

Positive impact.

2023 CORPORATE RESPONSIBILITY REPORT



INTRODUCTION

Firmly focused on the future.

As an international firm of consultants in the built environment, we know we can play a key role in shaping a better future. By recognising the sensitive relationship between people and planet, we aim to deliver long-term value, resilience, and sustainable outcomes for all. This means embedding responsibility in everything we do.



As part of the Tetra Tech High Performance Buildings Group, we are equipped to build upon our strong and successful 160-year history of delivering outstanding projects for our clients. We are integral to a global practice that provides state-of-the-art net zero carbon design, digital engineering and building intelligence for the future of the built environment.



Guided by our North Star.

Our mission to be human centric and planet conscious frames how we operate and provide guidance as consultants and engineers. We aim to balance the tensions and embrace the synergies between people and the planet – which is vital to the long-term sustainability of the built and natural environment.

INTRODUCTION

A force for good.

I am pleased to outline our commitment to creating a sustainable future for all.

Our journey has been a deliberate effort to align our business with our North Star aspirations. We have focused on developing a value-creation framework, that prioritises social and environmental outcomes as measures of our success.

We have defined five aspirations to maximise the positive impact we make throughout our projects and our own operations. These aspirations form the backbone of our commitment, providing a roadmap of outcomes to help us achieve tangible action for our planet and people.



JUSTIN SPENCER
Managing Director

Our aspirations.

#1
**Championing
climate action**

#2
**Creating
and sharing
value**

#3
**Delivering
social value**

#4
**Empowering
our people**

#5
**Leading
climate-
responsive
operations**

INTRODUCTION

Being accountable.

This report represents a significant milestone for us, as it is the first of its kind and provides a comprehensive overview of our achievements in 2022 towards our five aspirations. It serves as a baseline for us to measure our progress and provides a foundation upon which we can build for the future.

We have structured our reporting around a roadmap of 15 outcomes that are key to achieving our strategic goals. By reporting on our efforts and impact against these outcomes, we aim to provide transparency and accountability to our stakeholders.

We have also included updates on some of our initiatives in 2023 to show our continued progress. As we move forward, we will review and adapt our outcomes to align with new opportunities and developments in the constantly changing sustainability agenda.



DIANA SANCHEZBARAJAS
Head of ESG (Environmental,
Social, Governance)





ASPIRATION #1



Championing climate action.

We are committed to driving climate action – and supporting our clients and the wider industry in doing so. We are addressing the climate crisis in collaboration with our clients and through our projects. Our work has a significant impact on the lives of millions of people, and we take this responsibility seriously.

By regularly reviewing our approach and embracing innovation, we aim to consistently provide great outcomes for our clients. Our solutions are evidence based, drawing on the understanding of how buildings operate, allowing us to create spaces and places that respond to people's needs while protecting and enhancing the environment.

Under this ambition, we have set three outcomes: to deliver projects that align with the Net Zero Carbon imperative; to put climate resilience and human-centric approaches at the heart of our consultancy; and to champion circular economy in the built environment.

OUTCOME #1/15

Deliver our projects to align with the Net Zero Carbon imperative.

Our strategies and solutions

We are Net Zero Carbon (NZC) leaders within our industry – known equally for our influence on policy as for delivering NZC strategies and solutions. We influence at multiple levels across portfolios and throughout the asset life cycle: from corporate strategy to design and construction, and from the operation of buildings to the way they support their local communities in the net-zero transition.

Realising Net Zero Carbon for our clients inspires our innovation, whether it be in the processes we undertake, the services we evolve, or the solutions we deliver. We champion NZC and take pride in enabling our clients and project teams to recognise the value and opportunity in achieving this outcome. With our long-standing relationships with industry-leading clients, we are trusted advisors in tackling the complexity and scale of the NZC challenge. We also extend our influence through new relationships, markets, and sectors, allowing us to cross-pollinate our expertise and enhance our knowledge and experience.

We are doing this by:

Focusing on performance

We are evolving our governance to orientate both our people and our projects towards achieving NZC.

Embedding Net Zero Carbon

We are embedding NZC solutions across our processes, practices, and methodologies.

Profiling & influencing

We are elevating our influence and impact across the industry.

Growth & opportunity

We are creating resilience and sustainable business operations underpinned by a NZC focus.

Racing to Zero

We are focused on achieving NZC across our business operations.



Interdisciplinary Biomedical Research Building (IBRB) – University of Warwick. This building will provide an environment for research, learning, and discovery bringing together 30 groups from the School of Life Sciences and the Warwick Medical School. We have deployed innovative solutions to improve carbon performance and minimise the construction impacts of the project. We are also undertaking evaluations to monitor and measure the in-use energy and actual building performance.

Dedicated tools & processes

To enhance our capacity to design projects and work with clients to align with the NZC imperative, we have created several tools and processes, these include:

Net Zero Carbon Metrics Dashboard

We have developed a user-friendly and intuitive tool that captures project data against eight key metrics at each RIBA stage. This tool will allow us to gain a deeper understanding of the net zero aspirations of our projects. By using the tool, we will accumulate data that will enhance our project stories, enabling us to effectively communicate how our work aligns with our goal of planet conscious design and the initiatives we support. We intend to use it during client briefings to directly influence decision making and promote innovation, and we will continue to roll out the tool and provide training for using it effectively.

In-use performance data collection

This will allow us to gather in-use energy data for projects during occupation and enable us to better understand the outcomes and impact of our work.

Heat decarbonisation toolset

This is a set of standardised tools for projects to reduce the carbon impact of heat production in existing buildings.

Net Zero Carbon tools and guidance

This is a set of standardised tools and guidance that identify engineering solutions to deliver positive NZC outcomes.

SPOTLIGHT

Timber Square.

A timber storage yard and a printworks in past lives, Timber Square is an ambitious, landmark project. Full of firsts, it's a true demonstration of how nature-based solutions in building construction make for a healthy response to the climate emergency and NZC targets. Timber Square will be the UK's first large commercial development to use cross laminated timber (CLT). This, along with the use of natural and recycled materials, will significantly reduce the building's embodied carbon. Our Fire Engineering and Acoustics experts collaborated on solutions for implementing CLT, including a full-scale mock-up fire test in France to obtain valuable data and demonstrate how CLT responds under fire conditions.

Timber Square will be the UK's first large commercial development to use cross laminated timber (CLT). Alongside the use of natural and recycled materials, CLT significantly reduces the building's embodied carbon.



We also conducted whole life carbon assessments, and our Sustainability, Performance and MEP teams worked with Landsec to enhance outcomes for building energy efficiency using the NABERS UK design for performance approach, which follows science-based targets for meeting the Paris Agreement. Our Performance team also provided touch-line support to the MEP team to ensure the design incorporated suitable metering to allow the consumed energy to be measured in operation. The CLT floor was extensively modelled and tested to support Landsec in obtaining statutory approvals from Building Control, London Fire Brigade, and their insurance providers. Likewise, our Acoustics team developed innovative solutions that will pave the way for Landsec to be more confident in using CLT for future projects by ensuring the floor structure was compliant with the BCO specification to minimise noise and vibration transfer between floors. As a project with every decision informed by the impact on energy and carbon, Timber Square will be a physical manifesto for the future.

OUTCOME #2/15

Put a climate-resilient and human-centric approach at the heart of our consultancy.

Nurturing nature

Climate action goes beyond decarbonisation. Our goal is to create a built environment that is resilient and future-proofed against the growing impacts of climate change. We are continuously expanding our capability to champion approaches that integrate nature and resilience into the design, construction, and management of buildings and infrastructure, both in our projects and working with our clients.

As a key partner of the UKGBC's Resilience and Nature programme, we are committed to supporting the built environment sector in achieving the 2030 ambition for all buildings and infrastructure to be climate-resilient and maximise environmental net gains through the prioritisation of nature-based solutions.

We are working to strengthen our internal capability to embed nature-led design in projects by creating new tools, establishing connections with academia and industry, and disseminating best practice across our firm. Furthermore, we are participating in the Taskforce on Nature-related Financial Disclosures Forum, which is developing a means to better account for the mutual impacts, risks, opportunities, and dependencies that exist between businesses and nature.

Our goal is to make sure that nature-based solutions are part of the conversation and that we understand the value of nature to our business and society.

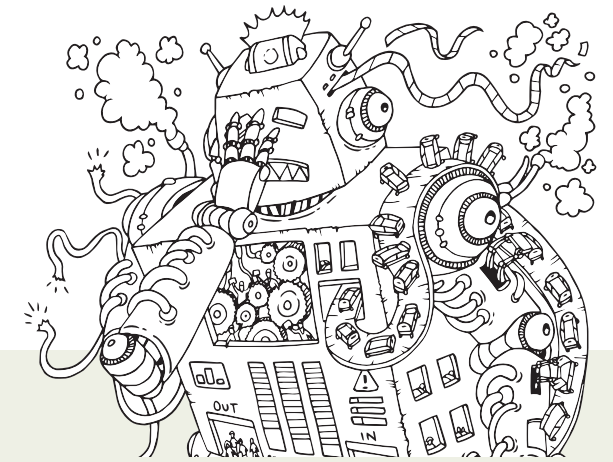
We have been working to evolve our approach to 'human-centric' consultancy by placing both environmental and human concerns at the heart of what we do for our clients.

Human-centric consultancy

Our approach to design is founded on the ambition to create places and spaces that positively impact people. We aim to work in an interdisciplinary and holistic way to harness the potential of energy, light, sound, air, and user behaviour to deliver great experiences, through optimal environmental quality and design functionality tailored to the building user. We aspire to champion solutions that contribute to human health & wellbeing, and we are continually interrogating the latest thinking and integrating innovative solutions into our consultancy advice.

We are expanding our capability to understand how design decisions can positively impact people's physical and mental health, wellbeing, safety, and productivity. We recently introduced our [Psychological Insights team](#) to explore a psychosocial approach to our work, bringing diversity and different perspectives to our projects.

We are exploring opportunities to apply psychosocial understandings across the building lifecycle. For example, how human behaviour is considered in the drive for sustainability, and the role of co-production processes in masterplanning to enhance physical and mental health – all with the ambition to adopt a participatory approach to our human-centric consultancy.



SPOTLIGHT

Exploring the power & potential of people-first design.

As part of evolving our approach to human-centric design, we took a deep dive into the healthcare sector, investigating how healthcare spaces impact wellbeing at a pivotal time for people. We asked: are we seeing a lasting shift towards human-centric solutions, and – ultimately – is healthcare design fit for purpose?

After discussions with some of the sector's top thinkers, our thought-leadership challenged the sector to move away from hospitals being built to house every element of healthcare under one roof, calling for specific needs to be addressed within tailored environments that support specific types of care.

Putting people first and making human-centric design a cornerstone of healthcare supports better outcomes for all, and post-pandemic, this has never been more plain to see. The publication was shared with NHS Trusts across the UK and garnered a passionately positive response from people at all levels of the sector – ultimately sparking the conversations that were needed to transform the healthcare landscape for a healthier and happier society.

OUTCOME #3/15

Champion circular economy in the built environment.

Embedding circularity

To meet our Net Zero Carbon ambitions, it is crucial for us to collaborate with our clients and embrace circular economy principles. We are continually improving our capacity to support our clients by staying at the forefront of emerging industry best practice at a global scale, bringing in experts to complement our existing teams, and developing our own specialist tools.

To achieve the maximum impact in our projects, we have developed a Circular Economy Interactive Tool. Furthermore, we are collaborating with universities to explore new tools, such as the upcoming Regenerate tool from the University of Sheffield.

As legislative requirements evolve, we are dedicated to upskilling our consultancy team to ensure compliance and stay ahead of industry standards. In line with this, we are actively developing our capability to provide pre-development and pre-demolition audits, enabling us to offer comprehensive assessments and recommendations.

As part of our commitment to continuous improvement, we conduct ongoing research into novel low carbon and regenerative materials. This includes exploring opportunities for the reuse of structural steel elements, among other innovative solutions, to reduce the environmental impact of our projects and contribute to a more sustainable built environment.



Retrofitting for the future

The retrofit conversation is at the heart of delivering a sustainable built environment, and we are embracing the challenge of future-proofing our existing building stock. To help decarbonise our industry and deliver climate resilient places and spaces that positively impact quality of life, we are working to better understand effective ways of retrofitting our existing buildings. For us the solution lies in the circular economy, taking the resources already present in our built environment and adapting, relocating, and repurposing them in a creative manner for application in future-ready buildings.

We are engaging with other industry peers to work across various specialisms developing best practice processes and flexible solutions to retain existing structures while improving the quality of the space. Our approach to retrofit is broad and intersectional, aiming to reduce carbon, eliminate waste, regenerate nature, and deliver social and human value, taking assets from a risk of stranding to exemplar projects.

Old Admiralty Building is an industry-leading example of retrofit. We took a Grade II listed building and designed innovative solutions that preserve its heritage while delivering the demands of a contemporary Westminster workplace.

We are currently focused on two key workstreams, where we have a vast experience and there is a significant need for high quality retrofit.

Workplace sector: retaining and adapting the existing structures of commercial office buildings to create workplace environments with a strong sense of identity that provide excellent user experience and environmental performance.

Heritage assets: collaborating and sharing knowledge around the particular challenges posed by heritage buildings, enabling us to transform them into high performing spaces of all kinds while showcasing their architectural and aesthetic beauty.



SPOTLIGHT

Coal Drops Yard, King's Cross.

From its hey-day as a rail delivery depot during the industrial revolution to hosting the city's biggest rave parties in the '90s and '00s, Coal Drops Yard has been at the beating heart of the central London scene. It epitomises the city's ever evolving spirit. Now, these restored Victorian brick built buildings have entered one of their most exciting chapters yet – as a shopping and restaurant district at the heart of the King's Cross estate where circular economy principles of avoiding waste creation have been executed exceptionally.

Our firm's industry-leading in-depth experience of heritage buildings, retail projects, and systems approaches meant we were able to help refine the brief on this complex project. The historic chimney stacks were used to conceal catering extract and heat rejection systems, and a network of underground services were designed to interlink the buildings across the site. By hiding the service corridors to each of the retail units in the existing building fabric, the structure's historic architectural characteristics were integrated seamlessly into the new design. Now, the historic buildings have been preserved for future generations, in keeping with the Victorian spirit of industry and innovation – but repurposed for a sustainable future, and able to deliver retail operational requirements for years to come.



ASPIRATION #2



Creating and sharing value.

A sustainable economy is founded on organisations harnessing their resources as a force for good. We are committed to playing our part in this transformation by building economic prosperity while operating within planetary boundaries and improving quality of life for people.

Achieving this requires us to think big, to innovate and collaborate, and to put in place governance that holds us accountable for making decisions that benefit both people and the planet. We strive to create and share value transparently with our stakeholders, using our knowledge and influence to bring about positive change and develop the solutions of the future.



OUTCOME #4/15

Drive change in the built environment through radical collaboration and innovation.

Industry engagement

We aim to shape the future of our industry, leveraging our +160 years of knowledge and expertise to spark industry-wide transformation. We are passionate believers in collaboration and knowledge sharing. We work with a range of NGOs, industry bodies, and government departments to shape the way in which our industry operates, instilling a more sustainable, inclusive, and responsible approach into the fabric of 'business as usual'. We also partner with universities to share our knowledge and collaborate with aspiring change makers. This is a snapshot of our wide-reaching industry engagement and impact.



UK Green Building Council (UKGBC): We are bringing our real-world experience and knowledge to support the UKGBC in creating tools and guidance that enable the widespread adoption of sustainability into practice within the built environment industry. We are Partners for the Advancing Net Zero and Resilience and Nature Programmes.



TOM SPURRIER who led the UKGBC Net Zero Whole Life Carbon Roadmap, launched at COP26, is actively involved in the development of the UK Net Zero Building Standard, a cross-industry initiative aimed at establishing a single and agreed methodology for defining what 'net zero' means for UK buildings.



ROBERT WINCH leads our sponsorship of the UKGBC's Resilience and Nature Programme, sitting on both the Steering Group and Project Task Groups. Through this we have had the opportunity to collaborate on several industry leading tools and guidance, bringing the latest thinking to our work and clients.



Chartered Institution for Building Services Engineers (CIBSE)

We have a rich and extensive history of actively engaging with and supporting CIBSE. As a testament to our commitment and expertise, we have been honoured multiple times as winners of the prestigious CIBSE Consultancy of the Year Award. We take great pride in our involvement with the CIBSE Young Engineers Network and various committees, which allow us to actively shape discussions, initiatives, and guidelines in our industry. This includes leading roles within the Homes for the Future, Healthcare and HVAC Systems Groups and contributions to several CIBSE industry guides and technical publications, sharing our knowledge and best practice with the wider professional community.



Industry leadership CIBSE (from left to right).

STEVE CLIFFORD - Chairman for CIBSE's Healthcare Group; **GONZALO PASTOR-PENALBA** Chair CIBSE South West. **BROGAN WATKINS**, who is in the CIBSE Homes for the Future Group.

Drive change in the built environment through radical collaboration and innovation.

Women in Building Services Engineering (WiBSE): As part of our commitment to encourage more diversity in the profession, we have been playing an active role within the WiBSE, a CIBSE group aimed at inspiring the next generation and creating the support network that will enable more women to join, stay and progress within our industry and Institution.



HELEN WELCH (Principal Engineer) has enabled a flow of best practice between the WiBSE Inclusivity Panel and our own Gender Balance Community, supporting our efforts to improve inclusivity in our own workplace.



British Council for Offices (BCO): We actively collaborate with the BCO to drive growth and innovation in the UK office sector. Our influence expands from representation at Board level and across various committees and regions. Saul Tyler contributes his expertise as a member of the Technical Committee and Catherine MacPherson serves as the Chair of the Regional Judges for the Southern region.



FRANCES BROWN is an elected member of the Board of Management, providing strategic direction to the BCO, and influencing the organisation's approach to sustainability as well as the diversity of its membership base.



British Property Federation (BPF): Through our active participation in various committees, such as the Sustainability Committee and the ESG Residential Working Group, we proudly offer our expertise and practitioner voice to the entire real estate industry. These engagements provide us with a valuable platform to influence and drive progress in advancing aspirations and fostering discussions on sustainable performance within our industry.



British Aviation Group (BAG):



GAVIN BLAKEMORE is working to decarbonise aviation. He is the Vice Chair of the BAG's northern region and has been supporting NZC commitments for the aviation industry. Working with a selection of the UK's biggest terminal expansions, including Heathrow, Gatwick, and Manchester Airport Group (MAG) airports, our firm has contributed to new infrastructure and highly efficient buildings that help our partners in the aviation industry.



JAMES ROBB is our Circular Economy Champion.

He is a valued member of the Sustainability Working Group at the Royal Incorporation of Architects in Scotland (RIAS), recently advising the Scottish Government's Circular Economy Strategy. James also serves as the Innovation Champion at the Construction Scotland Innovation Centre (BE-ST), where he actively explores collaboration opportunities to quantify the embodied carbon benefits of modular construction methods and plays a crucial role as the Sustainability Committee convener for the Glasgow Institute of Architects, leading efforts to establish a construction materials reuse hub in Glasgow.

Drive change in the built environment through radical collaboration and innovation.

Our influence in academia and industry knowledge

We recognise the importance of supporting the next generation of built environment professionals. We intersect with academia across multiple higher education establishments, our engagement ranges from lecturing at undergraduate level to mentoring students and actively participating in post-graduate research.



We seek to support the links between education and industry by providing advice on the relevance of course content to industry applications. We have been instrumental in setting up The Bartlett School's unique multi-accredited MEng in Engineering and Architectural Design at University College London, feeding real-world experience and needs into the academic environment whilst getting direct access to The Bartlett's state of the art research to help drive more impactful outcomes in our industry.

Our organisation has thrived for 160 years by continually passing on our ethos and expertise to the next generation and encouraging advancements across academic learning.



UCL Institute of Neurology & DRI This project brings three separate institutions together to better carry out world-leading research and develop practical treatment. We provided expertise in MEP, acoustics and sustainability to create a science & research building which has leading technical and sustainability performance. The building delivers social impact through a publicly accessible ground floor, to which we contributed our understanding of people flow.

Harnessing our innovative mindset

Energised by problem solving and a drive towards achieving ever greater impact for good, we embrace innovation as an investment that manifests in varying forms across our business. Our greatest challenge is harnessing the energy and enthusiasm to maximise what we can achieve.

Our Digital Engineering team, led by Tom Collins, is driving us forward as world leaders in the digital design and operation of buildings. During the past few years, the team has been developing, testing, and scaling what is now our bespoke web-based platform – Origin – for gathering, using, and reusing project design data through the whole project lifecycle. Our aspiration is to standardise and automate the design process, to increase efficiency and quality of our work.

SPOTLIGHT

Pollinate.

In early 2022 we launched a firm-wide open innovation programme, Pollinate, aiming to bring our people together from across the business and give ourselves the time and space to research and develop innovative ideas in a collaborative and supportive way. Pollinate provides a platform for the development of meaningful solutions. It's an opportunity for us to share our interests and inspire each other, creating the right environment for innovation to flourish.

The Pollinate 2022 projects included anthropogenic noise on terrestrial animals; a metaverse wellbeing space; wildlife friendly buildings; embodied carbon material performance; human-centric workplaces; climate-based lighting design; and the legal design revolution for humans.

The outputs of projects include new workflows, prototypes, proofs-of-concept, databases, industry and academic engagement, articles and thought-leadership, and exploration of potential future service offerings. The second phase will be launched in 2023, with an open call for new projects, as well as proposals to develop the projects from 2022 further.



OUTCOME #5/15

Engage with our supply chain to promote a regenerative economy.

Extending our influence

By extending our influence into our supply chain, we increase our positive impact. Our goal is to bring our suppliers on board with our journey, collaborating to achieve our shared commitments or helping them implement more responsible and sustainable processes.

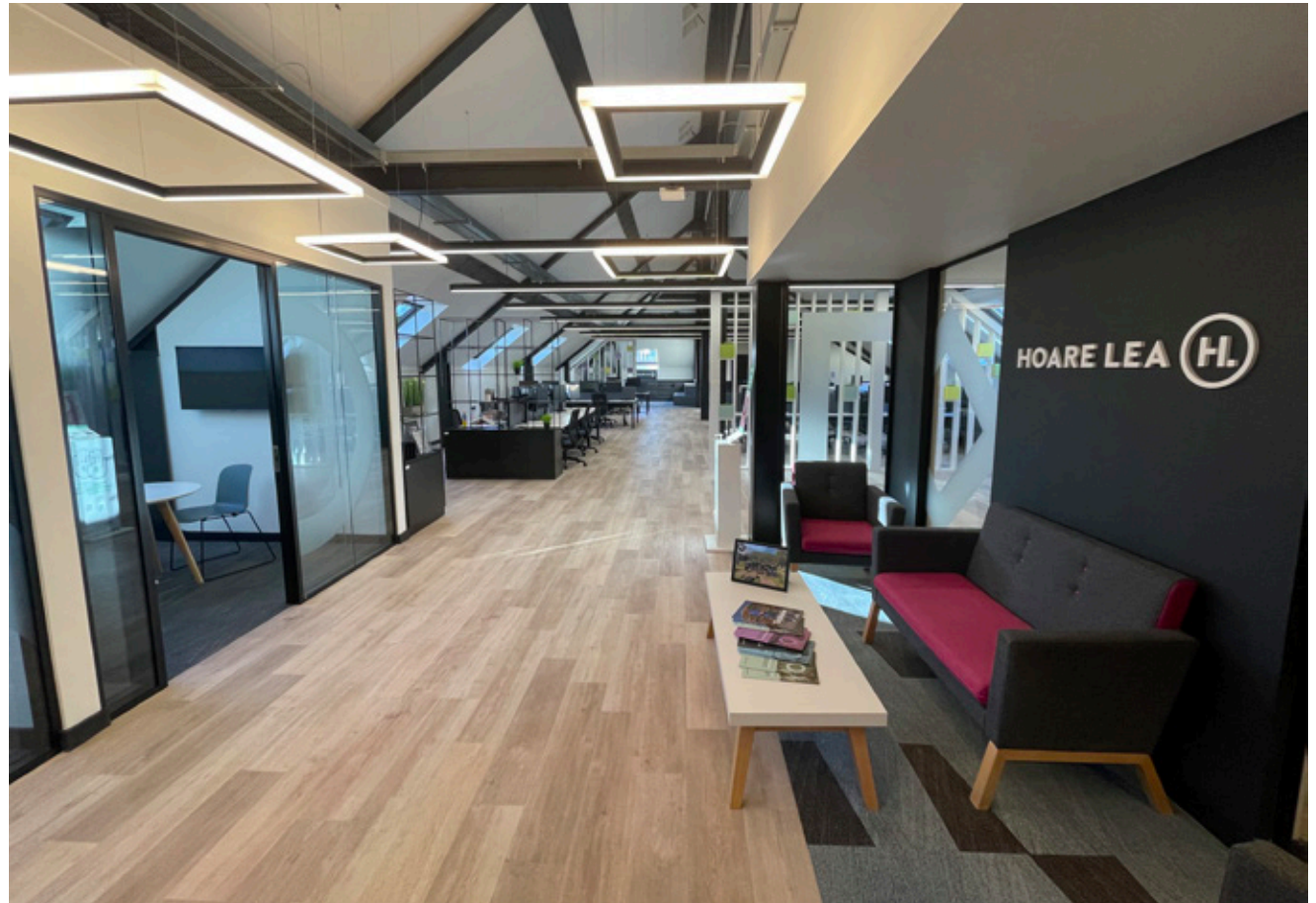
We aim to strengthen the local economies around each of our offices, create high-quality job opportunities and develop skills by selecting suppliers that align with these aspirations.

SPOTLIGHT

Our Sustainable Procurement Policy.

Our Sustainable Procurement Policy is guided by our North Star, prioritising people and planet in our procurement decisions. We have set minimum standards that must be followed to ensure environmental sustainability and social responsibility are taken into account in procurement decisions. It serves as a framework to guide and influence our stakeholders across multiple sectors.

We continuously review and update the policy to remain aspirational and advocate for high ethical and sustainability standards.



Our newly opened Glasgow office was consciously fitted out and aligned to our Sustainable Procurement Policy. As a repurposed building, it utilises recycled materials and is powered by 100% renewable energy. The central location is designed to support sustainable commuting and positively contribute to the local community.

OUTCOME #6/15

Embed good governance for long-term prosperity.

Our leadership

Our firm comprises six business units complemented by our central management groups. We have a strong and visible leadership with an unambiguous organisational structure. The Executive Team (ET) aims to provide strategic direction, drive growth, embed firm-wide governance, provide financial oversight, and ensure connectivity in terms of communication to all parts of the business. It has been designed to respond to clear remits, transparent decision-making responsibility and with representation from all areas of the business.

Corporate Responsibility governance

Corporate Responsibility is embedded in everything we do. Our North Star provides our direction of travel, driving sustainable and responsible business practices. Our Executive Team is ultimately accountable for our firm to deliver on our purpose.

Our Corporate Responsibility framework and activities are governed by our Corporate Responsibility Steering Group. The Steering Group includes five members of our senior leadership team:

- **Ashley Bateson**, Head of Sustainability
- **Erica Coombs-Prole**, Head of People & Development
- **James Ford**, Climate Business Unit Lead
- **Diana Sanchez**, Head of ESG
- **Sara Quaglieni**, Director of Operations

We view Corporate Responsibility as both an integral part of our business operations and an opportunity for every one of us to contribute to our North Star, engaging with issues that we are passionate about and coming together to create a bigger impact. The pursuit of our Corporate Responsibility aspirations will be supported by our full Executive Team, directed by the Steering Group, and driven forward by us all.

Each year we will report on progress against our Corporate Responsibility outcomes, holding ourselves accountable to continuous improvement and setting a leading example for transparency.

Our Executive Team

<p>Andy Warrack Director and Clients & Sectors Lead</p>	<p>Justin Spencer Managing Director</p>	
<p>Gary Andrews Director and Commercial & Governance Lead</p>	<p>Clive Williamson Director and South East Business Unit Lead</p>	<p>James Ford Director and Climate Business Unit Lead</p>
<p>Sara Quaglieni Director and Operations Lead</p>	<p>Dave Matthews Director and South West Business Unit Lead</p>	<p>Jo Edwards Director and Senses & Legal Business Unit Lead</p>
	<p>Matt Jones Director and Central & North Business Unit Lead</p>	<p>Miller Hannah Director and People Movement & Operational Assets Business Unit Lead</p>



In 2021 we joined Tetra Tech, a global provider of environmentally focussed consulting and engineering services, becoming part of its renowned Tetra Tech High Performance Buildings Group. While we proudly maintain the independent thinking and pioneering spirit we're known for, as part of the High Performance Buildings Group we are pooling expertise and resources, extending our reach, our access, and our capabilities, and working with even more great clients and organisations. By joining Tetra Tech, we will build upon our strong and successful history of delivering outstanding outcomes for our clients.

2023 reported
a baseline of
545M
lives improved.

SPOTLIGHT

The One Billion People Challenge.

As part of Tetra Tech, our impact has multiplied. We are part of a big picture, a big aspiration: the One Billion People Challenge. We are part of the global ambition to positively impact the lives of a billion people – roughly 10% of the planet's population.

In 2021 Tetra Tech initiated a first-of-its-kind measurement of the global impact of our projects. With the addition of 138 million people over the past year, we have advanced to 545 million people's lives improved. This underpins a simple narrative to the business model that Tetra Tech follows: to impact our fellow humans across the world through a highly connected network of scientists, engineers, and technical specialists by delivering on a diverse range of globally leading projects.

Alder Hey in the Park is one of many children's hospitals across the UK we have helped to transform. Together with talented peers from across our industry, we are proud to say we have boosted the health & wellbeing of young patients, their families and the dedicated staff who provide care at these vital facilities.

ASPIRATION #3



Delivering social value.

We believe social value is about taking actions that result in meaningful changes. We strive to listen to, and collaborate with, communities to improve their lived experiences. We are committed to using our resources and expertise to make a tangible and lasting difference in the communities we serve.

Leveraging our vast industry experience and networks, we are well-positioned to create positive impacts at multiple levels, including through our operations, projects, and initiatives.



ASPIRATION #3

OUTCOME #7/15

Influence social value delivery in our projects.

A team committed to tangible change

We are committed to using our influence to create positive societal change through the places and spaces we create. We recognise the crucial role of social value in enhancing the quality of life and wellbeing of individuals.

Opportunities to activate social value in the built environment span all stages of a project lifecycle, whether in design, construction, or operation, and are more effective when tailored to the specific needs of local communities. We take an interdisciplinary approach, founded in community participation, to delivering social value – seeking to harness the decision-making process to create positive impact for people.



DR PAUL HANNA is leading the Psychological Insights team.

This offers a comprehensive understanding of the ways in which people experience space, place, and the built environment, to ensure that the spaces, places, and communities we build are beneficial for both humans and nature. Paul is a chartered psychologist with more than 14 years' experience in research, lecturing, leadership training and project management.



ANNA FREDLANDER is our Social Value ambassador.

She represented us on the UKGBC Social Value Programme and contributed to the development of the Guide for Delivering Social Value on Built Environment Projects. The guidance sets out a best practice process for delivering social value, with built-in flexibility that enables it to be applied to a range of projects at different stages, to be aligned to corporate strategy and the asset lifecycle, and to be used by varied stakeholders.



ROB WOLFE is the Managing Director of CHY Consultancy.

We have a strategic partnership to maximise our impact on people through projects. CHY specialises in designing, delivering, and measuring social value, and has been involved in hundreds of built environment projects. Rob is a firm believer in radical collaboration, bringing innovation, expertise, and leading practice from across sectors.

SPOTLIGHT

Article 25: building better where it's most needed.

Article 25 is the UK's leading humanitarian architecture charity. Named after the United Nations' Declaration of Human Rights and its statement for the equality of access to shelter, Article 25 designs and builds schools, hospitals and community buildings in some of the world's most vulnerable communities. The charity's aim is to improve education, health, standards of living and resilience to disasters for these communities.

We have been working with Article 25 for more than six years, through a combination of in-kind donations, pro-bono design work and trustee engagement. In this time, we have helped design schools and healthcare buildings in India, Nepal, and Tanzania, and donated a

total of £120,000, pledging £20,000 each year during the partnership. This is a long-term relationship, and we intend to continue our support of Article 25 into the future.

We are committed to using our expertise to contribute to initiatives such as this, creating a world where deprived communities have access to the well-designed buildings and infrastructure that positively impact their quality of life.

Infrastructure can be such a powerful tool to build thriving, healthy, and strong communities in the face of exacerbating hardships forced on people through natural disasters and conflict.



OUTCOME #8/15

Build thriving communities within our offices and across our organisation.

A culture of togetherness

We are building a more positive culture and community spirit within our organisation. In the wake of the pandemic, it has become particularly important to support our wellbeing and prevent social isolation. We see our offices as social and collaborative spaces, enabling us to take full advantage of our hybrid working policy to form strong connections with our colleagues and build a community. We also host regular social events to get out of the office and strengthen our social connections. In 2022, these events included:

London Pride

In July, we joined our High Performance Buildings Group partners Norman Disney Young at London's Pride Parade. Alongside thousands, we marched to commemorate the past 50 years of Pride in the UK, remembering, and thanking the trailblazers who came before us. Together, we recognised the challenges still faced by the community nationally and globally, and pledge to continue to make a difference.

Summer Festival

Our OMC (Oxford, Cambridge, Milton Keynes) region hosted its annual Summer Festival as a space to bring together colleagues and their families. The festival was packed with adults' and children's entertainment and music, street food, and the opportunity to camp overnight.

Hiking in the Peak District

Every year colleagues embark on a hike in aid of charity. In 2022 we hiked through the Peak District to raise money for two charities: Worcestershire Breast Unit Haven and Imagine Independence. This was a great opportunity to bring people together from across our offices in an outdoor environment.



SPOTLIGHT

ONE – our national event.

In December, we hosted ONE (Our National Event), in Birmingham. This was our first ever all-firm event. We travelled from all corners of the UK and abroad to join and enjoy a day of activities. It enabled us to reconnect with long standing colleagues and meet new ones, all with the aim of breaking down barriers and helping us collaborate better across teams, disciplines, and regions. We were even joined by award-winning broadcaster and adventurer Ben Fogle who shared his unique perspective on teamwork and the power of working towards an ambitious goal.



OUTCOME #9/15

Maximise impact from community investment activities & partnerships.

Supporting social-led causes

We engage with a range of charities and not-for-profit organisations to support the changing needs of the communities they serve. In 2022, we contributed to:

Disasters Emergency Committee (DEC): We donated £16,703 to support Ukraine, where more than 10 million people have fled their homes to escape the conflict, leaving behind jobs, belongings and loved ones. The DEC and their local partners have been working tirelessly in Ukraine and in neighbouring countries, providing food, water, shelter, and medical assistance. Additionally, many passionate individuals across our business have together raised a further £6,110 through their own fundraising activities.

Children's charities: Many of our regional offices have been involved in fundraising for children's charities in their local area, including the Alder Hey Children's Hospital in Manchester, The Yorkshire Children's Charity, and the Children's Heart Unit Fund. These are causes we are passionate about supporting through donations that make a difference.

London Energy Transformation Initiative: We donated to LETI, a voluntary network of built environment professionals working to develop the action needed to reach a NZC future, to further support the work that we do with them. This is a cause that is closely aligned with our strategic business priorities and our own work to decarbonise our operations and projects.

* Of which a total of £22,813 was donated to DEC

A total of
£38,112*
was donated during
2023 in the form of
charity donation and
probono work.



Maximise impact from community investment activities & partnerships.

SPOTLIGHT

Our STEAM strategy.

To address the biggest challenges we face as a society, a holistic skillset is vital. We have chosen to support education through the STEAM approach, which builds on STEM to emphasise integration of the arts with science, promoting innovation and creativity. As part of our strategy, we have:

Created a central library of tools, resources and materials

to promote STEAM engagement across the organisation and enable more of us to become STEAM ambassadors. We can share knowledge and collaborate through our online STEAM community to drive practical action on the ground.

Engaged with 28 educational organisations in 2022,

including Magna Academy, Action Tutoring, No Label No Limits, and Manchester Metropolitan University. We have provided a diverse range of STEAM activities such as careers insights talks, additional subject tuition, mentoring, and interactive design activities.

Committed to continue raising awareness for STEAM

engagement. As part of this we are working on expanding our bank of resources, establishing a core group of STEAM ambassadors across our offices, and developing our work experience offering.



Built environment interactive – part of our new STEAM resources

Our Camden STEAM pledge.

Our London office has partnered with Camden STEAM, signing their pledge to expand our impact within our local communities. Camden STEAM aims to build a future that provides inclusive opportunities and supports innovation in Camden, inspiring young people regardless of their background and promoting diversity in STEAM. Our pledge commits us to delivering careers activities in Camden schools, providing a week of work experience for students at Camden state schools and a STEAM apprenticeship route for Camden's young people, and working with teachers to share industry expertise that will help them bring the curriculum to life.

12-week design club.

The 12-week design club is a programme of after school activities. In 2022 students participated in a challenge to design their Home of 2040. The students had talks from some of our senior employees and directors on various topics including, Sustainability, Lighting, Acoustics, Smart Homes. The aim was to get them engaged with how they could make a difference to the environment through building design. The students were judged based on their contributions to sustainability, biodiversity, community, multigenerational adaptability and originality, and all the students received a certificate at the end of the programme.





ASPIRATION #4



Empowering our people.

Our knowledge, skills, experience, creativity, and enthusiasm are our most valuable assets. As a collective group of more than 1,000 colleagues, we take pride in our achievements, and as we continue to grow, this number is set to increase.

By placing diversity, inclusion, and wellbeing at the heart of everything we do, we create a culture of opportunity that drives organisational capability and fosters an environment where everyone can perform at their best. We are first and foremost a community, and we engage in continuous learning to better support each other and improve the experiences of all our colleagues.

Our goal is to build a workplace where everyone can thrive and create industry-leading outcomes for our clients.

OUTCOME #10/15

Create an equitable, diverse and inclusive community.

Our approach to Diversity, Equity & Inclusion

As planet-conscious and human-centric creators and problem solvers, each with a passion for the built environment and the potential to make a difference, Diversity, Equity, and Inclusion (DE&I) are essential to our success. The quality of our work is enhanced when brilliant minds bring diverse perspectives to the table, and by creating a work environment that encourages respect, curiosity, humility, and courage, we support each other to fulfil our potential every day.

The moral case for building a fairer and more inclusive workplace free from all forms of discrimination is indisputable; for us, DE&I is about our commitment to upholding fundamental principles of dignity, fairness, and respect – without exception.

This does not mean treating everyone the same, but that we treat every individual in accordance with their own needs and aspirations. Adversity takes on different forms for different people and different communities, so we can only empower individuals by earning their trust, seeking to understand both what drives them and what limits them, and using this knowledge to create opportunities for everyone.

Our DE&I strategy

Our commitments:

Working tirelessly to remove barriers to participation, belonging and success in our business.

Providing accessible, respectful, supportive, and empowering working environments.

Challenging ourselves to be better leaders, managers, and colleagues by seeking out, listening to, and responding to each other’s experiences and perspectives.

Developing and recruiting outstanding and representative role models to lead and inspire the current and next generation.

Being open and honest about our progress on DE&I; the shortcomings as well as the successes.

Areas of focus

Diverse and inclusive leadership Ensuring the leadership of the firm is carried out by individuals who are aware of their own biases, actively seek out different perspectives to inform their decision-making, and use their power to help others fulfil their potential.

Diverse development Educating ourselves and each other to better appreciate how DE&I positively impacts our business, and the specific steps we can take to live up to our DE&I commitments.

Diverse recruitment Attracting and retaining great people from identities and backgrounds that are underrepresented in our firm, with a priority focus on leadership positions.



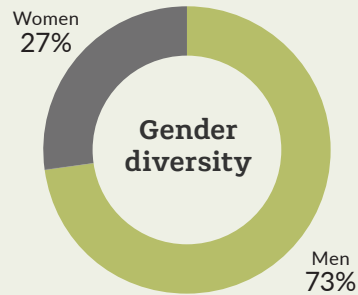
SPOTLIGHT

Co-creating our DE&I strategy.

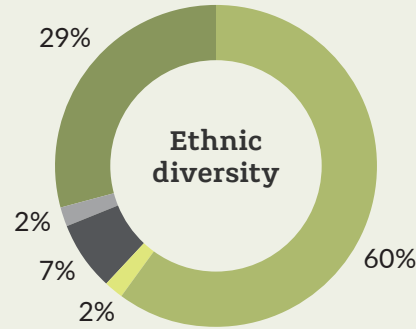
In 2021 we launched our first Diversity, Equity, and Inclusion survey to give colleagues across our business an opportunity to express their personal views and experiences of DE&I at work. The survey responses have provided a baseline data set to begin more detailed discussions and help ensure our DE&I strategy and initiatives drive change in the areas that are most important to our colleagues.

Where we are

While it is vital to set goals and measure our progress on DE&I, no single metric can sufficiently capture the daily lived experiences of individuals and communities as they interact with our processes, our ways of working and our culture. However, the following are suggestive of the significant progress we know we need to make to live up to our commitments to Diversity, Equity, and Inclusion:

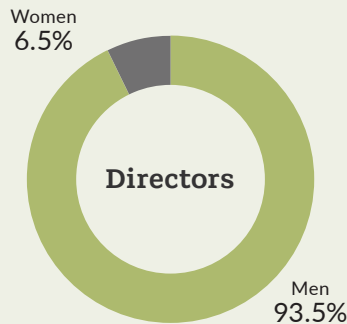


We know that men make up the majority of people within our business, hence increasing gender diversity remains at the core of our strategy.



- White
- Mixed/multiple ethnic groups
- Asian/Asian British
- Black/African/Caribbean/Black British
- Prefer not to say

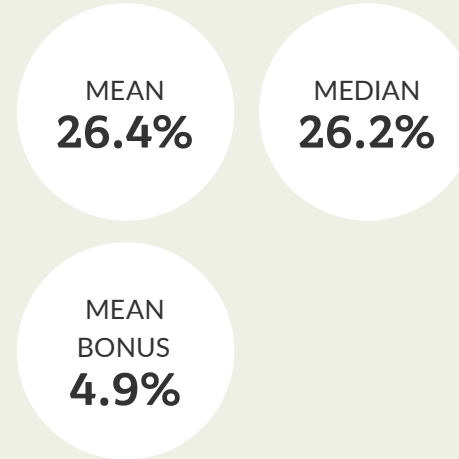
11% of people come from a wide range of ethnicities and nationalities. However, a large proportion of colleagues prefer not to share this information.



We have a small proportion of women represented at senior levels in our business.

Gender pay gap

Our gender pay gap reflects the gender diversity within our organisation. Whilst it acknowledges the reality within our industry, there is no escaping that there is more we can and must do to address this.



Our network groups

We have a number of network groups that provide an opportunity for us to share our personal experiences and perspectives, offer each other support, and generate actions and initiatives aimed at making our firm as inclusive as possible. These networks are open to everyone and supported by our leadership team. Currently we have five network groups:

- LGBTQ+
- Gender balance
- Families
- Ethnic and Cultural Diversity
- Neurodiversity



Gender Balance network group

Our Gender Balance network has developed a series of activities designed to address gender inequalities and support the attraction, development, and retention of women and gender minorities and other underrepresented groups. Activities are taking shape in each of the following strategic DE&I focus areas:

Events: sharing knowledge and encouraging discussion about gender issues, including how they relate to us, our offices, and our projects.

Bias and inclusion training: exploring the impact of bias on our day-to-day decision making, and how we can mitigate the negative consequences of it.

Mentoring initiative: creating more visibility for role models and contributing to health, wellbeing, and performance.

Tailored development sessions: developing specific skills and strategies for overcoming barriers, within supportive and safe environments.

OUTCOME #11/15

Nurture health & wellbeing, promoting a culture of openness and support.

Our wellbeing strategy

Wellbeing relates to our quality of life; encompassing how we feel and function, and how satisfied and happy we are with our lives. It is a highly subjective concept, experienced uniquely by each individual and is influenced by social, economic, and environmental factors that affect how we experience our lives. As a business, we have a duty of care to create a supportive environment that maximises wellbeing in the workplace for everyone.

We aspire to put in place the best possible conditions to realise all our potential, cope with the normal stresses of living, and work productively whilst living a fulfilling life. We want to raise awareness of the importance of wellbeing and of open discussion about issues that are not always easy to talk about, building a wellbeing culture across the firm that focuses on three key areas:

Mental Wellbeing – mental health, positive working environments, work life balance.

Physical Wellbeing – healthy eating, active lifestyle, health consciousness.

Lifestyle Wellbeing – financial and life advice, career development.

By focusing on these three areas, we believe we will create an environment where everyone feels empowered to achieve important personal goals, lead healthier lifestyles, and form greater social connections, contributing to better mental and physical wellbeing, improved quality of life and increased productivity.

What we've done so far

We provide significant health & wellbeing support through formalised structures, covering both mental and physical aspects.

Mental Health First Aiders

We have trained more than 30 Mental Health First Aiders (MHFA) across our business, aiming to increase capacity to spot the early signs and symptoms of mental ill health, provide help on a first aid basis, ability to respond in an immediate crisis and – overall – offering and encouraging appropriate support. In 2023 we will be running two more MHFA training sessions, a refresher course for existing MHFAs and line manager awareness training.

Wellbeing champions

All our offices have a wellbeing champion who is the go-to person for local wellbeing related activities. The wellbeing champions are there to update everyone on local wellbeing initiatives and support with the implementation of changes. Examples of these initiatives include:

- Running clubs and lunchtime walks
- Charity events
- Lunch time quizzes
- Games evenings
- Summer and winter socials



Wellbeing digest

Each quarter we publish a Wellbeing Digest. Most recently we celebrated Time to Talk day. This day encourages us all to make time to have an honest conversation about how we're feeling, raising awareness around mental health. We believe every day should be an opportunity to prioritise mental health, so in conjunction with Time to Talk day, we are offering weekly yoga and meditation sessions between February to April, giving us the space we need to put our wellbeing first.

SPOTLIGHT

Hybrid working and 9-day fortnight.

In response to the COVID pandemic in 2021, we recognised the need to adapt our work practices. We used this opportunity to develop new 'future ways of working' practices, which included implementing an optional 9-day fortnight scheme and an activity-based hybrid working approach throughout the firm.

These changes have enabled us to better align our culture and diversity goals, supporting employee wellbeing, flexibility, and work-life balance. Both initiatives have been well received, with more than half of us opting for the 9-day fortnight and many more benefiting from our hybrid working approach.

9-day fortnight: when you work.

Compressing 10 working days into nine, enabling us to take one day off a fortnight. Employees retain full pay and benefits.

Hybrid working: where you work.

Flexibly working from any location, whether it is from the office, from home, on site or a combination of these. A fluid change to our working arrangements that can vary from day to day, week to week.

OUTCOME #12/15

Fulfil our unique potential.

Creating opportunities

We aim to provide fulfilling careers from early trainee stage, progressing all the way through to senior leadership roles. We are dedicated to building the capacity and confidence needed for everyone to perform at their best and achieve their full potential. We believe in developing the individual, from technical knowledge to interpersonal and leadership skills.

Our commitments in this area include:

Providing a comprehensive early careers development programme to build capability and confidence from the start.

Supporting the development of the whole person with a balance of personal and professional development opportunities.

Identifying, supporting and retaining people with high potential to progress into senior positions, supporting their people leadership skills.

Creating an inclusive, open, and entrepreneurial environment that empowers people and builds confidence.

Nurturing a growth mindset at all levels.

Professional development

It is important to us that we provide opportunities for our people to learn new skills, build knowledge and define their own career path through ongoing personal and professional development. We want everyone to feel inspired and motivated to continue learning and pursue personal passions. We celebrate everyone's unique career journey and provide the necessary support along the way.

We have more than 130 different training and eLearning modules to suit a range of needs and learning styles, encouraging people with diverse interests and personal goals to actively engage in their own development. These include topics from business skills and technical applications to wellbeing and digital capability, as well as tailored coaching and mentoring that improve knowledge around issues that are fundamental to a positive and inclusive culture. Our development programmes support individual career paths by focusing on what we care about and are interested in, while ensuring all of us are equipped with the skills needed to feel confident, capable, and ultimately deliver great results.

We are particularly proud of our early careers development support. New joiners embarking on their career journey can expect a comprehensive programme designed to enhance their technical skills, aligned with the UK-SPEC competencies and our additional business values. This includes: strategy days, networking events, secondments, and local mentoring, external webinars, and training on specialist skills, such as 3D modelling. Right from the beginning, we establish a clear path to success, with the potential for many individuals to achieve accreditation as chartered engineers/specialists.



Early careers volunteering

One of the networking opportunities we host as part of our early careers programme is a volunteering day, which gets those who are starting out in their careers together to form connections across different teams, regions, and disciplines, and create a sense of community.

This year the activity was nature conservation, aiming to support personal wellbeing and embrace our North Star philosophy of people and planet. The initiative was split into three regional sessions to involve all our early careers employees while increasing our local impact.

SPOTLIGHT

Our Us at our Best initiative.

We recognise and celebrate commitment, dedication, and hard work. We champion each other through the 'Us at our Best' awards, recognising contributions, achievements and successes across various categories linked to our core values.

In our third year of the awards, we added the additional category of 'North Star Superstar' to acknowledge our commitment to our North Star philosophy and encourage everyone to get involved in celebrating the positive impact they can have.

In 2022, we received 120 nominations across the six categories:

Personal commitment:
the award for the individual who has gone above and beyond.

Creative diligence:
the award for the best lightbulb moment.

Pride in performance:
the people's champion award.

Rising star:
the award for emerging talent.

Courageous collaboration:
the team award for overcoming adversity.

North Star Superstar:
the award for doing the right thing for people and planet.

ASPIRATION #5



Leading climate-responsive operations.

As designers of places and spaces, our offices embody our values. We are committed to operating our offices in a way that addresses the twin crises of climate change and biodiversity loss, while simultaneously improving the experience of people.

We have an ambition to harness our offices as test beds to lead the way in climate-responsive operations, seeking to achieve exemplar levels of sustainability. We are proud to be advocates for change, applying our diligence, creativity, knowledge, and experience to approach our operation as an opportunity to innovate and collaborate with our stakeholders in the transformation to a sustainable built environment.



OUTCOME #13/15

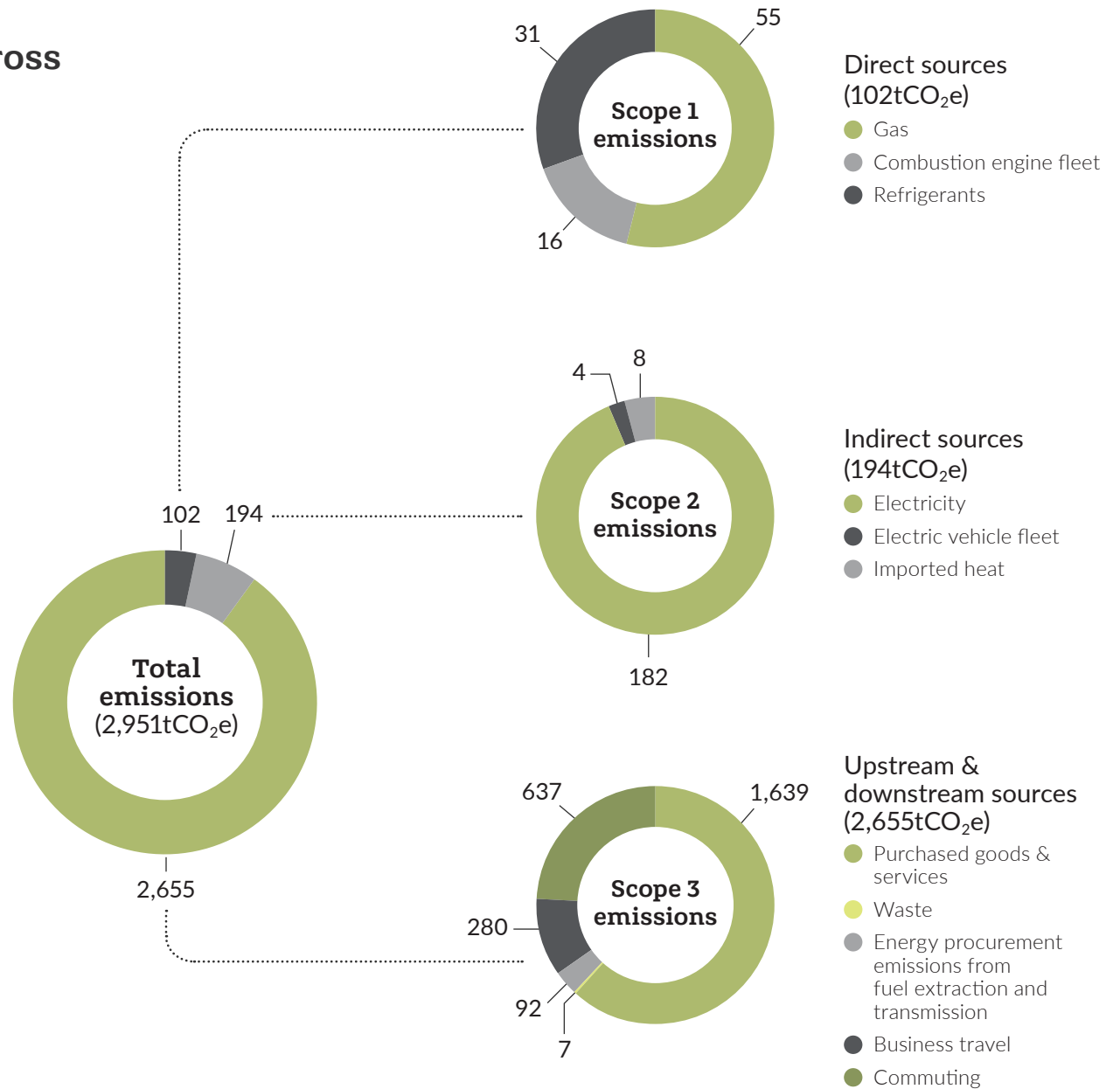
Achieve Net Zero Carbon emissions across our operations.

Starting our data journey

As a business we believe it's important to assess and be transparent about our climate impact. We have assessed our carbon emissions baseline across our Scope 1, 2 and 3 emissions for the period October 2021 – September 2022, in alignment with our financial year. Our analysis follows international greenhouse gas protocol and relevant industry guidance for reporting. Our Scope 1 and 2 emissions arise from the energy used in our buildings, fleet vehicle emissions and fugitive (refrigerant) gas emissions. In Scope 3 (our indirect emissions), the majority of our emissions come from purchased goods and services, business travel and employee commuting. Hoare Lea's emissions are included as a subset of Tetra Tech's overall carbon emissions which are found in its annual [Sustainability Report](#).



ASHLEY BATESON is leading our journey to achieve Net Zero Carbon, which has started with setting a baseline across our Scope 1, 2 and 3 emissions. Ashley's passion for a Net Zero Carbon future, supported by an internal working group, helps drive our decarbonisation strategy. He has strategic oversight for our energy reduction plans and overall carbon management, connecting the various responsibilities across our organisation to implement improvements in energy efficiency and procurement, and invest in responsible carbon offsets for our residual emissions. He led a study into our commuting patterns that will help inform strategies to reduce our carbon emissions for travel.



Achieve Net Zero Carbon emissions across our entire operations.

Targets to meet

In 2020 we signed the World Green Building Council's Net Zero Carbon Buildings Commitment, committing to occupying assets that are Net Zero Carbon in operation.

We're proud that we achieved this target by 2021 and have been working to maintain this commitment for our offices in accordance with the UKGBC and World Green Building Council's definitions. To achieve this, we have increased the number of offices that have electricity sourced from renewable suppliers where possible. We offset remaining building carbon emissions in a responsible way, using verified international offsets. Additionally, we have established a voluntary carbon offset fund to support community-based carbon reduction projects in the UK.

While we have successfully achieved Net Zero Carbon across our offices, we understand that more needs to be done to limit global temperature change in line with the Paris Climate Agreement's 1.5°C goal. As such, we have begun allocating a capital budget to reduce our Scope 1 and 2 emissions since 2021. Our priority initially is to focus on projects that reduce our office Energy Use Intensity (EUI).

Energy use

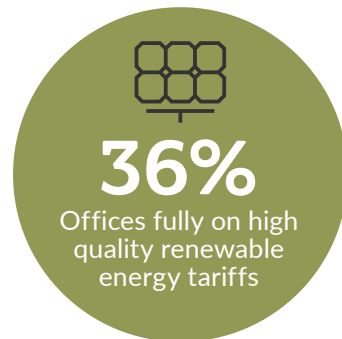
Our goal is to reduce the energy intensity of all our occupied offices. In 2021, after achieving Net Zero Carbon in operation, we allocated an investment fund towards energy-saving measures in our offices. We're currently prioritising projects that reduce the Energy Use Intensity (EUI) of our offices, and we have appointed carbon managers for each office to identify energy-saving opportunities. We've made significant progress in decarbonising our offices, including the installation of upgraded lighting solutions and EV charging.

We're monitoring the Energy Use Intensity of our offices year on year, and we plan to automate data capture to improve our understanding of how we use energy. We're rolling out a web-based electricity monitoring system across our leased UK offices that will allow us to capture real-time energy consumption data and monitor individual circuits on our distribution boards. This system will help us better understand our energy consumption patterns and assess energy savings, enhance our carbon reporting capability, and provide a tool for engineers to understand workspace energy consumption profiles.

Along with reducing the energy we use, we're transitioning the electricity we procure to renewable energy suppliers. We are using the UKGBC's best-practice guidance, which requires the energy supplier to provide additional renewable energy to the grid that is equal to or greater than that which is purchased. In 2021/22, four of our offices were fully on high-quality renewable energy tariffs.

Offsets

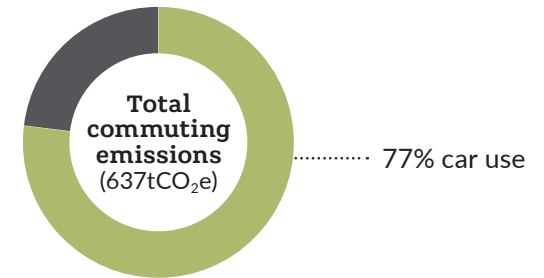
We offset our leftover carbon emissions through a verified afforestation scheme and, in addition, fund UK-based carbon reduction community projects using our voluntary transition fund.



Decarbonising the commute

In Autumn 2022, we conducted an employee survey to gain insight into our Scope 3 emissions. The survey focused on our commuting and office working patterns and allowed us to calculate the carbon impact of our journeys to work. We were pleased to see that more than half of our colleagues completed the survey.

We have calculated that our total annual emissions from commuting amount to 637 tCO₂e. This figure is roughly twice the amount generated by our office operational energy use and accounts for 22% of our carbon emissions overall. A significant portion of these emissions, 77%, are attributable to car use, which is the most polluting method of commuting. Interestingly, we found that city centre offices have very little reliance on cars for commuting, due to good public transport networks. This information provides us with a clear target for reducing our carbon footprint in this area.



After conducting the commuting survey, we have taken steps to reduce our carbon emissions in the long run. As a result, we recently launched an all-electric salary sacrifice car scheme in March 2023, which is available to all employees. This scheme is designed to lower travel carbon emissions, provide sustainable transport options, and contribute to a cleaner environment (reduced noise and air pollution). This initiative represents a significant step towards decarbonising our business.

OUTCOME #14/15

Operate as a climate-resilient business.

Our journey so far

As one of the founding signatories of the Building Services Engineers Climate and Biodiversity Declaration, we recognise that climate change and biodiversity loss are two of the most serious challenges of our time.

Good environmental management practice is embedded in our operational systems. We have implemented ISO environmental standards, including ISO14001:2015, ISO9001:2015, and ISO45001:2018, across all qualifying offices, where we have established robust environmental quality and occupational health and safety management systems. We are committed to applying these standards to all future offices we occupy, ensuring consistent environmental and operational excellence.

In addition, we are proud to have achieved BREEAM certification for five of our offices. Our Cambridge, Leeds, and London offices have achieved a rating of Excellent, while our Milton Keynes and Reading offices have achieved a rating of Very Good.

Environmental Management Champions

To support our offices in reaching our environmental ambitions, we have Environmental Management Champions at each office. Our Champions are empowered to implement sustainability improvements for their offices, contributing towards our journey to Net Zero Carbon with the authority of the Director managing the office. Champions work together with admin teams, members of our offices, the building landlord and other relevant stakeholders to achieve this.

These are our first steps in transitioning our offices to being climate resilient. Over the next year we will begin the process of assessing the physical climate-related risks affecting our offices so that we can mitigate these. We will also work with our landlords to better understand how our offices might gain further certifications that improve their environmental and wellbeing impacts. When our office leases come up for renewal, we will review the environmental and wellbeing credentials of the office space and identify spaces achieving a performance level.



Following on from our work on the innovative **Fusion Building for Bournemouth University**, we designed a comprehensive carbon management plan for the university, which is currently in use and playing a major part in the decarbonisation of its entire estate.

OUTCOME #15/15

Operate as a circular and regenerative business.

Steps so far

We are on a transformative journey to become a circular and regenerative business. This means shifting the focus from minimising impacts, to actively contributing to the restoration and thriving of ecosystems and communities that are impacted by our operations. This entails integrating a circular thinking to materials and resources we procure or otherwise bring into our offices.

We have been working to enhance the quality and accuracy of our office waste data. By doing so, we will gain valuable insights that will help us prioritise actions to minimise overall waste production. We apply the waste mitigation hierarchy to maximise reuse and recycling opportunities and prevent waste going to landfill.

We have been updating our Procurement Policy, outlining our requirements to, first, prevent waste from entering our offices and then restrict the use of materials that are not reusable or recyclable. Our Sustainable Procurement Policy also favours supporting local suppliers and small businesses.

Cultivating a heightened sense of awareness has been central to this aspiration, to ensure our day-to-day decision-making drives positive change.

We are applying circular thinking and the waste mitigation hierarchy to all materials and resources we procure, sell, donate or otherwise bring into our offices.



Woodlands Community Trust

Expanding our impact in the circular economy, we are working with the Woodlands Community Trust who operate a community garden and meeting space in the Woodlands area of Glasgow, through our voluntary carbon offset fund. Glasgow City Council currently collect food waste, which is then incinerated in a waste-to-energy plant with no benefit to the local community. The project we are supporting aims to bring the benefits of food waste recycling to the community through a small-scale anaerobic digester for the Woodlands Community Garden.

This would both reduce waste and create carbon savings through implementation of circular economy principles, by allowing the community to deposit their food waste for processing, converting the food waste into fertiliser for the community garden and producing a gas by-product that could be collected and used to heat community spaces or sold on. We are working with the Woodlands Community Trust to develop the feasibility of this project.

Moving forward.

We are on our Corporate Responsibility journey – with a determination to be changemakers and have meaningful impact on people and planet. Our aspirations are big. However, we need to achieve change quickly. The challenge is wide and complex, but we are facing it with our usual enthusiasm and passion for problem-solving.

There has been some incredible work done towards our aspirations so far. But there's also so much more we can strive towards. We have prioritised our efforts into three areas of action for next year. This is where we intend to achieve the biggest impact and change.



Moving forward.

1. Increase diversity in our organisation

Diversity is a top priority for our business strategy, and we are committed to building teams that are inclusive and celebrate diversity. We now have a new role within the firm – Head of Diversity, Equity, and Inclusion – in order to guide our approach to tackling the systemic barriers to equality in our business, and to ensure that all colleagues are supported to realise their potential.

We will set specific goals in relation to tackling demographic underrepresentation across our workforce (particularly at leadership levels), underpinned by mechanisms that are fair, meaningful, consistently applied, and sustainable. This is not just about doing the right thing, but also reflects our ambition to attract, develop, and retain brilliant people of all identities and backgrounds – including inspiring role models for the next generation.

In the next year we aim to:

Establish plans to bring about improved diversity among our leadership levels.

Enhance our leadership and management development programmes with specific content relating to building and supporting diverse teams and adopting inclusive leadership behaviours.

Run a firm-wide DE&I survey, host local workshops to discuss findings, and publish these findings in report form.

Review our recruitment and promotion policies and processes to widen accessibility, improve transparency, and limit the harmful effects of bias on recruitment and promotion outcomes.

Grow the membership and influence of our five employee networks (ethnicity, families, gender, LGBTQ+ and neurodiversity), each of which provide colleagues a forum to connect, share experiences, and influence how we operate.

2. Enhance our Net Zero Carbon performance

We are committed to bringing a focus to NZC consultancy in all we do, as well as ensuring our governance is measuring results and rewarding positive impacts.

We're driving towards being a fully NZC consultancy, able to confidently measure the carbon impact of what we do. This means appraising our projects to understand their carbon performance and expanding our influence within this sphere. We'll also be building capacity in whole life carbon consultancy across our whole entire range of technical specialisms.

In the next year we aim to:

Launch a NZC toolkit to our teams to support the assessment and reduction of carbon on our projects.

Measure and evaluate the carbon performance across all our major projects.

Support our clients to work towards net zero in operation for all new build or major retrofit projects we are working on and to future proof their assets, investments and businesses.

Increase capability and knowledge of whole life carbon impact across all our technical specialisms through increased knowledge sharing and development activities.

Increase our influence by providing expert advice and contributing to policies and industry frameworks or guidelines, particularly through our roles on the UKGBC's Advancing Net Zero Steering Group and Net Zero Building Standard.

3. Harnessing our innovation mindset

We are committed to sharing knowledge effectively across our business and cementing a culture of collaboration and curiosity. This will support us in further increasing our success as a sector-oriented organisation that fosters technical excellence and demonstrates a deep understanding of our client's needs. We are committed to building active communities that share common goals, bringing agility in times of change and keeping the solutions we offer our clients at the forefront of the industry.

To achieve this, we are creating our Communities Framework, which will be the mechanism to connect individuals across our business, providing a space for us to engage with each other through common interests. It will be a place where creativity, skill, commitment, and impact are valued over physical location and grade, and people can freely share materials, ideas, and questions. It will also offer an opportunity to identify common requirements across different sectors, providing a channel to connect sectors with people – identifying the skills, knowledge and experience we have across all parts of our business – and actively supporting our long-term success.

In the next year we aim to:

Implement our firm-wide Communities Framework.

Review our technical leadership and ensure our governance encourages this to thrive.

Understand how our communities enable us to apply the latest thinking in our projects and ensure we maximise the impact this has.

JUSTIN SPENCER
Managing Director

Appendix 1: The journey.

About our 2023 report

Our Corporate Responsibility Strategy was developed to drive continuous improvement across our own organisation and those we work with. Our 2023 report establishes our baseline and steered by our North Star philosophy enables us to better understand our impact on people and planet. This section explains how we got here.

Developing the Strategy

We developed our Corporate Responsibility Strategy by initially conducting a materiality assessment. This consisted of both desktop research and stakeholder engagement. Through this process we could build a picture of what matters most to our employees and understand where we can have the greatest influence, whilst aligning with our strategic priorities and leading industry practice. From this, we identified 15 Outcomes that we want to achieve. To define these, we undertook:

Desktop research

- Reviewing best practice research in the built environment industry and beyond. This helped set our aspirational tone
- Benchmarking against leading companies across multiple industries, peers, clients and global ESG (Environmental, Social and Governance) leaders
- Alignment to key corporate responsibility and ESG reporting frameworks and standards

- Orientating ourselves within the context of the Tetra Tech High Performance Buildings Group and aligning to Tetra Tech's ESG priorities to maximise our potential for impact as part of a global collective

Stakeholder engagement

- Workshops with our employees, capturing perspectives from across our offices and technical disciplines to enable co-creation of the updated Strategy
- Focused sessions with key people active in delivering our corporate responsibility activities
- Engagement with our Executive Team and in-depth discussions with specific members

Baseline

To kick start our reporting process we mapped what is already happening within our organisation. Recognising both our historic successes and where short or long-term interventions are needed to improve data availability and activate change.

To achieve this, we:

1. Undertook a gap analysis, engaging with internal stakeholders, to understand which KPIs within our Strategy we could report against using data from the 2022 calendar year
2. Collated data and evidence for KPIs to determine its quality, accuracy, and reliability. Through this we could build a picture of our current impact
3. Benchmarked data against our industry peers to understand our relative performance

4. Engaged key stakeholders across our business to understand the progress, innovations and collaborations happening across our company

We are committed to transparency and continuous improvement and will be working to improve performance based on the data we collected this year, as well as activating further change to increase our impact across the full extent of our corporate responsibility outcomes and aspirations.

Appendix 2: Our performance.

The below table shows our performance against the 22 metrics used for our baseline exercise. Progress is presented in the form of quantitative and qualitative data/ information,

which is linked to the corresponding section in this report. All the below data has been collected and validated through the process outlined in Appendix 1.

Metric	Application	Performance
Outcome 1. Deliver our projects to align with the Net Zero Carbon imperative		
Approach to net zero carbon in projects	Whole firm	See report page 5
Outcome 2. Put a climate-resilient and human-centric approach at the heart of our consultancy		
Approach to climate resilience and nature in projects	Whole firm	See report page 7
Approach to human centric design in projects	Whole firm	
Outcome 3. Champion circular economy in the built environment		
Approach to circular economy in projects	Whole firm	See report page 8
Outcome 4. Drive change in the built environment through radical collaboration & innovation		
Industry engagement initiatives	Whole firm	See report pages 11, 12
Innovation projects/initiatives	Whole firm	See report page 13
Outcome 5. Engage with our supply chain to promote a regenerative economy		
Local procurement policy	Whole firm	See report page 14
Outcome 6. Embed good governance for long-term prosperity		
Governance structure	Whole firm	See report page 15
Outcome 7. Influence social value delivery in our projects		
Social value policy	Whole firm	See report page 18

Appendix 2: Our performance.

Metric	Application	Performance
Outcome 8. Build thriving communities within our offices and across our organisation		
Social cohesion initiatives	Whole firm	See report pages 20, 21
Outcome 9. Maximise impact from community investment activities & partnerships		
Financial (£) and in kind donations to VCSE organisations/ initiatives/ pro bono work.	Whole firm	£38,112 (includes employee donation to DEC or Ukraine)
Outcome 10. Create an equitable, diverse and inclusive community		
Employee diversity	Whole firm / all staff	73% Men 27% Women
	Director levels	93.5% Men 6.5% Women
	Whole firm / all staff	60% White 2% Mixed/multiple ethnic groups 7% Asian/Asian British 2% Black/African/Caribbean/Black British 0% Other ethnic group 29% Prefer not to say
Mean gender and bonus pay gap Median gender and bonus pay gap Percentage of women/men eligible for a bonus	Whole firm	26.4% Mean Gender Pay Gap 26.2% Median Gender Pay Gap 23.7% Percentage of women eligible for a bonus 42.4% Percentage of men eligible for a bonus 4.9% Mean Bonus Pay Gap 52.5% Median Gender Bonus Gap
Outcome 11. Nurture health & wellbeing, promoting a culture of openness and support		
Health and wellbeing initiatives	Whole firm	See report pages 27, 28

Appendix 2: Our performance.

Metric	Application	Performance
Outcome 12. Fulfil our unique potential		
Professional and personal development initiatives	Whole firm	See report page 29
Average completion rate for professional and personal development training programmes / initiatives	Whole firm	77%
Initiatives that recognise our people	Whole firm	See report page 30
Outcome 13. Achieve Net Zero Carbon emissions across our operations		
Average energy use intensity for our offices	Excludes serviced offices	194 kWh/m ²
% of offices on a high quality renewable energy tariff	Excludes serviced offices	36%
GHG Scope 1, 2 & 3	Whole firm	Scope 1: 102 tCO ₂ e Scope 2: 194 tCO ₂ e Scope 3: 2,655 tCO ₂ e
Outcome 14. Operate as a climate-resilient business		
% of offices that have been certified using a recognised environmental and/or climate standard	Excludes serviced offices	100% certified with ISO14001:2015 100% certified with ISO9001:2015 100% certified with ISO45001:2018 33% BREEAM certified
Outcome 15. Operate as a circular and regenerative business		
Approach to circularity	Whole firm	See report page 35