Architectural Excellence – The SSE Hydro
2013 Scottish Style Awards, ‘Most Stylish Entertainment Venue’ – The SSE Hydro
2013 Glasgow Institute of Architects Supreme Award – The SSE Hydro
2013 Glasgow Institute of Architects Design Award (Office, Commercial, Industrial, Leisure or Retail) – The SSE Hydro
2013 European Hospitality Awards, New Hotel of the Year – ME London
2013 European Hospitality Awards, Hotel Suite of the Year – ME London
2013 European Hospitality Awards, Hotel of the Year – ME London
2013 Best Bar (overall), Restaurant & Bar Design Awards – Atrium Champagne Bar, ME London
2013 Best Bar in a Hotel, Restaurant & Bar Design Awards – Atrium Champagne Bar, ME London
2013 Hospitality Design Awards Finalist, USA – ME Suite, ME London Hotel
2013 RIBA Award – 7 More London

North America
£49 Million

Projects
2 LEED Platinum
9 LEED Gold
2 LEED Silver

Awards
2014 Jeff Harnar Award for Contemporary Architecture – Spaceport New Mexico
2013 AIA Albuquerque Chapter Merit Award – Spaceport New Mexico
2013 NAIOP (National Association of Industrial and Office Properties) Award of Excellence – Spaceport New Mexico
2013 Council on Tall Buildings and Urban Habitat, Best Tall Building in the Americas – The Bow
2013 City of Calgary Mayor’s Urban Design Award for Urban Architecture – The Bow
2013 City of Vancouver Heritage Award – Jameson House
2013 Structural Engineers Association of New York, Best New Building Over $100 Million, Yale School of Management

Australasia
£1 Million

Projects
1 Green Star 6
Planning for Change | 2020 Vision

10% of technical staff to be trained as LEED APS
We will continue to promote LEED and other sustainable building accreditations through design and encourage and facilitate staff in gaining LEED AP status.

Our Approach
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). In addition to these groups, our Construction Design Management team (CDM) ensures that staff are trained to the highest standards of on-site health and safety.

Financial Year 2014 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 APs within the practice to 62 which equates to 7% of our technical staff.

Sustainability CPDs
In FY14 Foster + Partners has hosted weekly CPDs with a focus on sustainable design. CPD topics included sustainable geopolymer concrete, sustainable alternatives, tropical hardwoods and photovoltaic thermal modules. By providing staff with the most up to date information on sustainable materials and design techniques direct from global leaders in their respective field, we can assure that we remain at the forefront of sustainable design.

Post Occupancy Studies
A team of building physics specialists from the Specialist Modelling Group conducted thermal comfort studies in Jeddah and Doha. Urban microclimates were investigated through numerical and experimental studies to assess urban heat island mitigation strategies and provide strategic decision support for sustainable urban planning.

Going Forward
Foster + Partners wants to further its reputation as a global leader in sustainable design. We will continue to invest in research and development that can help us to lead the way in sustainable design. We will improve the way that staff are trained during their inductions, ensuring that all new starters receive the highest level of training.
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 at the Management Board and Environmental Leadership Group.

Financial Year 2014 Performance
In our previous report we set some far-reaching and optimistic targets for our performance this year. We are proud that we have almost achieved or exceeded eight out of our ten Key Performance Indicators from the previous year, unfortunately due to the increase in project work we increased our per capita transport emissions by 11% and therefore our overall per capita emissions by 4%. This year we have also successfully agreed with stakeholders in the practice the 2020 targets that we will work to achieve, and review over the next few years.

Staff Inductions
All new staff members now receive corporate, social and environmental responsibility training as part of the staff induction process. Staff are made aware of the ten sustainability themes and how Foster + Partners incorporates this into its operations as well as through the design process.

Through the staff induction we can introduce staff to the part that they can play in supporting sustainable practices across the London campus, and encourage their participation in future CSER projects.

Footprint Exhibition
As a company our greatest resource is our base of talented staff. This year we have made a significant effort to ensure that we better engage with staff. In December 2013 we held the ‘Footprint’ exhibition where we exhibited the CSER work around our ten sustainability themes. The exhibition showcased CSER activities within Foster + Partners and provided a platform to provide confidential feedback. Acting Managing Partner Matthew Streets introduced the exhibition.

Over 200 employees attended the exhibition with over 100 confidential comments made. The feedback we received from the exhibition has been used to inform new HR policies and focus activities in the practice to improve health and wellbeing.

Feedback | 2020 Vision
Actively engage all global offices in CSER activities and reporting
Inspiring CSER activities in our global offices and investing resources to ensure that all offices contribute to the reporting process.

<table>
<thead>
<tr>
<th>Year</th>
<th>Combined Per Capita Energy and Transport Emissions (tCO2/Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>7</td>
</tr>
<tr>
<td>2011</td>
<td>6</td>
</tr>
<tr>
<td>2012</td>
<td>6</td>
</tr>
<tr>
<td>2013</td>
<td>5</td>
</tr>
<tr>
<td>2014</td>
<td>4</td>
</tr>
</tbody>
</table>

- **Electricity**
- **Gas**
- **Flights**
- **Taxis**
The most popular topics for discussion at the exhibition were:

- Non-recyclable paper cups (11 comments)
- Paper consumption (8 comments)
- Lack of green space (8 comments)
- Female equality (7 comments)
- Employee health checks (7 comments)
- Professional development (5 comments)
- Child care (3 comments)
- Thermal comfort (3 comments)
- Hot food at lunch time (3 comments)

Whilst the three most popular comments were focused around the environmental impact of our operations, the vast majority of comments were around the social impact of the office, and improving employee wellbeing.

The Footprint Exhibition proved to be a significant opportunity to engage with our staff and identify what factors impact their lives at Foster + Partners and what changes in the way we operate would have the most beneficial outcomes. By engaging with staff and openly publishing results we have managed to not only promote and raise the profile of CSER within the practice but also provide staff with a platform to take ownership and make positive change in their working environment.

**Going Forward**

In FY15 and beyond we want to continue to engage with stakeholders both internally and externally.

We will work to further embed and govern sustainable design across the practice. The Sustainability Team is a knowledge-sharing platform that works across all projects within the practice. A new Sustainability Framework is being developed by Foster + Partners. It will be a requirement for every project to meet sustainability requirements.
Footprint Exhibition
Footprint Exhibition
## Tracking Performance

### Key Performance Indicators

<table>
<thead>
<tr>
<th>Energy &amp; Carbon</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Total combined gas and electricity carbon emissions (tCO₂)</strong></td>
<td>2,046</td>
<td>2,109</td>
<td><strong>1,935</strong> (+8%)</td>
</tr>
<tr>
<td><strong>• Per capita combined gas and electricity based carbon emissions (tCO₂)</strong></td>
<td>2.05</td>
<td>2.24</td>
<td><strong>2.08</strong> (+9%)</td>
</tr>
<tr>
<td><strong>• Per capita electricity based carbon emissions (tCO₂)</strong></td>
<td>1.86</td>
<td>1.95</td>
<td><strong>1.95</strong> (+5%)</td>
</tr>
<tr>
<td><strong>• Per capita gas based carbon emissions (tCO₂)</strong></td>
<td>0.19</td>
<td>0.28</td>
<td><strong>0.14</strong> (+47%)</td>
</tr>
<tr>
<td><strong>• Combined energy consumption (GWh/year)</strong></td>
<td>4.65</td>
<td>5.14</td>
<td><strong>4.27</strong> (+11%)</td>
</tr>
<tr>
<td><strong>• Carbon emissions as a ratio of turnover (tCO₂ / £M)</strong></td>
<td>12.7</td>
<td>13.8</td>
<td><strong>12.2</strong> (-12%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Materials &amp; Waste</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Total waste generated (Tonnes)</strong></td>
<td>231</td>
<td>267</td>
<td><strong>245</strong> (+16%) (-8%)</td>
</tr>
<tr>
<td><strong>• Per capita waste generated (kg)</strong></td>
<td>2.1</td>
<td>283</td>
<td><strong>263</strong> (+23%) (-7%)</td>
</tr>
<tr>
<td><strong>• Percentage of waste recycled (%)</strong></td>
<td>31</td>
<td>39</td>
<td>51</td>
</tr>
<tr>
<td><strong>• Total waste as a ratio of turnover (tonnes / £M)</strong></td>
<td>1.5</td>
<td>2.0</td>
<td><strong>0.17</strong> (+42%) (-15%)</td>
</tr>
<tr>
<td><strong>• Printed paper consumption per capita (kg)</strong></td>
<td>–</td>
<td>58</td>
<td>52</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobility &amp; Connectivity</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Total combined transport emissions (tCO₂)</strong></td>
<td>3,731.9</td>
<td>2,886.1</td>
<td><strong>3,195.8</strong> (+11%)</td>
</tr>
<tr>
<td><strong>• Per capita business travel flights and taxi emissions (tCO₂)</strong></td>
<td>3.73</td>
<td>3.06</td>
<td><strong>3.46</strong> (+12%)</td>
</tr>
<tr>
<td><strong>• Per capita business travel flights emissions (tCO₂)</strong></td>
<td>3.71</td>
<td>3.04</td>
<td><strong>3.44</strong> (+13%)</td>
</tr>
<tr>
<td><strong>• Per capita business travel taxi emissions (tCO₂)</strong></td>
<td>0.026</td>
<td>0.017</td>
<td><strong>0.018</strong> (-34%)</td>
</tr>
<tr>
<td><strong>• Transport emissions as a ratio of turnover (tCO₂ / £M)</strong></td>
<td>23.1</td>
<td>18.9</td>
<td><strong>20.1</strong> (+6%)</td>
</tr>
<tr>
<td><strong>• Number of staff who cycle</strong></td>
<td>185</td>
<td>185</td>
<td>201</td>
</tr>
<tr>
<td><strong>• Number of video conference hours</strong></td>
<td>–</td>
<td>7,092</td>
<td>–</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land &amp; Ecology</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Number of fairtrade items sold on site</strong></td>
<td>7</td>
<td>10</td>
<td><strong>17</strong> (+43%) (+70%)</td>
</tr>
<tr>
<td><strong>• Area of green space developed (m²)</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### Key Performance Indicators

#### Community Impact

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial charitable donations (£)</td>
<td>33,795</td>
<td>44,428</td>
<td>94,084</td>
</tr>
<tr>
<td>Pro-bono donations (£)</td>
<td>57,410</td>
<td>72,118</td>
<td>377,847</td>
</tr>
<tr>
<td>Total charitable donations as a percentage of turnover (%)</td>
<td>0.035</td>
<td>0.047</td>
<td>0.24</td>
</tr>
<tr>
<td>Number of public speaking events</td>
<td>–</td>
<td>92</td>
<td>89</td>
</tr>
</tbody>
</table>

#### Feedback

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per capita combined carbon footprint from electricity, gas and travel (tCO₂)</td>
<td>5.78</td>
<td>5.29</td>
<td>5.52</td>
</tr>
<tr>
<td>Total combined carbon footprint from electricity, gas and travel (tCO₂)</td>
<td>5,778</td>
<td>4,995</td>
<td>5,131</td>
</tr>
<tr>
<td>Total combined carbon footprint as a ratio of turnover (tCO₂ / £M)</td>
<td>35.8</td>
<td>32.7</td>
<td>32.4</td>
</tr>
</tbody>
</table>

#### Prosperity

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Population</td>
<td>1150</td>
<td>1096</td>
<td>1105</td>
</tr>
<tr>
<td>Capital Investments (£'000s)</td>
<td>3,940</td>
<td>1,310</td>
<td>5,052</td>
</tr>
<tr>
<td>Group turnover (£M)</td>
<td>161.5</td>
<td>152.7</td>
<td>158.6</td>
</tr>
<tr>
<td>EBITDA (£M)</td>
<td>46.0</td>
<td>37.3</td>
<td>35.7</td>
</tr>
<tr>
<td>Number of staff as a ratio of turnover (Staff/£M)</td>
<td>7.2</td>
<td>7.2</td>
<td>7</td>
</tr>
</tbody>
</table>

#### Planning for Change

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of LEED APs</td>
<td>30</td>
<td>43</td>
<td>62</td>
</tr>
<tr>
<td>Number of in-house training hours per capita</td>
<td>6.52</td>
<td>7.02</td>
<td>6.1</td>
</tr>
</tbody>
</table>
Report Scope

This is the fourth annual review of the performance of the office with a focus on our corporate, social and environmental performance. The report looks at the company’s operations from May 2013 - April 2014 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.

Global Reporting Initiative G4

This report has been prepared in accordance with the ‘Core’ G4 reporting guidelines.

Report Structure

This year we have produced our first GRI report, however in order to maintain a level of continuity we have continued to report our material aspects using the same ten themes as used in the previous three reports. This reflects the importance of these themes to our ambitions and the interests of our stakeholders.

Audience

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.

Internally we want 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.

Performance Data

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. We have also monitored our gas and electricity consumption against degree days.

This report has been compiled without external assurance. Data from the Financial Annual Report is externally assured.

Contact Details

For information regarding CSER at Foster + Partners Please contact:

Nicholas Pigula, Sustainable Office Coordinator
Foster + Partners
Riverside
22 Hester Road
London
SW11 4AN
<table>
<thead>
<tr>
<th>Data Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gas and Electricity</strong></td>
</tr>
<tr>
<td><strong>Flights</strong></td>
</tr>
<tr>
<td><strong>Taxis</strong></td>
</tr>
<tr>
<td><strong>Waste</strong></td>
</tr>
<tr>
<td><strong>Water</strong></td>
</tr>
<tr>
<td><strong>Charitable Donations</strong></td>
</tr>
<tr>
<td><strong>Staff Absence Days</strong></td>
</tr>
<tr>
<td><strong>Population</strong></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>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 2014 for conversion factors to measure CO₂ emissions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legal Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have had no environmental prosecutions or work related fatalities within our practice for the reporting period for FY14.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Restatements</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no restatements regarding previous reports.</td>
</tr>
</tbody>
</table>
### GRI Index

<table>
<thead>
<tr>
<th>General Standard Disclosures</th>
<th>Page</th>
<th>Omissions</th>
<th>Additional Information</th>
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**Governance**

| G4 - 34                      | 12   | -         | -                      | -        | -                  |

**Ethics and Integrity**

| G4 - 56                      | 8    | -         | -                      | -        | -                  |

**Specific Standard Disclosures**

**Management Approach**

| G4 - GMA                      | 11, 14, 16, 18, 22, 24, 26, 28, 32, 36, 38 | -         | See ‘Our Approach’ heading for specific GMAs | -        | No                 |

**Economic**

| G4 - EC2: Economic Performance | 5    | -         | -                      | Internal/External | No                |

**Environmental**

<p>| G4 - EN1: Materials           | 16   | -         | -                      | Internal       | No                 |
| G4 - EN3: Energy              | 42   | -         | -                      | Internal       | No                 |
| G4 - EN8: Water               | 22, 42 | -       | -                      | Internal       | No                 |
| G4 - EN13: Biodiversity       | 24, 42 | -       | -                      | Internal/External | No                |
| G4 - EN16: Emissions          | 14   | -         | -                      | Internal/External | No                |
| G4 - EN17: Emissions          | 42   | -         | -                      | Internal/External | No                |
| G4 - EN18: Emissions          | 42   | -         | -                      | Internal/External | No                |</p>
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<td>G4 - EN27: Products and Services</td>
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<td>G4 - EN30: Transport</td>
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**Labour Practices and Decent Work**

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<tr>
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<td>43</td>
<td>Break down of training by gender unavailable. Per capita only</td>
<td>Data includes in-house training only. Excludes LEED and other sustainability training</td>
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<td>29</td>
<td>Data not broken down into age groups or employee category</td>
<td>Nationalities disclosed rather than ethnic groups</td>
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**Society**

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<tr>
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<td>26</td>
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**Product Responsibility**

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<td>G4 - PR8: Customer Privacy</td>
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