

Positive impact.

2025 CORPORATE RESPONSIBILITY REPORT





Who cares about corporate responsibility reports anyway?

Well, the simple answer is we do! After 163 years of doing business there are some things that never change – and for us that’s recognising the responsibility we can have in driving positive progress, not just for our own employees but for society more widely.



JUSTIN SPENCER
Managing Director

You’ll find in the pages that follow how and where we’re making that difference. How and where the small collective actions of a 1,000 or so people sit alongside those bigger initiatives and investments to improve and advance us, helping our clients and the communities that the built environment ultimately serves. We are guided by our North Star, the philosophy of being “human-centric and planet-conscious” in all that we do. This leads our practice of responsible engineering and consultancy. But also gives us the opportunity to add value.

So, read on to find out how we are tracking the carbon performance of our projects through the RIBA design stages and into operation. Find out about our work with partners such as the UK Green Building Council, the Chartered Institute of Building Services Engineers, and others, to support industry progress on decarbonisation, energy efficiency, circular economy practices, and

climate adaptation. Learn about how we are promoting science, technology, engineering, arts and mathematics education, empowering our people, from supporting working parents to our early careers colleagues and measuring and reducing our business’s carbon footprint.

**I’m proud to work here
and share what we’re
doing with all of you.
Enjoy.**

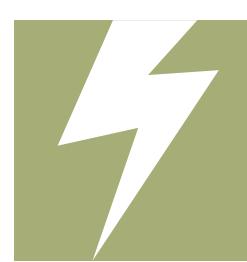


93 people have participated in our new induction programme

Planet conscious projects and operations



9% reduction in our own GHG emissions



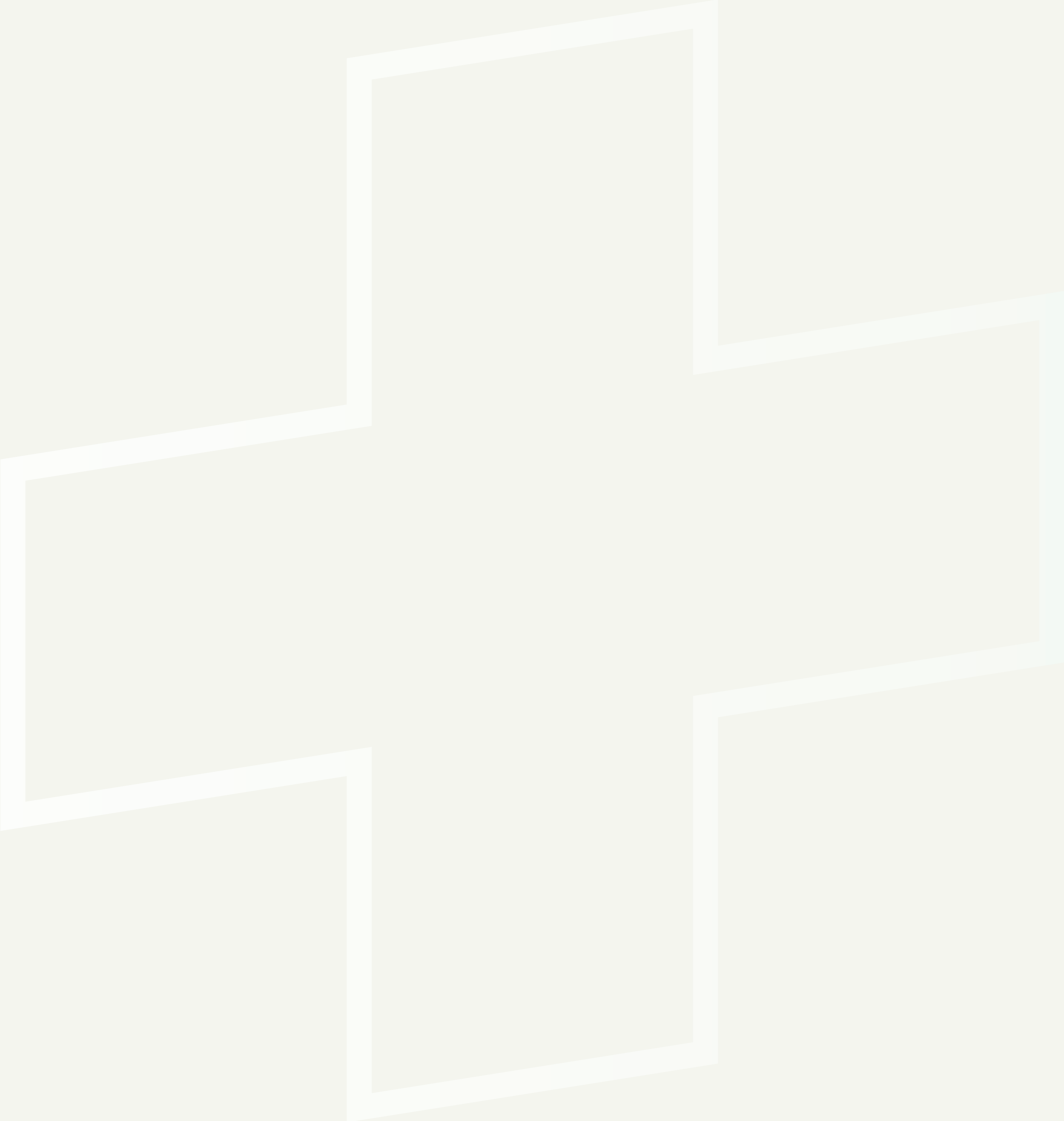
100 projects assessed for Energy Use Intensity



166 projects tracked for NZC design interventions



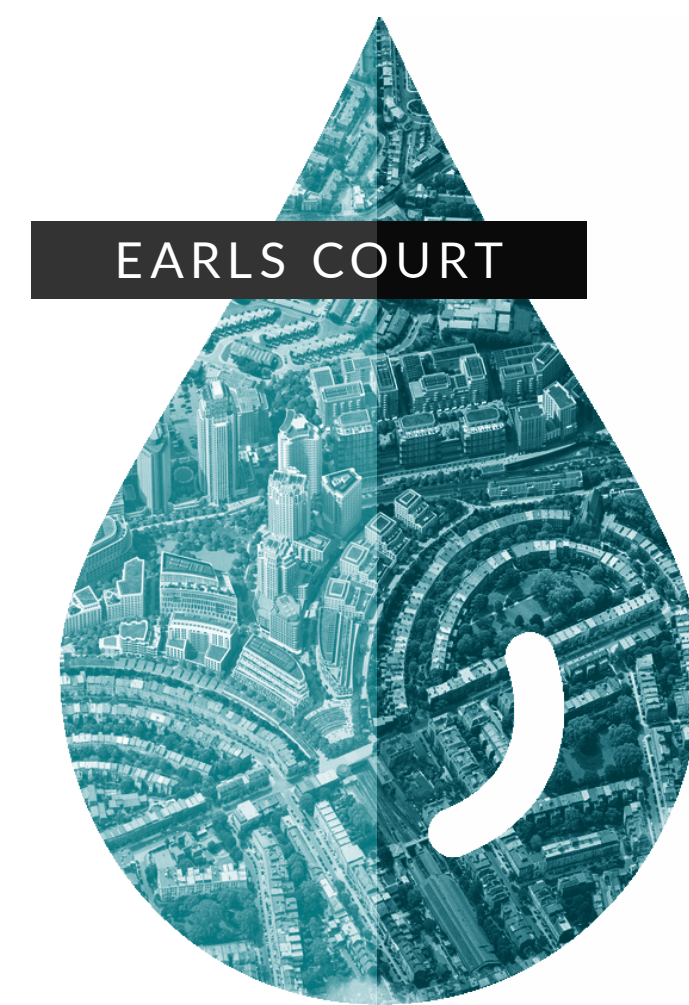
Executive summary.



Industry leading partnerships



Life changing projects



EARLS COURT



GLOBE POINT



Investing in people



91 weeks of work experience



640 people have participated in our new Building Safety Act training



Investing in digital and skills



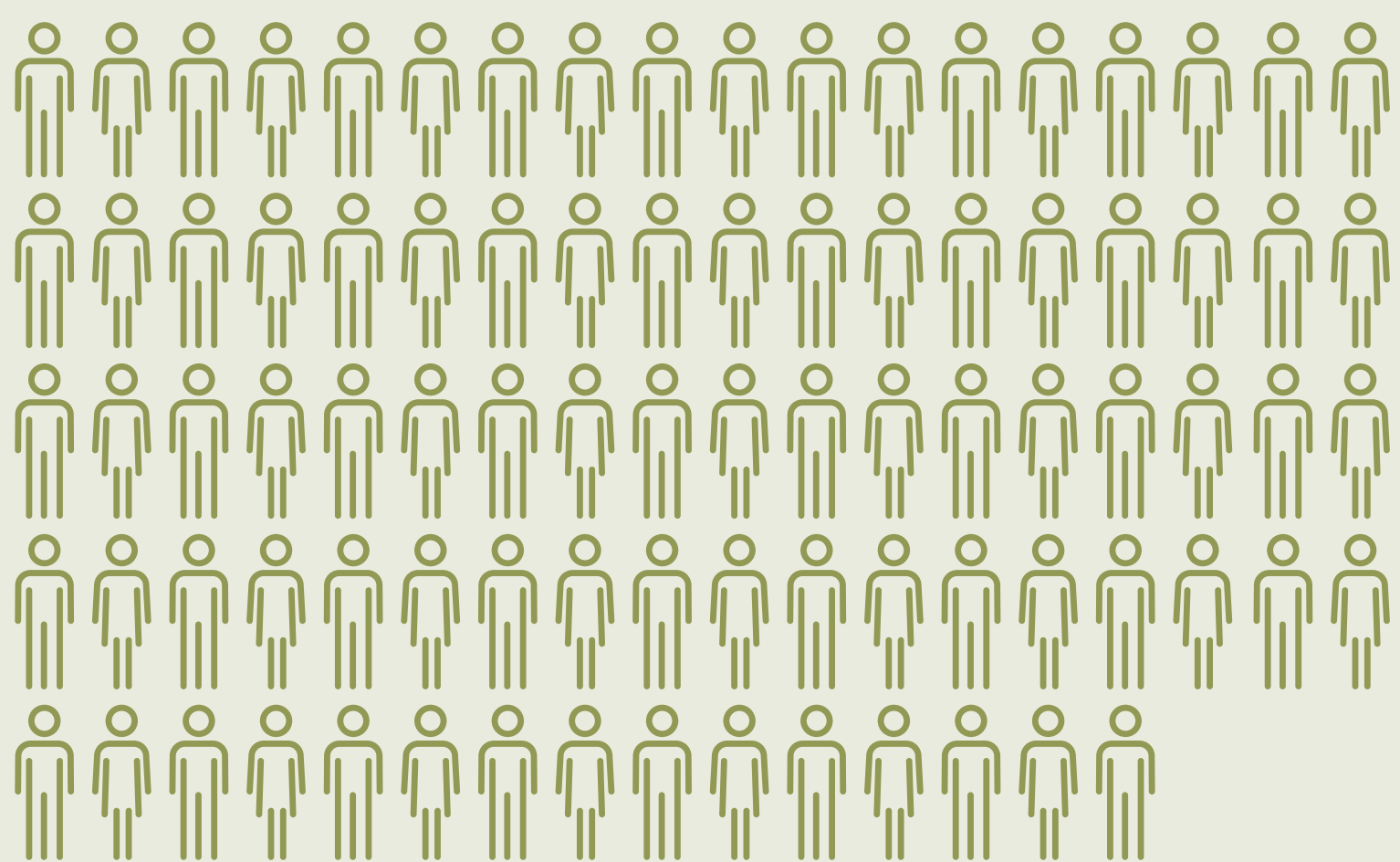
4 new proprietary tools developed



(CoDEs) Communities of Development & Expertise



rigour applied to our **carbon reporting** through bespoke software



87 Data Apprentices



Our 5-aspirations framework.

Our framework has been developed to put our **North Star philosophy into tangible action**. It's a blueprint for value creation and shows how and where we can make meaningful difference. It's keeps us accountable and transparent so that anyone can see the positive impact we are having.

ASPIRATION #1

Championing climate action

Outcome 1

Deliver our projects to align with the Net Zero Carbon imperative

Outcome 2

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

Outcome 3

Champion circular economy in the built environment

ASPIRATION #2

Creating and sharing value

Outcome 4

Drive change in the built environment through radical collaboration and innovation

Outcome 5

Engage with our supply chain to promote a regenerative economy

Outcome 6

Embed good governance for long-term prosperity

ASPIRATION #3

Delivering social value

Outcome 7

Influence social value delivery in our projects

Outcome 8

Build thriving communities within our offices and across our organisation

Outcome 9

Maximise impact from community investment activities & partnerships

ASPIRATION #4

Empowering our people

Outcome 10

Create an inclusive community

Outcome 11

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

Outcome 12

Fulfil our unique potential

ASPIRATION #5

Leading climate-responsive operations

Outcome 13

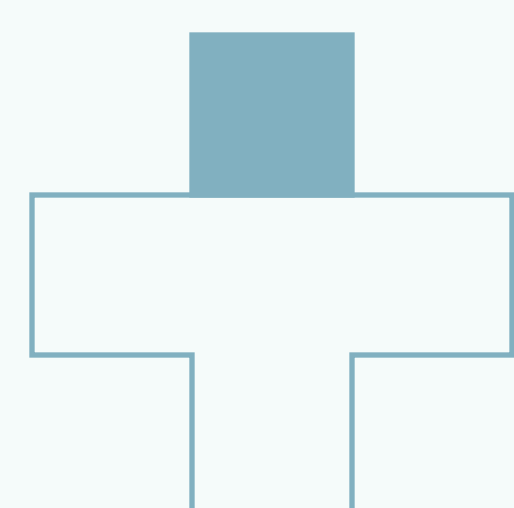
Achieve Net Zero Carbon emissions across our operations

Outcome 14

Operate as a climate-resilient business

Outcome 15

Operate as a circular and regenerative business



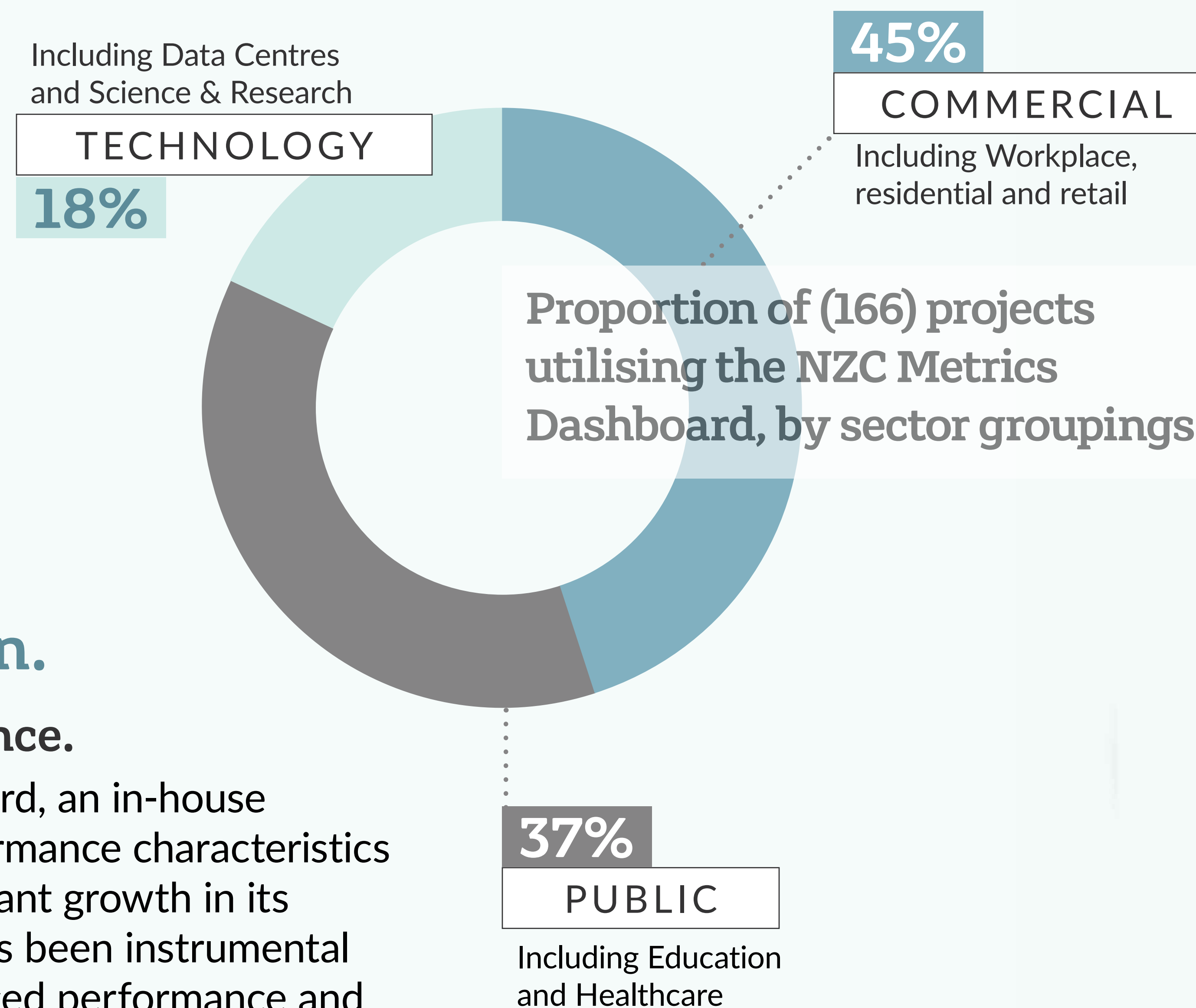
ASPIRATION #1

Championing climate action.

Tracking Net Zero Carbon performance.

Our Net Zero Carbon (NZC) Metrics Dashboard, an in-house platform for tracking a range of carbon performance characteristics for the projects we work on, has seen significant growth in its adoption during 2024. This innovative tool has been instrumental in empowering our teams to strive for enhanced performance and accountability in achieving net zero carbon objectives.

2024 marks a transformative leap, with 166 projects now actively engaging with the dashboard, using multiple metrics to track NZC related design interventions throughout the RIBA work stages. This increase not only reflects our commitment to sustainability but also enhances our capacity to analyse and optimise our projects for better environmental outcomes. We also now have 100 projects reporting against Building Performance in Operation through our in-house tool for energy reporting, enabling us to assess how design interventions translate to performance.



Awarded the CIBSE “Project of the Year” for New Build Workplaces

Building performance at Globe Point, Leeds.

Our work on Globe Point, a flagship project within the Temple Leeds masterplan completed in 2024, exemplifies our commitment to sustainability and climate action. This landmark development transforms a challenging triangular site in Holbeck, Leeds, into a Grade A office space prioritising occupant well-being and energy performance.

GLOBE POINT



Awarded the CIBSE ‘Project of the Year’ in the New Build Workplace category, Globe Point achieved several market-leading building certifications including BREEAM Excellent and NABERS 4.5-star Design for Performance. The building operates entirely on 100% renewable energy and has significantly reduced embodied

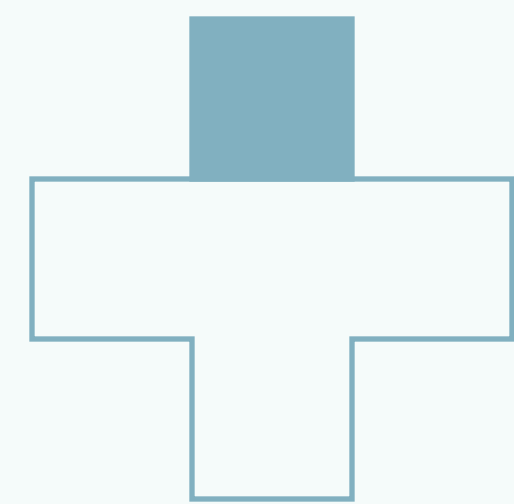


carbon through sustainable materials, including a low-carbon steel frame and precast brick façade. We also developed an online energy monitoring dashboard so the facilities management team can see how and where energy is being used in the building.

Globe Point also addresses future climate risks with innovative strategies, such as a flood alleviation wall and thermal modelling using for optimising occupant comfort. These measures ensure long-term operational efficiency and resilience.

Occupant health and well-being are central to the design, featuring amenities such as the Eleven Café, secure cycle storage, and high-quality showers. The “Temple Life” app enhances community engagement, promoting social interaction amongst building users.

As we move forward, the insights gained from Globe Point will inform our next project, One Globe Square, aiming for an even higher NABERS rating. Globe Point sets a new benchmark for sustainable office spaces, demonstrating how innovative design can lead to a healthier, more sustainable future.



ASPIRATION #1

Championing climate action.

Water management at Earls Court, London.

Set to break ground in 2026, the 160,000m² Earls Court site will evolve into a vibrant neighbourhood featuring approximately 4,000 new homes, 230,000m² of clean tech workspace, and three cultural venues, all surrounded by 20 acres of public space, including a 20,000m² urban park. This ambitious project aims to create up to 12,000 new jobs while prioritising sustainability.

Recognising the critical importance of climate resilience, Hoare Lea led the development of an innovative water management strategy to fulfil the development's water neutrality target. Central to this approach are Sustainable Drainage Systems (SuDS), designed to absorb over 60% of rainfall on-site, significantly reducing runoff by up to 95%. This strategy not only alleviates pressure on local sewer systems but also harnesses rainwater for irrigation, ensuring lush landscapes throughout the development.

60% Rainfall
ABSORPTION



“Designed to absorb over 60% of rainfall on-site, significantly reducing runoff by up to 95%.”

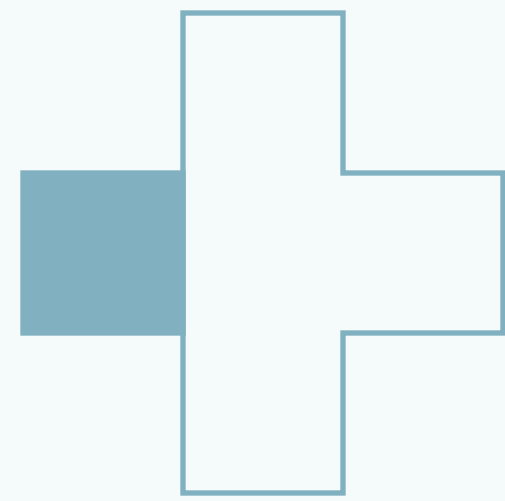
Incorporating climate-resilient species and advanced water-efficient technologies, the project aims for residential water usage below 80 litres per person per day—24% better than current regulations. With features like rain gardens and blue roofs, the Earls Court Development will enhance biodiversity and create a cooler, more inviting public realm, showcasing a commitment to both people and nature.



This ambitious project aims to create up to 12,000 new jobs while prioritising sustainability.



EARLS COURT



ASPIRATION #2

Creating and sharing value.

Our organisational partnership with UKGBC

In 2024 we became one of the three founding organisational partners of the UK Green Building Council (UKGBC) to provide valuable expertise and resources to support their key programmes.

Regenerative Places: This aims to develop a framework for sustainable places and communities, from an environmental, wellbeing and social value perspective. (Active participants include Greg Jones, Carl Walker, Vanessa Wall and Bobbie Lambert)

Good Practice Retrofit: UKGBC's publication on good practice retrofit measures for commercial buildings, as part of the Advancing Net Zero programme. (Research undertaken by: Matt Daniel, John Pirouet and Rowan Palmer)

UK Resilience Roadmap: Contributed thermal modelling research. The roadmap identifies climate risks for the built environment and adaptation strategies to improve resilience. (Active participants include Tom Smith, Ian Andrews, Ashley Bateson, Esam Elsarrag and others)

Involvement in the new UK Net Zero Carbon Building Standard



Involvement in the new UK Net Zero Carbon Building Standard

The publication of the Net Zero Carbon Building Standard (NZCBS) at the end of 2024 was the culmination of extensive industry collaboration, over a two-year period, between institutional and professional stakeholders.

We are proud to have played a key part in the development of this, being active in six workstreams, and supporting the industry to adopt standardised minimum criteria for net zero buildings.

The standard creates a major shift in addressing carbon emissions from buildings in the UK. It will enable building and real estate portfolio owners to adopt clear performance limits to classify their buildings as net zero carbon. The knock-on effect of this standard will be to encourage innovation and collaboration, driving the development of new technologies, system choices and solutions that have lower carbon emissions. And above all it levels the playing field, ensuring clear guidelines and emission limits can be adopted by all.

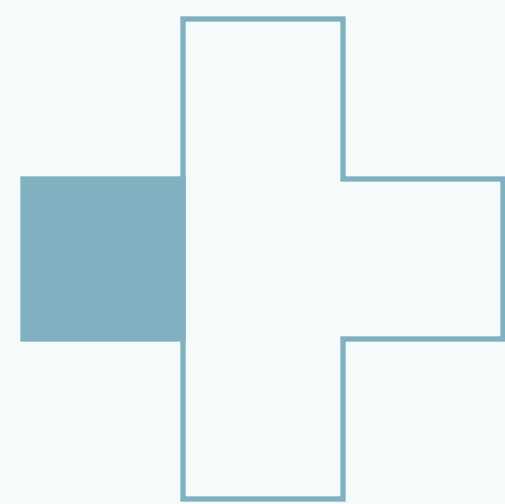
During 2025 we expect to see developers and investors to review their projects against the NZC Building Standard. We have already seen progress in efforts to reduce embodied carbon and operational energy in new and refurbished buildings to meet the targets set out in the standard.

Eimear Moloney, Tom Spurrier and Derek Main contributed to this.



Ashley Bateson, our Head of Sustainability, chaired a UKGBC discussion on resilience of the built environment to climate impacts at FutureBuild





ASPIRATION #2

Creating and sharing value.

Our industry leadership and engagement with professional institutions

Through our involvement in several key institutions of the built environment sector we continue to demonstrate leadership, share best practice and contribute to national regulatory consultations.

Some examples of our continued impact in 2024:



CIBSE

Zarna Patel is active in the Homes for the Future Group of the Chartered Institution of Building Services Engineers (CIBSE), supporting industry efforts to improve the energy and water efficiency of residential development.

Ashley Bateson supported the establishment of the new CIBSE Sustainability Group, helping to set up public events, on topics such as net zero development.

Hywyn Jones is part of the CIBSE Healthcare sector group, supporting the development of best practice in hospital design and sharing insights on how to improve resource efficiency in the National Health Service (NHS) estate.



Institute of Acoustics

Barry Jobling has been integral to establishing the Institute of Acoustic's 'Renewable Energy Working Group'. The group aims to develop guidance on noise and vibration issues relating to clean technologies, such as heat pumps and wind turbines, so that professionals can follow best practice in their implementation.

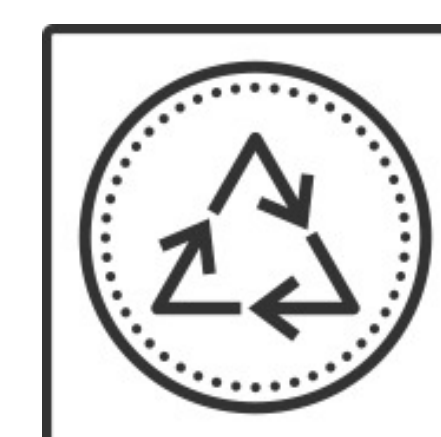


Healthcare

We have been engaging with the Institute of Healthcare Engineering and Engagement Management (IHEEM) at a regional level, promoting professionalism and engineering rigour within the healthcare estate.

We provided sponsorship for the King's Fund's Circles Leadership initiative which supports participants to collectively develop their leadership skills.

We presented to the 'Design in Mental Health' Conference on the importance of design considerations for treatment and assessment spaces.



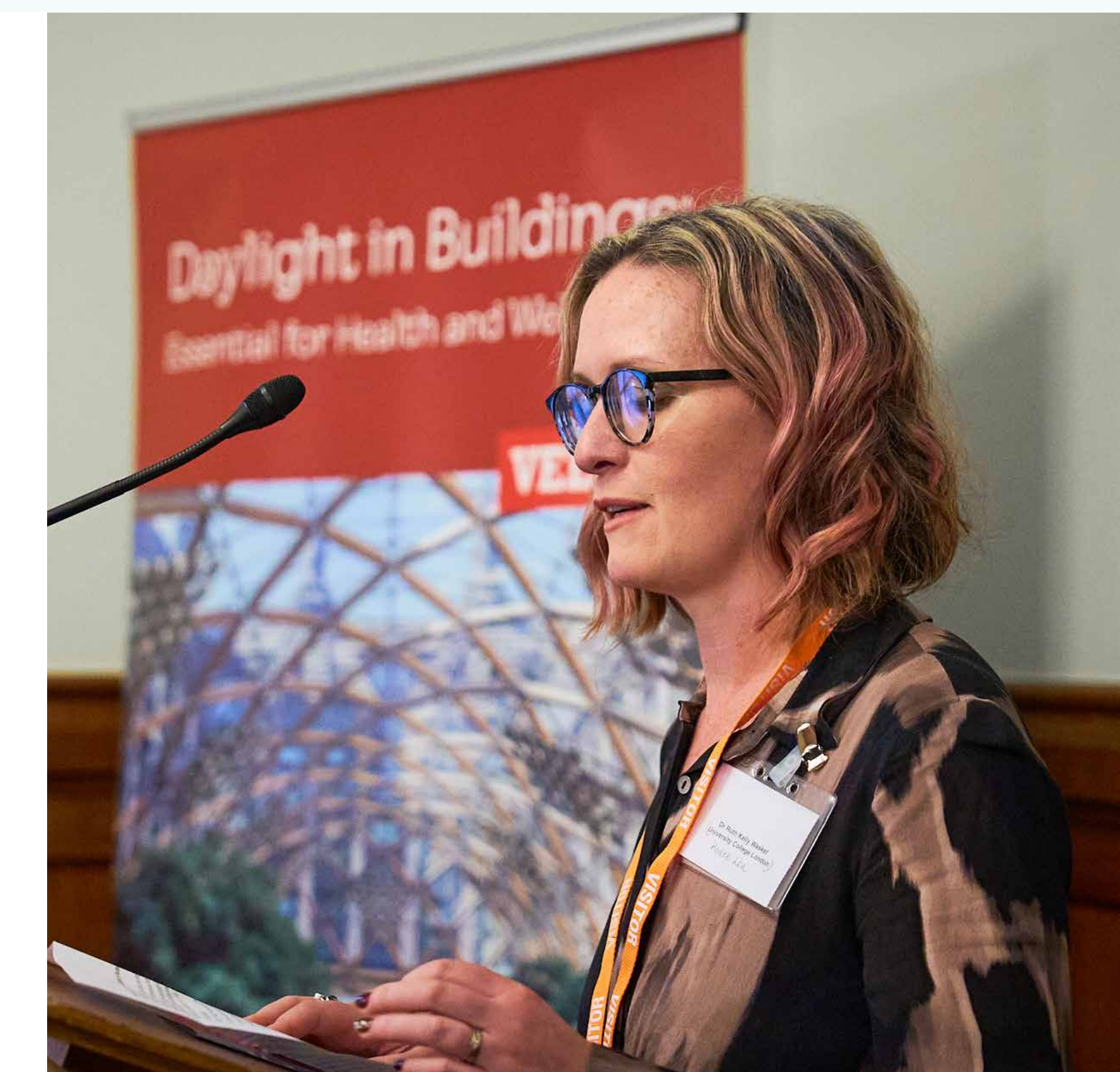
Sustainable Construction

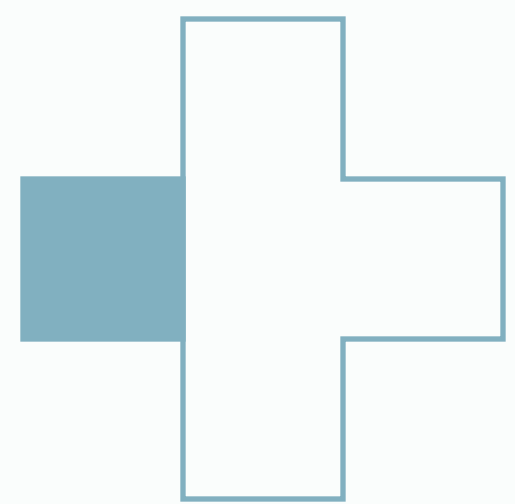
Jennifer Pollard and Claire Brierley have been active in industry engagement to advocate circularity and re-use of construction materials in refurbishment so we can reduce resource demand in the sector.

Lighting

We have spoken at conferences and seminars on lighting design and daylight, and continue to teach at universities to advance understanding and design of light and lighting. Ruth Kelly Waskett lectures at University College London and Kael Gillam lectures at Falmouth University.

Pictured right: Ruth Kelly Waskett speaking in Houses of Parliament at the launch of the Daylight Champions campaign, hosted by Richard Baker MP





ASPIRATION #2

Creating and sharing value.

Communities of Development and Expertise

We are committed to delivering Technical Excellence, which we define as pursuing technical accuracy, consistency and the efficient delivery of our services. This ensures our practice remains relevant and compelling for our clients, supporting them to solve emerging challenges and driving progress in our industry.

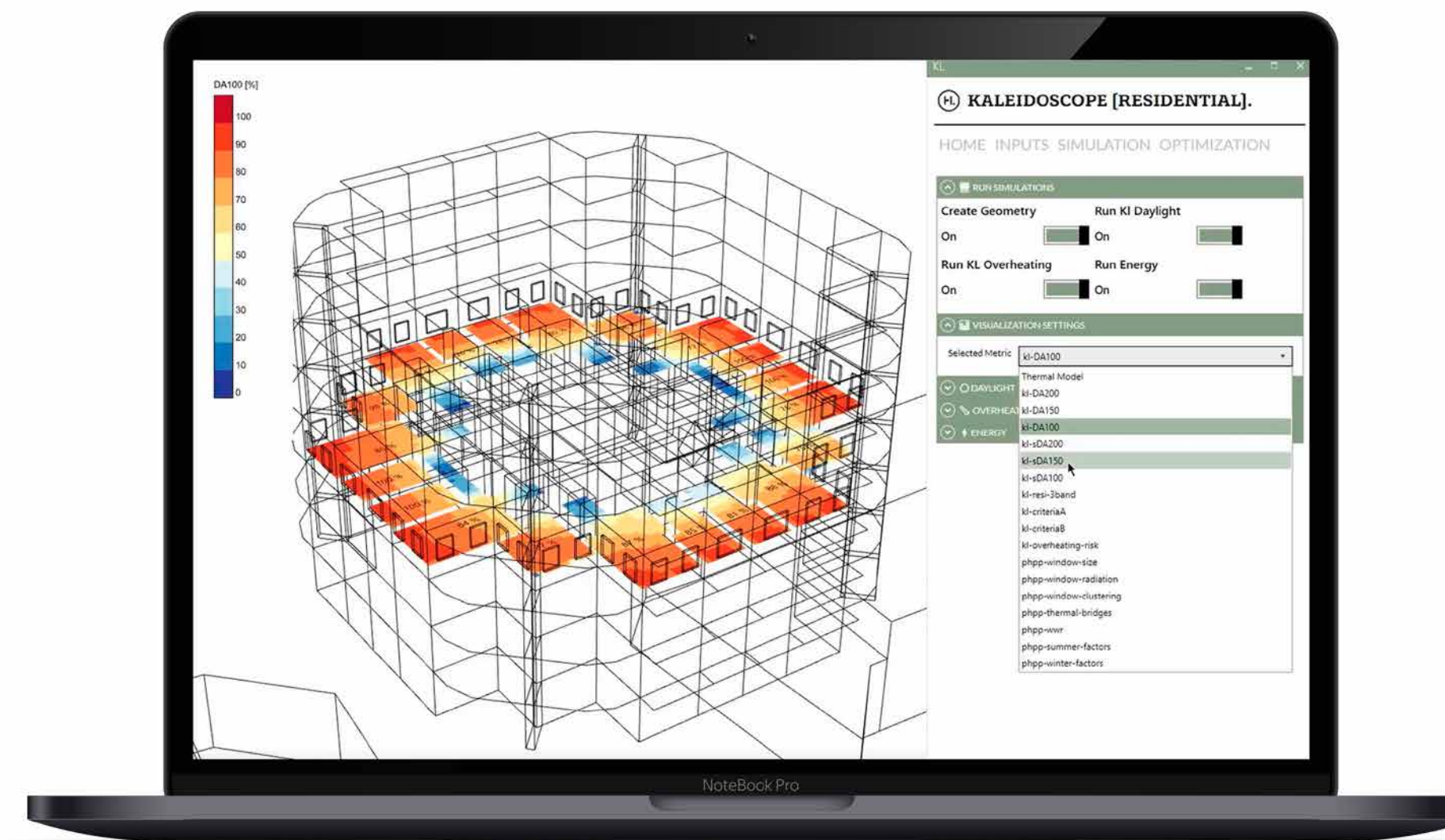
To achieve these ambitious goals, we are mobilising our entire technical workforce in over 30 Communities covering every one of our specialisms; from Whole Life Carbon to Cyber Security and from Energy Economics to Vibration, our Communities of Development and Expertise are our engines of change with a remit to develop expertise, share knowledge and empower thought-leadership.

The output of this work is shared across the organisation through dedicated online platforms, and contributors are recognised and celebrated for their efforts in keeping us at the forefront of practice in the built environment.

Accelerating sustainable building design

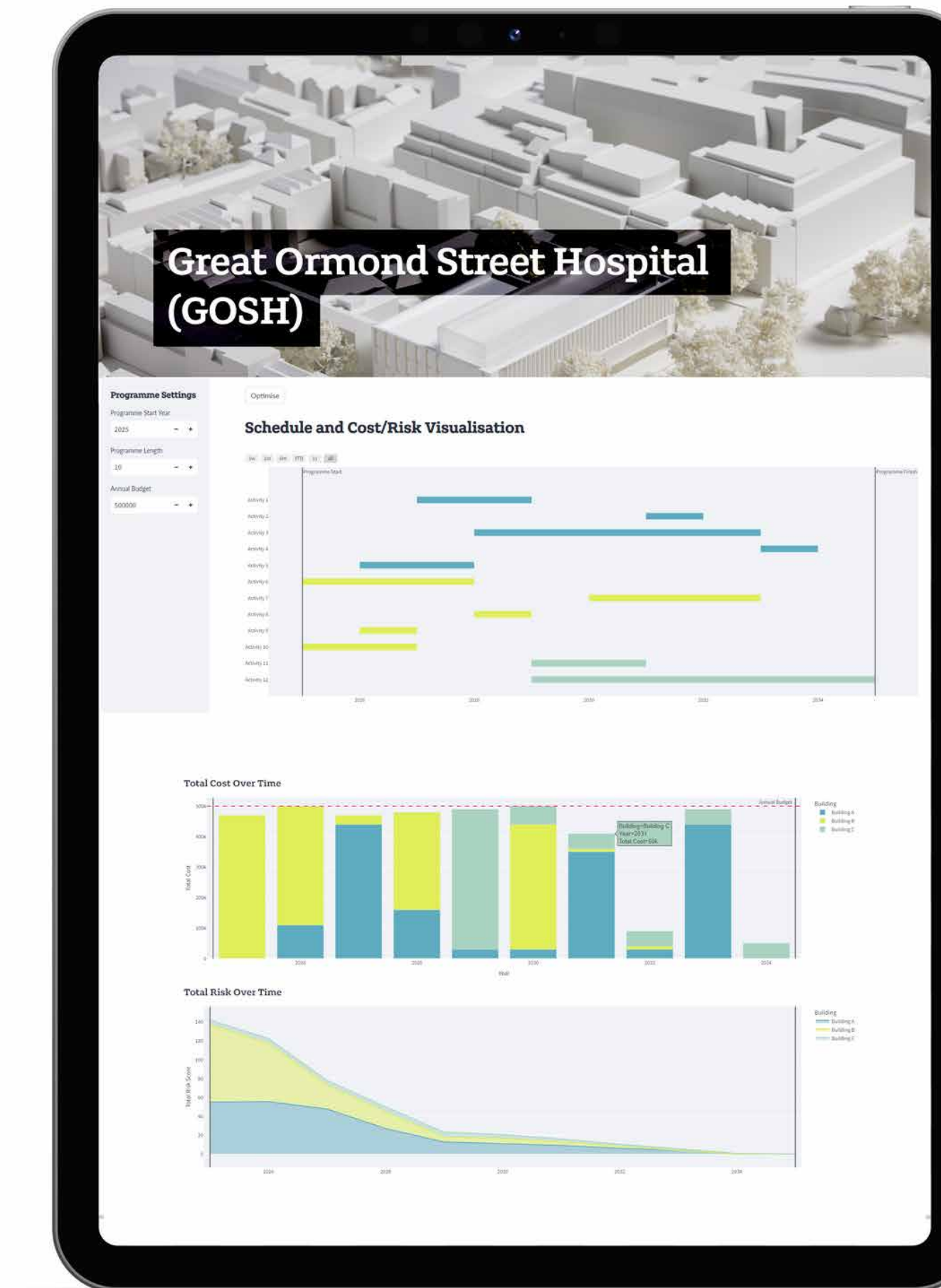
We designed our **Heat Decarbonisation Toolkit** to assist us in delivering comprehensive Carbon Reduction Studies for existing buildings. Achieving Net Zero Carbon for existing buildings is often constrained by factors such as funding, operational disruption, and site limitations. Our toolkit provides a pragmatic approach to navigate these barriers, setting out a clear methodology for electrification and integrating heat pumps into existing systems as a lead heat source. This allows for significant carbon reductions without extensive shutdowns.

Kaleidoscope is an innovative machine learning tool that we designed to transform how we analyse thermal comfort, estimated energy usage and daylight levels in residential building design. With its intuitive interface, embedded in design software, users can quickly set up geometry and run simulations, drastically reducing analysis time.



By varying parameters such as glazing ratios, glazing performance, and shading options, Kaleidoscope enables us to deliver a comprehensive evaluation of design options, leading to optimised buildings which reduce solar gain and enhance thermal comfort while balancing energy consumption. Increased speed of analysis enables us to more effectively influence the architectural design in the early stages, supporting the achievement of best practice daylight and wellbeing metrics which require early intervention and agility.

Verity is our BREEAM pre-assessment web app, which allows users to create full pre-assessments through a user-friendly interface, using templates tailored to project types and goals. It simplifies navigation through environmental assessment criteria, while centralising information for improved collaboration between stakeholders. By harnessing insights from our projects, Verity aims to enhance efficiency and effectiveness in achieving sustainability goals.

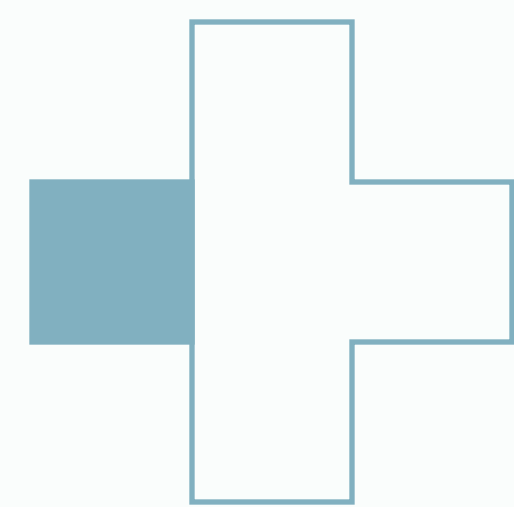


Driving innovation at Great Ormond Street Hospital

Our collaboration with Great Ormond Street Hospital (GOSH) showcases how we leverage innovation to tackle complex healthcare challenges. Faced with a significant backlog of maintenance tasks impacting patient safety, GOSH required a strategic, data-driven approach to prioritise critical work.

Working across our Healthcare MEP, Digital, and Building Performance teams, we developed a tool founded in data science to optimise backlog prioritisation. This innovative solution enables stakeholders to identify infrastructure risks and allocate resources effectively, ensuring capital is deployed where it matters most.

Our approach has garnered praise for its pragmatism and technical rigour, helping GOSH enhance decision-making and strengthen governance structures. As other NHS trusts express interest in adopting this tool, we are also exploring its application for decarbonisation efforts. By combining technical expertise with scalable solutions, we are creating lasting value that extends beyond individual projects, fostering long-term improvements across the healthcare sector.



ASPIRATION #2

Creating and sharing value.

Sentient buildings: AI for sustainable outcomes

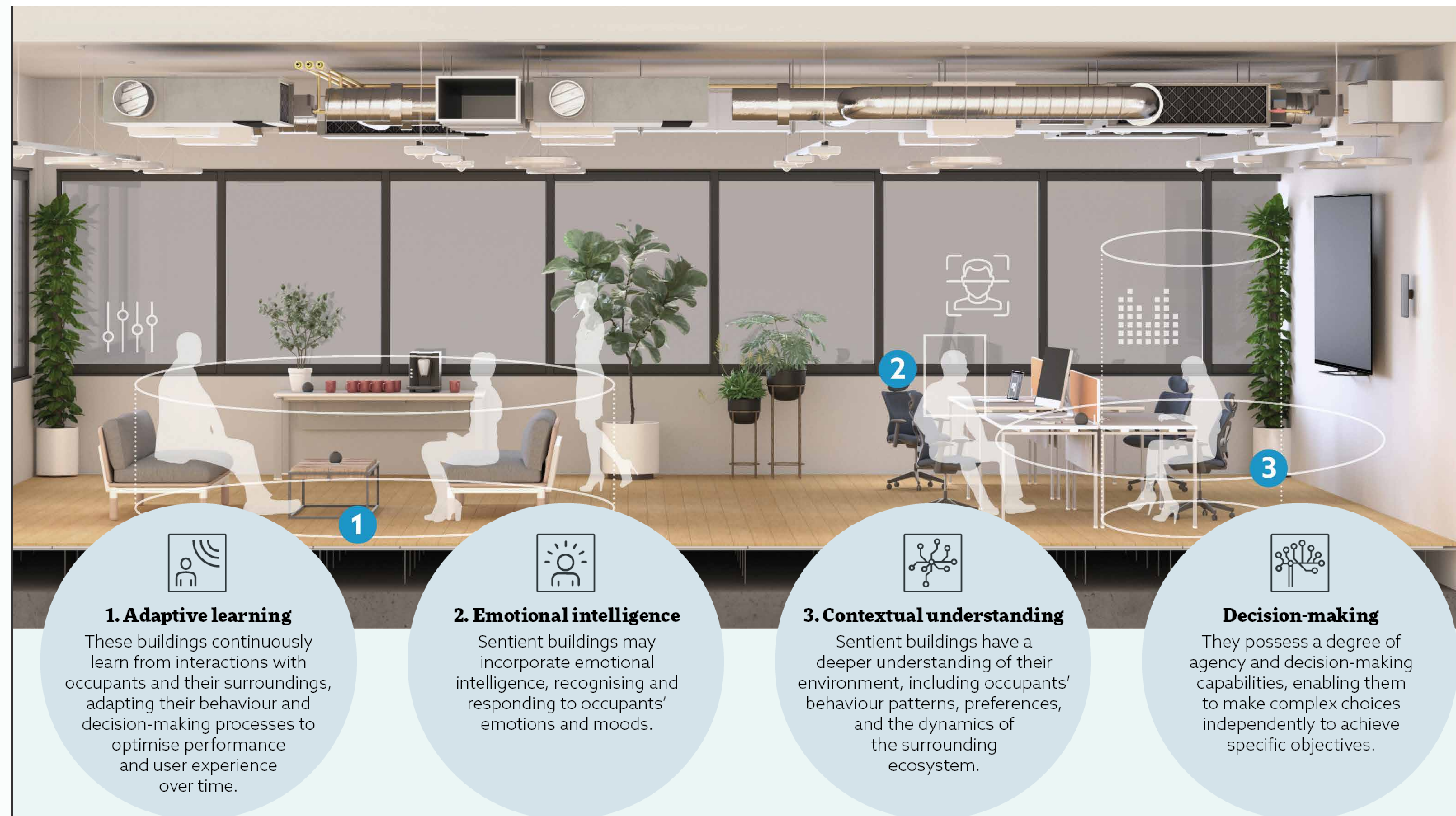
We have partnered with the University of Southampton as part of their PhD programme in AI for Sustainability (SustAI). As part of the drive to harness AI in delivering sustainable outcomes, the SustAI programme draws on skillsets across various disciplines, bringing diverse perspectives together to tackle this challenge. During the PhD programme, students will engage in a 12-week project, one of which is our sentient buildings research.

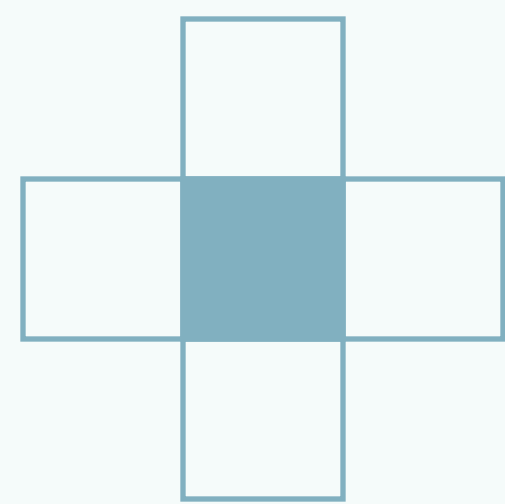
The aim of creating sentient buildings is to give them a form of artificial awareness, allowing the building to perceive, interpret, and anticipate the needs and preferences of occupants in more intelligent ways. Through a whole-system perspective, they have the potential to create spaces which prioritise social outcomes and address complex design challenges, improving the performance of buildings for communities and nature.



Read more about sentient buildings in Issue 13 of Exploare

By supporting emerging researchers, we aim to inspire future studies in the built environment, potentially sponsoring students and providing access to knowledge, data, and real-world projects.





ASPIRATION #3

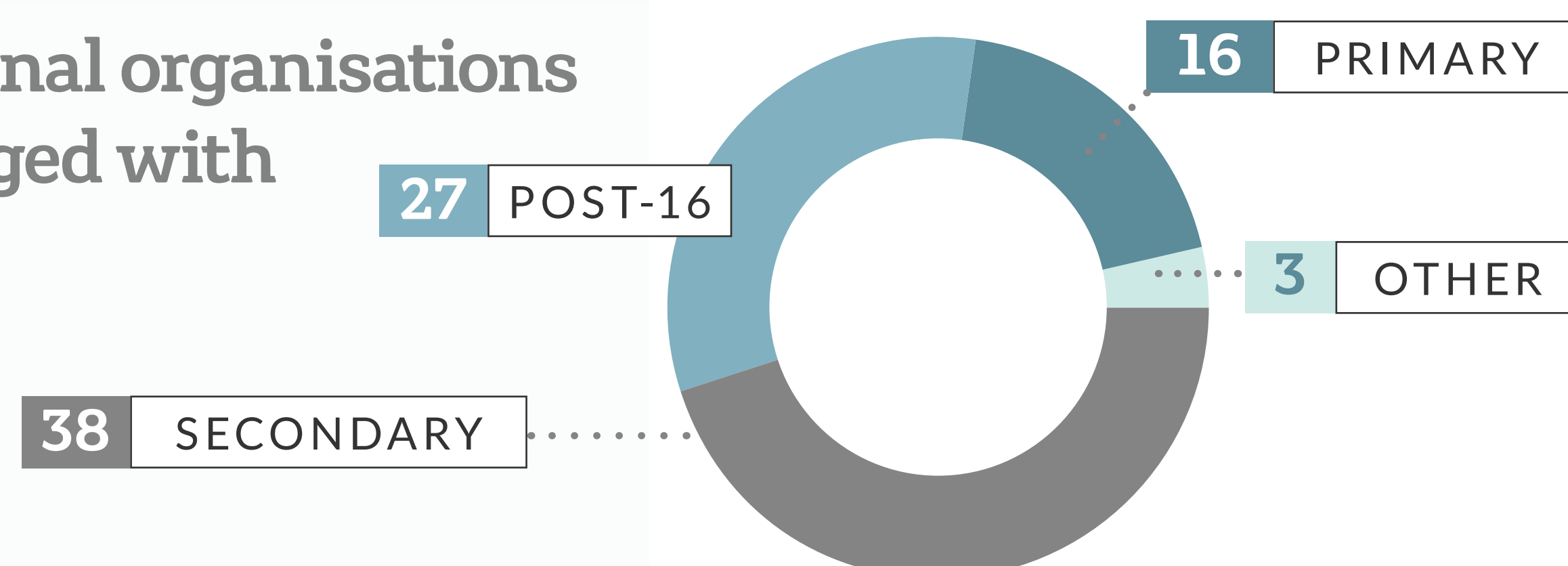
Delivering social value.

Our commitment to STEAM education

This year we have continued our dedication to promoting STEAM (Science, Technology, Engineering, Arts, and Mathematics) education. By engaging with diverse organisations and age groups, we aim to inspire the next generation of innovators and problem solvers. Our participation in STEAM activities not only enriches the communities we serve but also empowers our employees to share their expertise and passion for these critical fields.

This year we have provided 91 total weeks of work experience across our offices, giving young people valuable career insights and additional opportunity for personal development. Additionally, presentations and lectures increased from 12 to 19, showcasing our efforts to share knowledge and inspire curiosity.

Educational organisations
we engaged with



RISE at Four Dwellings Primary Academy

In October 2024, 15 students from Four Dwellings Primary Academy took over our Birmingham office as part of the Raising Inspiration for Successful Employment (RISE) initiative. This visit aimed to broaden the horizons of children from a challenging background.

Anna Mielcarek kicked off the day with an engaging introduction to engineering and sustainability, while Matt Partridge and colleagues showcased the latest immersive technologies.



A hands-on practical experiment allowed the children to apply their newfound knowledge in a fun way.

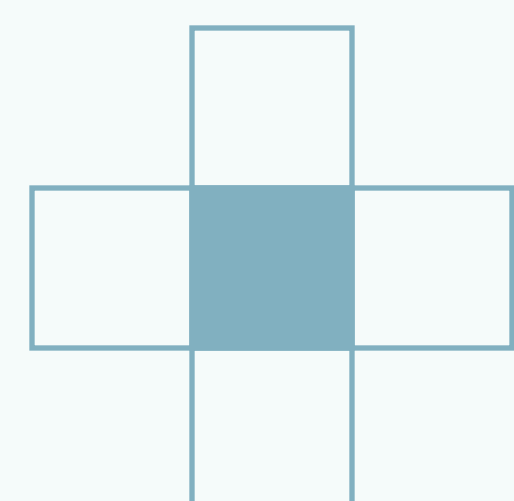
The day was filled with excitement as the students tackled design and engineering tasks and engaged with our immersive visualisation tools, including 3D walkthroughs and virtual reality models.

This exposure is vital for these children, many of whom come from families where employment has been a challenge for generations. Four Dwellings is dedicated to embedding the concept of 'career' into their everyday vocabulary.

The school is eager to bring the next year group to visit us, fostering a long-term impact on these children's aspirations. We look forward to continuing this partnership and inspiring the next generation of engineers.



We look forward to continuing this partnership and inspiring the next generation of engineers.



ASPIRATION #3

Delivering social value.

Maximising social impact

Our mission is to co-create positive impacts for present and future generations with real economic value and societal benefits. This requires new approaches, prioritising the wellbeing of those impacted by the built environment. We are delivering community engagement and social impact evaluations across projects of multiple scales, putting people at the centre of our consultancy services.

In 2024 we delivered bespoke training to key stakeholders across our organisation, to consolidate and streamline our approach to delivering social value commitments on multidisciplinary projects. By gathering feedback on challenges, identifying the areas with greatest potential for impact, and strengthening connections between teams and regions, improving our capacity to generate social value.

As part of Tetra Tech, a leading global provider of consulting and engineering services, we contribute to the company's ambition to positively impact the lives of one billion people worldwide through Hoare Lea's people-centric and science-led consultancy services in the built and natural environment.

See the latest Tetra Tech Sustainability Report 2025



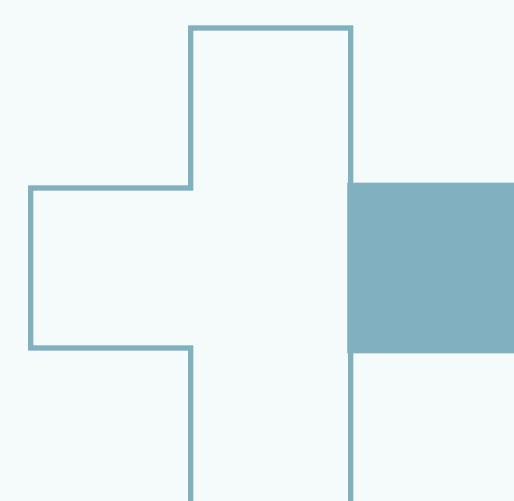
Community-Led Development at Feering, Essex

We are pioneering a community-led and impact-centric approach to masterplanning at Feering, Essex. This project aims to bring approximately 835 homes to Feering, preserving the unique identity of Feering Village while expanding access to green spaces and community facilities, and providing safer, more effective active travel routes.

Our approach to community engagement at Feering places the community at the heart of all decisions. Through immersion in the local community, spending time with residents, we sought to understand their day-to-day experience of life in Feering, where do they go, and what do different places mean to them. Various creative engagement activities elevated the voices of local schools, businesses, and community groups.

We held regular community and youth panels to enable the community to shape and co-produce aspects of the development alongside the design team. Input from residents has informed the type and placement of social infrastructure, ensuring the design responds to the specific needs and challenges of current residents, and provides for the needs of future generations.

This project exemplifies how community engagement can lead to impactful development, championing community health and well-being while creating a sustainable future for Feering.



ASPIRATION #4

Empowering our people.

Supporting working parents

In July 2024, we hosted a webinar with Jess Heagren, founder of Careers After Babies, to discuss research findings on supporting working parents. Many of our employees collaborated to facilitate this informative session, helping us enhance our initiatives for the success and well-being of working parents at Hoare Lea.

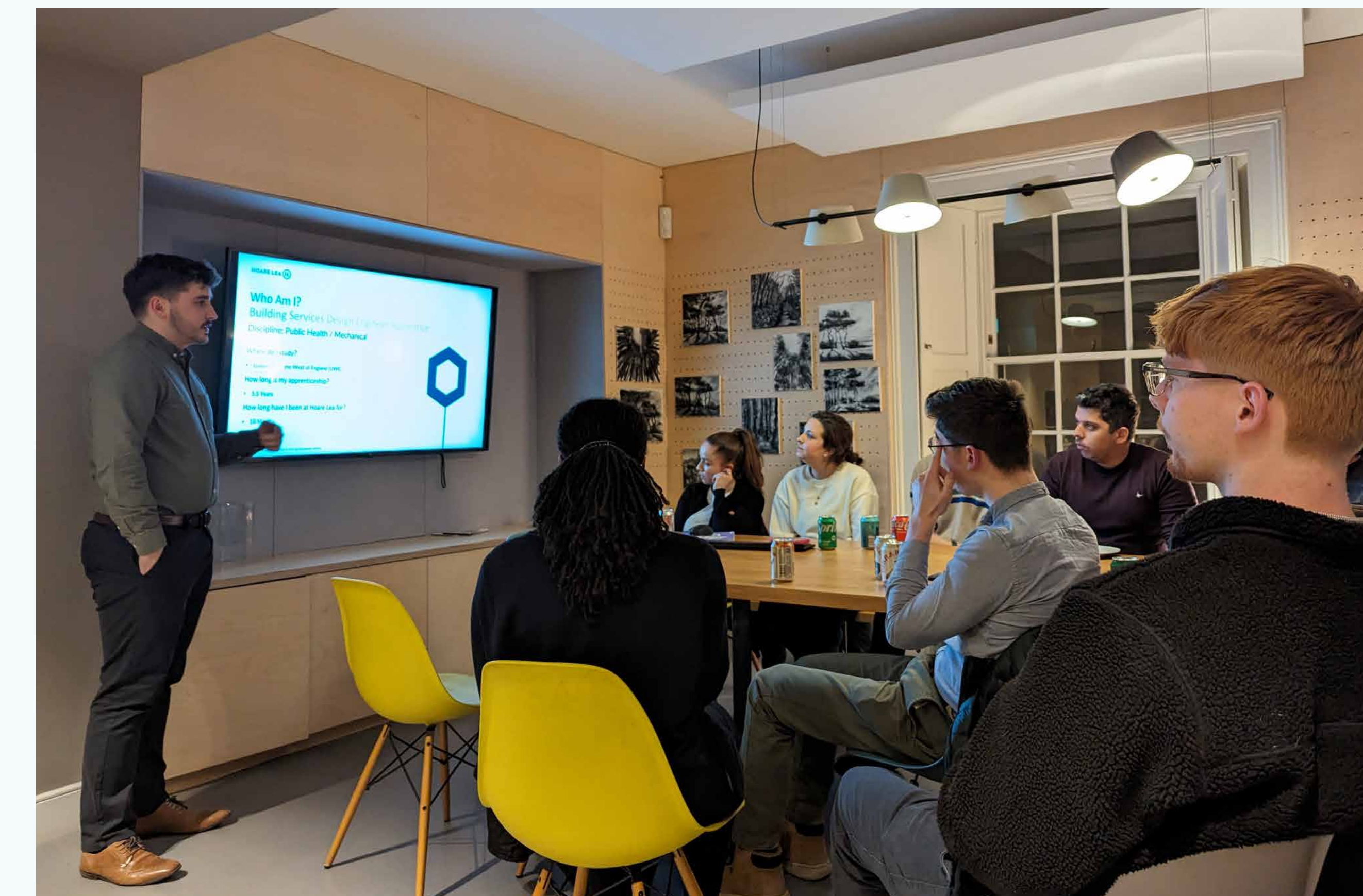
Raising cultural awareness

In October, to mark Black History Month our employees hosted in-office events, including documentary screenings and providing Afro-Caribbean-themed catering. Articles about Black History were also published, fostering awareness and understanding within our organisation.

Highlighting work-life balance

In November, we celebrated National Work Life Week by sharing personal stories from employees who benefit from our flexible working support. These case studies highlighted various circumstances, such as childcare and community volunteering, showcasing how our initiatives empower colleagues to balance their professional and personal lives effectively.

“The group aims to be a stepping stone between higher education or other pathways, into the construction industry and the corporate environment. It brings individuals together across different teams, providing a base for knowledge sharing and strengthening professional connections across the office.”



25.9%

OUR MEDIAN GENDER PAY GAP

21.8%

OUR MEAN GENDER PAY GAP

13.1%

THE UK MEDIAN GENDER PAY GAP

Gender pay report.

In the 12 months leading up to this report:

- 27.8% of our promotions were women
- 35% of our new hires were women
- Representation of women across the firm increased from 27.5% to 28.5%
- Representation of women within leadership roles (levels 9+) increased from 11.6% to 12.8%

[Read our 2024 Gender pay report on our website](#)

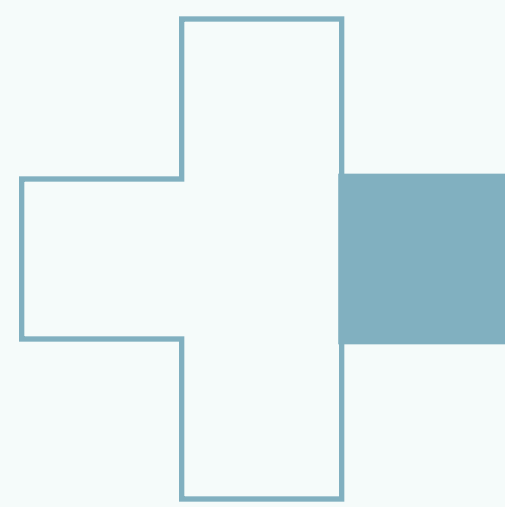
NextGen Communities

One of the biggest hurdles facing people entering a new workplace post-Covid, is how to meet and form connections with other colleagues. This is especially challenging for people in their early careers, for whom it might be the exciting, but nevertheless scary, first step in their professional career. We are supporting our early careers cohort by sponsoring the development of NextGen Communities. So far, these have been set up in our London and Bristol offices.

The NextGen Communities combine professional development with building social connections, taking a holistic approach to career development which fosters a sense of belonging and builds confidence among those in their early careers.

They have organised socials from potluck lunches to darts, as well as networking events with industry partners such as architects and contractors.

They're mindful to include everyone who could be considered 'early careers', with the only parameters being that you must be taking your first steps in your professional career. This supports collaboration across sectors and disciplines and has enabled the groups to become a distinct and influential presence within the offices, creating a warmer, chattier atmosphere and forming a clear place for leaders to gather the perspectives from younger people.



ASPIRATION #4

Empowering our people.

Improving our understanding of health & wellbeing

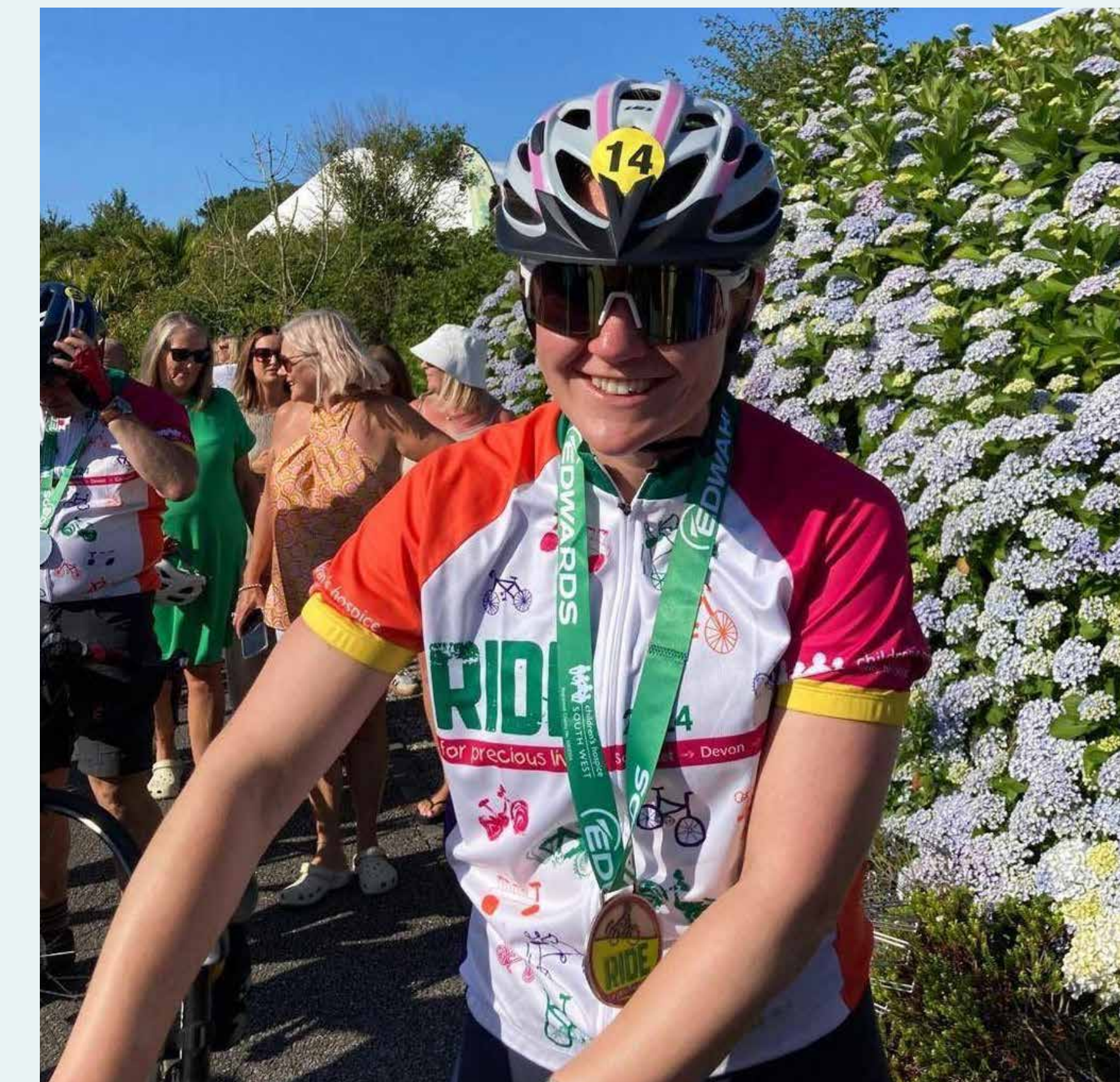
At Hoare Lea, we recognise that our mental health and wellbeing is paramount to fostering a supportive and productive workplace. To address this critical issue, we have commissioned leading academics to undertake a comprehensive research project aimed at understanding the mental health landscape within our organisation. The project's goal is to identify the factors influencing mental health and distress among our workforce and to develop actionable recommendations that position Hoare Lea to improve their mental health support. The research team will explore the prevalence and severity of mental health challenges, the effectiveness of existing support mechanisms, and the overall organisational culture surrounding mental health. By engaging with our employees, the project aims to co-produce interventions that resonate with their needs and experiences.

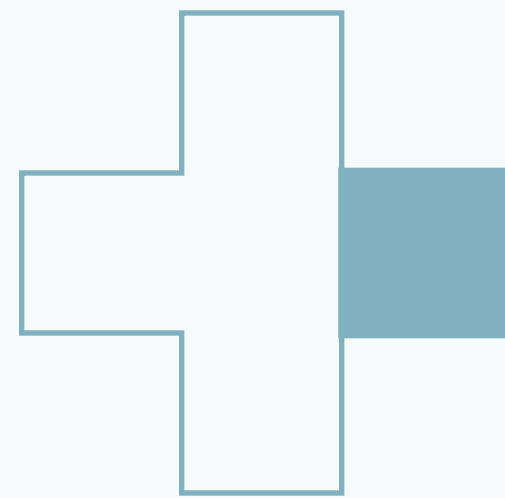
By investing in this research, we are not only addressing immediate concerns but also laying the groundwork for a healthier, more resilient workforce. At Hoare Lea, we are committed to nurturing our health and wellbeing, creating a culture of openness and support that empowers everyone to thrive.

Tetra Tech Active

In June 2024, Tetra Tech UK reintroduced its popular six-week wellbeing initiative aimed at enhancing physical and mental health while fostering connections among colleagues. Tetra Tech Active invited teams of up to eight members to log their fitness activities—ranging from hiking and swimming to dancing, yoga, and even playing frisbee—for points and leaderboard rankings.

As a Tetra Tech company, Hoare Lea participated in this year's challenge, which featured weekly competitions with exciting tech prizes and vouchers for activities such as photography, crafts, cooking, and mental wellness practices, including mindfulness, journalling, reading, and exploring local parks. This inclusive programme encouraged participation from all employees, regardless of their fitness levels.





ASPIRATION #4

Empowering our people.

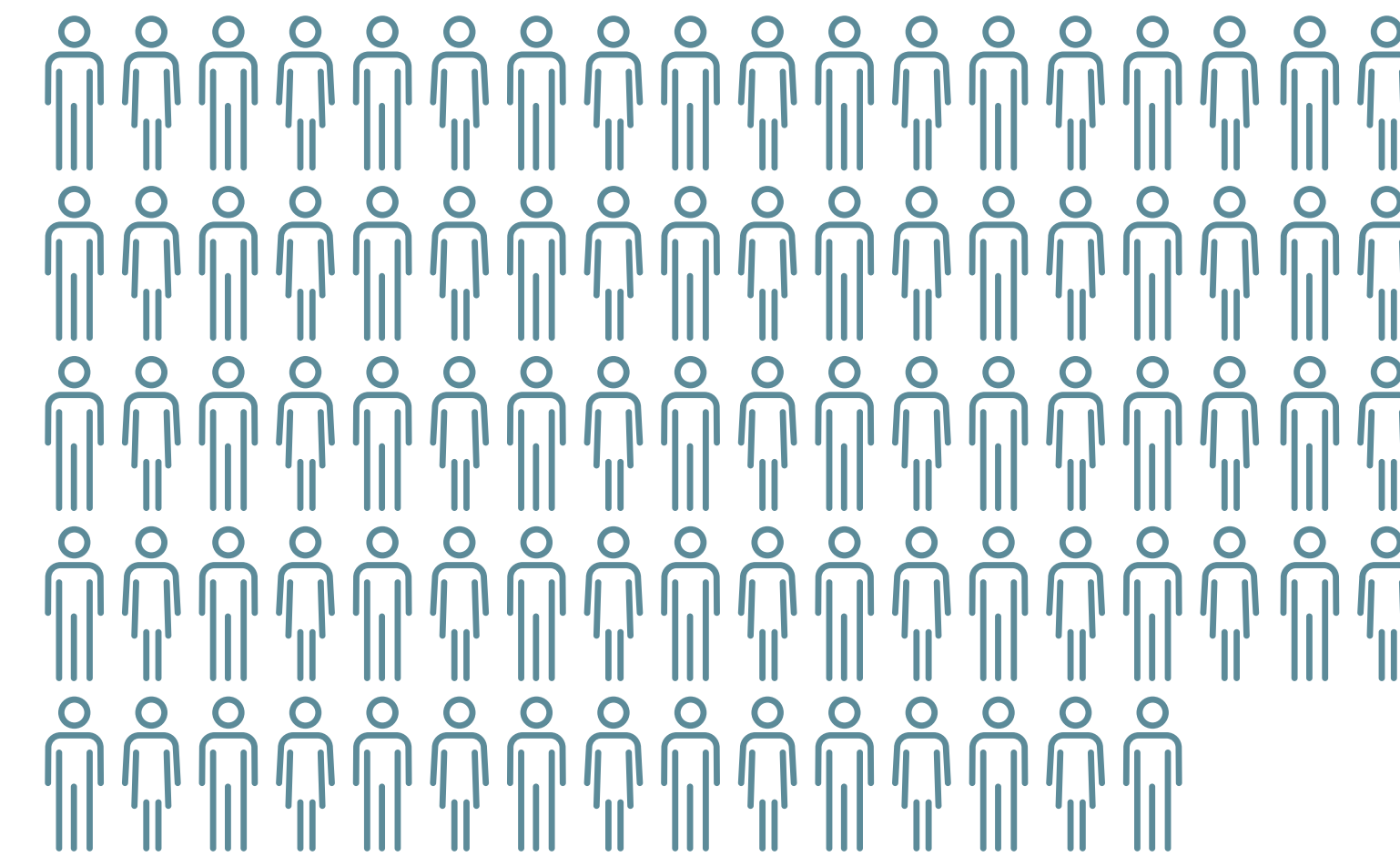
Ongoing learning & development

As part of our commitment to enhancing training and development, we introduced two new initiatives this year: a comprehensive induction programme for new starters and specialised training on the Building Safety Act. The induction programme will help new employees integrate into our culture and equip them with essential skills, while the Building Safety Act training ensures our team is well-versed in the latest safety regulations and was highly commended by CIBSE in their annual performance awards.



Read more about Data-driven insights in Issue 13 of Exploare.

640 People have participated in our new Building Safety Act training



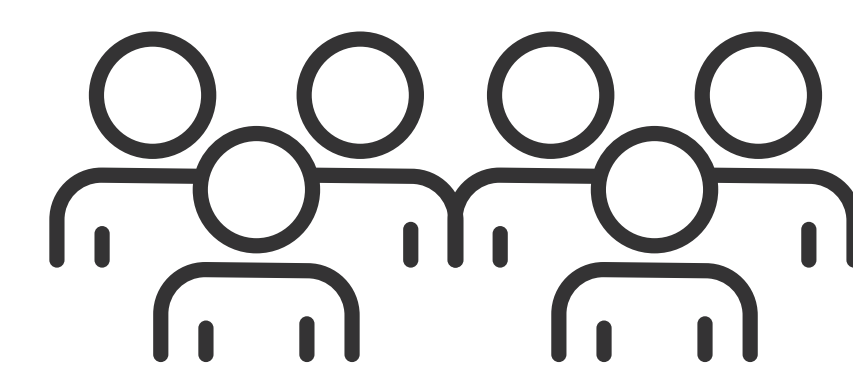
87 Data Apprentices

Data Academy with Multiverse

In 2024 we created our Data Academy in partnership with Multiverse, a UK-based tech company that helps people develop skills in AI, data, and tech through apprenticeships which provide personalised on-the-job learning.

This is equipping them with modern skillsets that complement their existing skills in engineering and design.

The benefits we now see across the business go beyond specific skills such as Power BI, Python, statistical analysis, and machine learning. There is a marked increase in the level of curiosity amongst our apprentices as they start to explore the art of the possible with their new skills. The Data Academy is providing a real boost to the careers of those on the programmes, as well as upskilling their peers who are not part of the Academy, by sharing what they are learning and training each other informally.



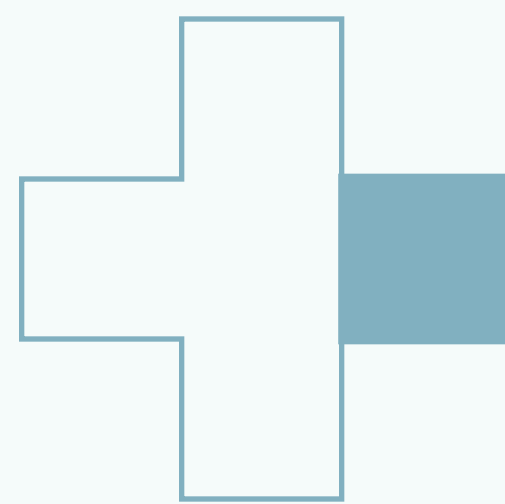
93 People have participated in our new induction programme

“Technology, particularly around data, is transforming the way all businesses operate - providing opportunities for some individuals to access career progression, and threatening others with job displacement. But almost half of workers have done no workplace training in the last five years. By investing in the skills of their team, Hoare Lea aren’t just supporting their operational efficiency, they are setting their employees on a route to thrive for years to come.”

– Multiverse

We are also seeing the impact of this in the way we engage with our clients. By using advanced data analysis techniques, investing strategically in platforms and data visualisation, and applying AI, we are finding novel ways to help clients solve ever-more complex challenges.





ASPIRATION #4

Empowering our people.

“This experience has allowed me to engage more deeply with our clients, enhancing my role and contributing to meaningful sustainability efforts.”



Visual Dashboards for Net Zero

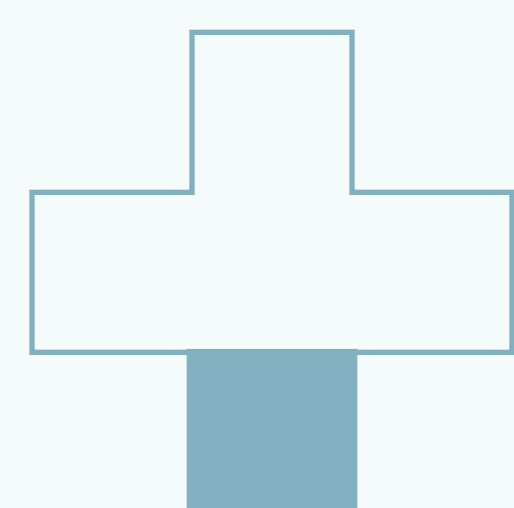
“I’m excited to share my experience with the Multiverse apprenticeship scheme, where I’ve gained valuable skills in data analysis. Seven months into the Data & Insights for Business Decisions course, I’ve significantly improved my proficiency in Excel and Power BI.

Recently, I applied my newfound skills to create a dashboard visualizing energy usage and carbon emissions for a client in the Higher Education sector. By combining utility meter data with CIBSE benchmark values, I analysed building performance against ideal standards.

The dashboard also simulates various decarbonisation options, helping our clients improve energy performance and reduce emissions on their journey to net zero. This experience has allowed me to engage more deeply with our clients, enhancing my role and contributing to meaningful sustainability efforts. I look forward to further developing my skills and replicating this dashboard for other clients across different sectors.”

Matthew Valks





ASPIRATION #5

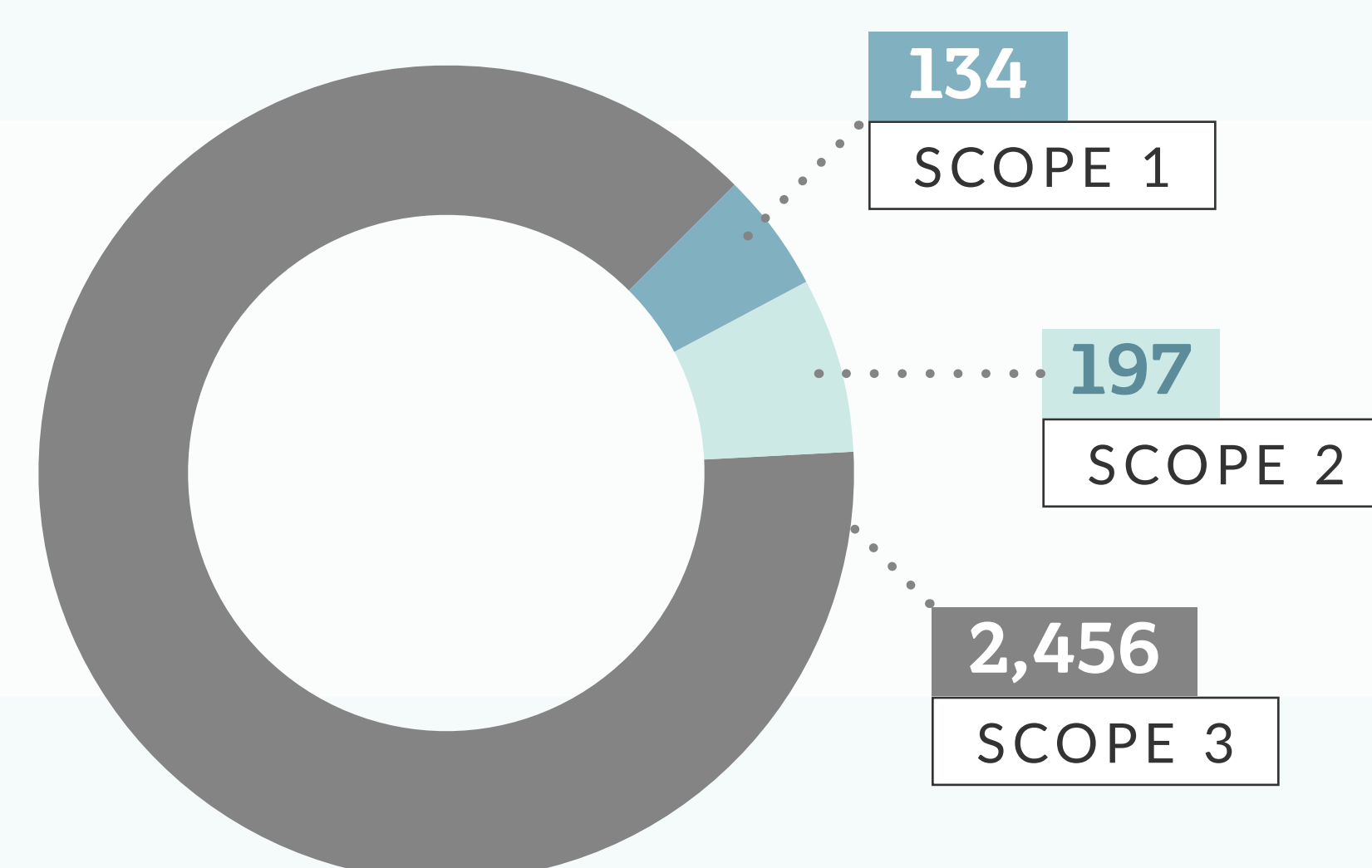
Leading climate-responsive operations.

Our carbon footprint

Our total Greenhouse Gas (GHG) emissions from our business operations have decreased by 9% from 3,084 to 2,787 tonnes CO₂e between 2022/23 and 2023/24*, aligning with our Science-Based Targets Initiative (SBTi) trajectory. This is predominantly due to a significant decrease in our Scope 3 emissions by 11%. Scope 3 emissions account for 88% of our total emissions and largely fall outside our direct control, being the emissions produced by travel and within our value chain.

Total emissions by Scope 2023/24 (tCO₂e)

See tabulated breakdown on next page



*Our carbon reporting period is runs from October–September. This year’s reporting period is October 2023–September 2024.

Although our overall emissions have decreased, we have observed an increase in our Scope 1 emissions (24%). This rise is primarily attributed to an increasing number of staff, with emissions measured in absolute terms rather than intensity. Our absolute carbon reduction targets recognise that Hoare Lea must decarbonise in absolute terms, reducing our total carbon footprint each year, regardless of how many people we employ.

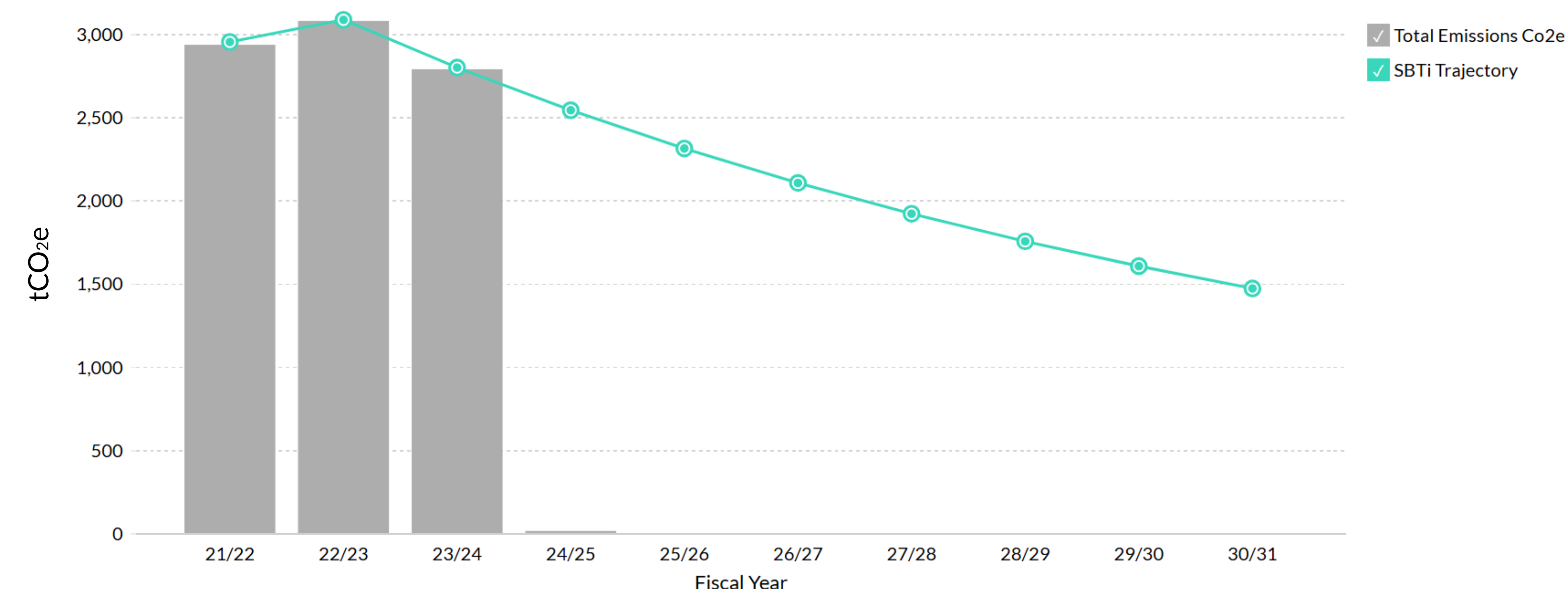
This increase underscores the need for ongoing efforts to manage and mitigate our direct emissions.

We continue to see a decrease in our Scope 2 emissions (8%), which relates to the power consumed in our offices. This reduction has resulted from improved efficiency and usage patterns, as well as our recent relocation to more energy-efficient spaces in some of our locations.

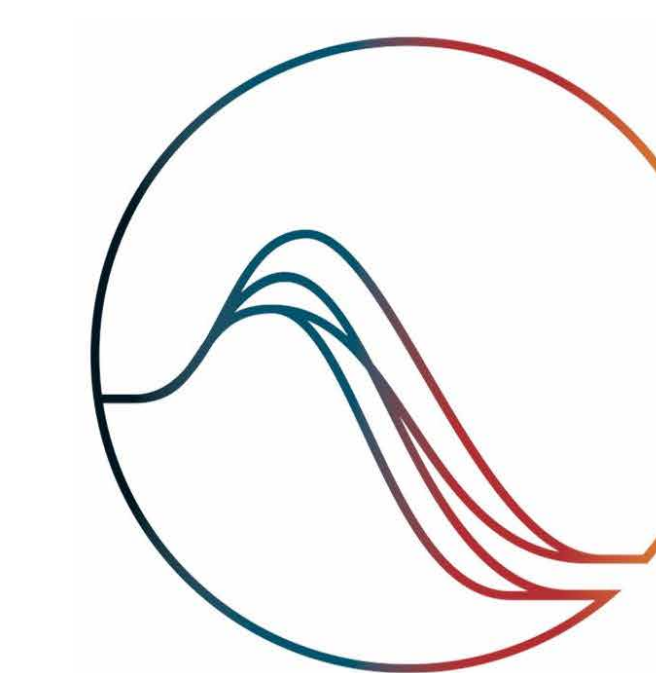


Overall 9% reduction in Green House Gas emissions – aligning with our SBTi targets

Total annual emissions (tCO₂e)

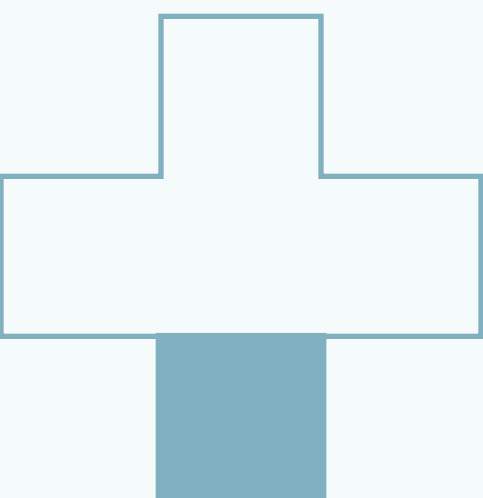


Our Scope 3 emissions are where we have seen the most significant reduction. This is primarily due to a decrease in commuting, with fewer employees traveling by car and more opting for electric vehicle alternatives when driving. Additionally, our spending on purchased goods and services has decreased in real terms compared to 2022/23. This year, we will specifically target our supply chain to enhance data robustness and identify areas for impactful emissions reductions.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



ASPIRATION #5

Leading climate-responsive operations.

Improving our emissions reporting

This year, we enhanced our carbon accounting processes through the implementation of a sophisticated software system that advances the data collection and processing of our emissions data, and streamlines the overall carbon accounting process, ensuring we have a comprehensive inventory of our emissions with the available data. This transition allows for more frequent and accurate monitoring across all Scopes, providing a dashboard that visualises our carbon footprint effectively.

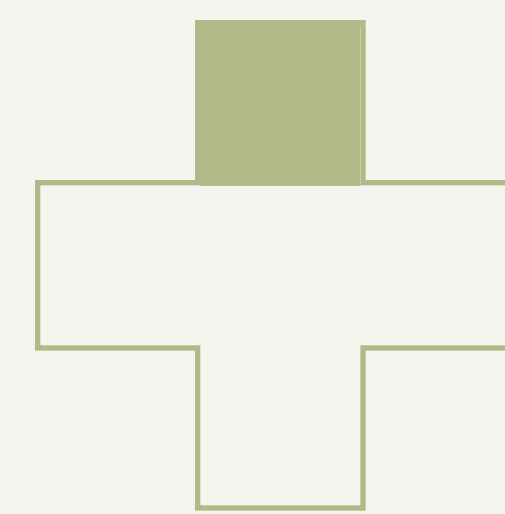
Software significantly improves auditability and transparency, maintaining a comprehensive log of data inputs to ensure our practices are verifiable and compliant. More frequent access to up-to-date data enables informed decision-making, allowing us to identify trends and evaluate the effectiveness of our carbon reduction strategies. If emissions rise in a specific area, we can quickly investigate and implement corrective actions.

| | | 21/22 BASE YEAR | 22/23 | 23/24 | Change from 22/23 |
|---|--|--------------------|-------|-------|----------------------|
| | | tCO ₂ e | | | |
| Scope 1 Direct sources | Fuel | 55 | 60 | 90 | +30 |
| | Fleet emissions (petrol and diesel cars) | 16 | 14 | 14 | 0 |
| | Refrigerants | 31 | 34 | 31 | -3 |
| Total scope 1 | | 102 | 108 | 135 | +27 |
| Scope 2 Indirect sources | Electricity | 182 | 197 | 181 | -16 |
| | Fleet emissions (electric cars) | 4 | 8 | 0 | -8 |
| | District heat | 8 | 9 | 16 | +7 |
| Total scope 2 | | 194 | 214 | 214 | -17 |
| Scope 3 Upstream & downstream sources | Purchase goods and services | 1,639 | 1,737 | 1,580 | -157 |
| | Waste | 7 | 1 | 2 | +1 |
| | Fuel (impacts from extraction, transmission) | 92 | 85 | 65 | -20 |
| | Business travel | 280 | 245 | 281 | +36 |
| | Commuting | 637 | 694 | 528 | -166 |
| Total scope 3 | | 2,655 | 2,762 | 2,456 | -306 |
| Total: All emissions | | 2,951 | 3,084 | 2,787 | -297 |



Moving forward.

We have set the following commitments to drive our actions and progress over the year ahead, in alignment with our North Star.



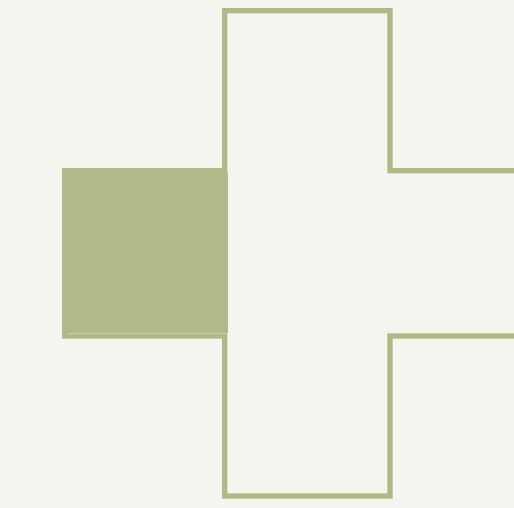
ASPIRATION #1

Championing climate change.

Influencing climate resilience in the built environment

In the coming year we will enhance our advocacy and action on embedding climate resilience in the built environment. We know that global warming is increasing overheating risks in many building types, with potentially disastrous human comfort and socioeconomic impacts. We will apply our knowledge of climate adaptation methods on projects we work on, taking a science-led approach to planning and design advice.

We will also work with industry stakeholders to raise awareness of climate resilience strategies, highlighting the critical role for nature.



ASPIRATION #2

Creating and sharing value.

Leading on Net Zero Carbon and regenerative communities through industry impact

Through our extensive industry network, we will seek to accelerate the value we provide to society by advancing and sharing knowledge and best practice in human-centric and planet conscious design. There will be a specific focus on leading on the understanding and application of net zero carbon development. We shall do this through promoting ideas on what a better world can look like, how it can be delivered and through our influence on standards and leading practice.

We shall also aim to deliver this through collaborative industry partnerships, including in opportunities for decarbonisation the existing building stock and developing best practice in regenerative communities.

Data-driven innovation

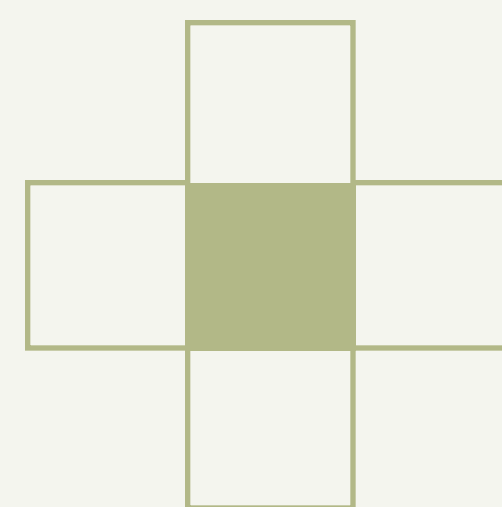
We will advance the use of data, digital strategies and artificial intelligence (AI) to elevate and enhance the quality of the built environment. This will include a focus on achieving industry-level data interoperability and applying modern AI and digital techniques to move us – and the property sector – towards an evidence-based design approach. We will use data and AI to calibrate design assumptions with the real world.

Supporting skills development using AI

We consider recent advances in AI to be fundamental to our future success and are progressing a roadmap for adoption of AI assistants to augment our technical expertise, improve productivity and support career development.



Moving forward.

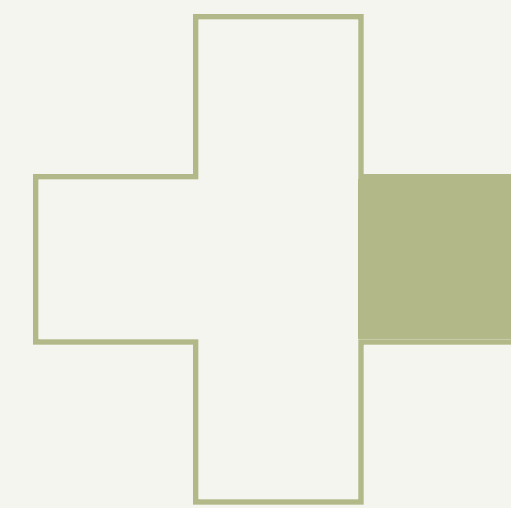


ASPIRATION #3

Delivering social value.

Advocating and leading community engagement in development

We shall accelerate our efforts to deliver social value by seeking to increase levels of community engagement and building user co-design in the projects we work on. This includes taking a more 'soft landings' approach to development that entails increased building user and broader stakeholder engagement in the development delivery process.



ASPIRATION #4

Empowering our people.

Empowering our Strategic Council

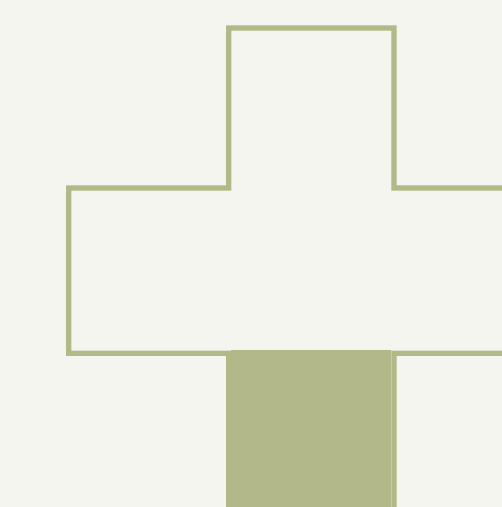
Through the establishment of the Strategic Council, we aim to advance the inclusion of a range of employee perspectives in the evaluation of strategic business decisions. The Strategic Council has been created to act as an advisory group, to provide a broad range of viewpoints to our Strategic Leadership Team (SLT). It will act as a sounding board to seek feedback from next gen, project leader and team leader representatives, thus enhancing inclusion and employee engagement in the development of the firm.

Inclusivity action plans

We will implement inclusivity action plans in all our business units. This will be guided by our commitment to shape a business and a built environment that empowers people of all backgrounds, identities, and circumstances to participate and flourish. Our action plans aim to ensure that our approach to this is rooted in targeted and measurable action towards wide participation, inclusive leadership, and practices that support fairness and respect for all. Examples include developing greater empowerment through regional inclusivity working groups.

Line manager training

We will continue to develop and increase the uptake of our line management training programmes to enable line managers to give the best experience to their teams, and to help them feel better equipped to manage and engage effectively.



ASPIRATION #5

Leading climate responsive operations.

Decarbonising our supply chain

Carbon emissions from business travel, commuting and our supply chain (collectively known as our Scope 3 emissions) represent approximately 90% of our business carbon footprint. Whilst we have made strategic process with managing the emissions from the assets we lease (i.e. Scope 1 and 2 emissions) we know there is more to be gained from tackling mobility and the performance of our suppliers. For the 2025 reporting period we will obtain more accurate carbon data from our suppliers, focusing on the top 20 by value, and aim to get them to sign up to science-based climate targets, as we have done ourselves.

Decarbonising mobility

We will develop guidance on decarbonising mobility, including travel for business, and support offices in region-specific strategies to adopt low carbon travel.

Appendix 1:

Performance against our KPIs.

Our Corporate Responsibility impact is assessed against the KPIs set out in the below table, which have been identified through an extensive materiality exercise. We track year on year performance, seeking to improve the quality and availability of data for more accurate reporting. Where we identify gaps in performance, interventions are implemented to enable improvements.

For those KPIs where we have collected quantitative data, the change from our Baseline Year to the Current Reporting Year as a result of improved reporting processes, we have been able to assess performance more comprehensively, and as such some KPIs which previously were not reported on due to a lack of data are now being measured.

| Metric | Baseline | Previous year | Current reporting year | % change |
|---|------------------------|----------------------------|--|----------|
| Outcome 1. Deliver our projects to align with the Net Zero Carbon imperative | | | | |
| Approach to net zero carbon in projects | See 2023 report page 5 | See 2024 report pages 7, 8 | Projects eliminating fossil fuels on site: 79 Projects reducing energy demand: 33 Projects reducing up-front embodied carbon: 59 Projects reducing up-front embodied carbon: 29 Projects reducing whole life carbon: 166 Projects reducing whole life carbon: 28 Projects which offset residual emissions in construction: 40 Projects which offset residual emissions in operation: 46 Projects monitoring energy use in operation: 53 Projects optimising energy use in operation: 23 Projects assessing EUI in use: 100 | N/A |
| Outcome 2. Put a climate-resilient and human-centric approach at the heart of our consultancy | | | | |
| Approach to climate resilience and nature in projects | See 2023 report page 7 | See 2024 report page 9 | See report page 7 | N/A |
| Approach to human centric design in project | | | See report page 11 | N/A |
| Outcome 3. Champion circular economy in the built environment | | | | |
| Approach to circular economy in projects | See 2023 report page 8 | See 2024 report pages 7, 8 | See report page 6 | N/A |



| Metric | Baseline | Previous year | Current reporting year | % change |
|---|------------------------------|---|---|----------|
| Outcome 4. Drive change in the built environment through radical collaboration & innovation | | | | |
| Industry engagement initiatives | See 2023 report pages 11, 12 | See 2024 report pages 12, 13 | See report page 8 | N/A |
| Innovation projects/initiatives | See 2023 report page 13 | See 2024 report page 11 | See report page 9 | N/A |
| Outcome 5. Engage with our supply chain to promote a regenerative economy | | | | |
| Local procurement policy | See 2023 report page 14 | Not reported. Our updated Procurement Policy is in place. | Not reported. Our updated Procurement Policy is in place. | N/A |
| Outcome 6. Embed good governance for long-term prosperity | | | | |
| Governance structure | See 2023 report page 15 | See 2024 report page 13 | See report page 18 | N/A |
| Outcome 7. Influence social value delivery in our projects | | | | |
| Social value policy | See 2023 report page 18 | See 2024 report page 15 | See report page 11 | N/A |
| Outcome 8. Build thriving communities within our offices and across our organisation | | | | |
| Social cohesion initiatives | See 2023 report pages 20, 21 | See 2024 report pages 22 | See report pages 12, 13 | N/A |



| Metric | Baseline | Previous year | Current reporting year | % change |
|--|--|--|---|--|
| Outcome 9. Maximise impact from community investment activities & partnerships | | | | |
| Financial (£) and in-kind donations to VCSE organisations/ initiatives/ pro bono work | £38,112 (includes employee donation to DEC or Ukraine) | £104,066 (includes contributions from additional sources not captured in 2023) | £31,483 | ↓ 69.7% |
| STEAM events (number, type of event/ type of organisation). | No data | Total events: 97 Events by type of organisation Primary: 16 Secondary: 39 Post 16: 38 Other: 4 Events by type Careers event: 45 Presentation / Lecture: 12 Activity / Event participation: 20 Tutoring/mentoring: 14 Work experience: 6 weeks | Total events: 84 Events by type of organisation Primary: 16 Secondary: 38 Post 16: 27 Other: 3 Events by type Careers event: 38 Presentation / Lecture: 19 Activity / Event participation: 14 Tutoring/mentoring: 13 Work experience: 91 weeks (all offices) | ↓13.4% No change ↓2.6% ↓28.9% ↓25% ↓16% ↑58% ↓30% ↓7% ↑1417% (improved data capture processes impact this figure) |
| Time dedicated to STEAM activities | No data | Total participants: 93 Total hours: 713 | Total participants: 87 Total hours: 504 | ↓6.5% ↓29.3% |
| Outcome 10. Create an inclusive community | | | | |
| Mean gender and bonus pay gap Median gender and bonus pay gap Percentage of women/men eligible for a bonus | 26.4% Mean gender pay gap 26.2% Median gender pay gap 23.7% of women eligible for a bonus 42.4% of men eligible for a bonus | 23.2% Mean gender pay gap 25.5% Median gender pay gap 30.7% of women eligible for a bonus 45.2% of men eligible for a bonus | 21.8% Mean gender pay gap 25.9% Median gender pay gap 23.3% of women eligible for a bonus 36.6% of men eligible for a bonus | ↓ 1.4% ↑ 0.4% ↓ 7.4% ↓ 8.6% |
| Outcome 11. Nurture health & wellbeing, promoting a culture of openness and support | | | | |
| Health and wellbeing initiatives | See 2023 report pages 27, 28 | See 2024 report page 22 | See report page 13 | N/A |



| Metric | Baseline | Previous year | Current reporting year | % change |
|---|--|--|--|---|
| Outcome 12. Fulfil our unique potential | | | | |
| Professional and personal development initiatives | See 2023 report page 29 | See 2024 report pages 22, 23 | See report pages 12, 14 | N/A |
| Average completion rate for professional and personal development training programmes / initiatives | 77% | 83% | 88% | ↑ 6% |
| Initiatives that recognise our people | See 2023 report page 30 | See report pages 22, 23 | See report pages 13, 14 | N/A |
| Number of apprenticeship opportunities provided (% total employment) | Not reported | Early careers apprenticeships: Existing apprentices (Dec 2023): 32 New apprenticeship starts (in 2023): 13 Apprenticeship completions: 4 (during 2023) | Early careers apprenticeships: Existing apprentices (Dec 2024): 31 New apprenticeship starts (during 2024): 8 Apprenticeship completions (during 2024): 3 Data Academy apprenticeships: Existing apprentices (Dec 2024): 87 New apprenticeship starts (during 2024): 86 Apprenticeship completions (during 2024): 0 | ↓3% ↓38.5% ↓25% N/A for Data Academy apprenticeships |
| Outcome 13. Achieve Net Zero Carbon emissions across our operations | | | | |
| GHG Scope 1, 2 & 3 | Scope 1: 102 tCO ₂ e Scope 2: 194 tCO ₂ e Scope 3: 2,655 tCO ₂ e Total: 2,951tCO ₂ e GHG emissions per employee (scope 1, 2 & 3): 2.76tCO ₂ e | Scope 1: 108 tCO ₂ e Scope 2: 214 tCO ₂ e Scope 3: 2,762 tCO ₂ e Total: 3,084tCO ₂ e GHG emissions per employee (scope 1, 2 & 3): 2.64tCO ₂ e | Scope 1: 134 tCO ₂ e Scope 2: 197 tCO ₂ e Scope 3: 2,456 tCO ₂ e Total: 2,787 tCO ₂ e GHG emissions per employee (scope 1, 2 & 3): 2.31tCO ₂ e | Scope 1: ↑ 24% Scope 2: ↓ 8% Scope 3: ↓ 9% Total: ↓ 9% GHG emissions per employee (scope 1, 2 & 3): ↓ 12.5% |
| Average energy use intensity for our offices (see report page 18) | 150 kWh/m ² | 147 kWh/m ² * | 155 kWh/m ² | ↑ 5.4% |
| % of offices on a high quality renewable energy tariff (excluding satellite offices) | 36% | 91% | 75% | ↓ 16% |
| Residual emissions offsets (MT CO ₂ e) | No data | No data | Total: 291 MT CO ₂ e | N/A |

* We have corrected this figure for 2023 based on an improved methodology, to ensure comparability between performance in 2022 and 2023.



| Metric | Baseline | Previous year | Current reporting year | % change |
|--|----------|---------------|------------------------|----------|
| Operational waste diverted from landfill (%) | No data | No data | 87% | N/A |
| Operational waste recycled (%) | No data | No data | 47% | N/A |
| Water consumption (Litres) | No data | No data | 2,888,401 (Litres) | N/A |

Outcome 14. Operate as a climate-resilient business

| | | | | |
|--|--|--|--|-----------|
| % of offices that have been certified using a recognised environmental and/or climate standard | 100% certified with ISO14001:2015 100% certified with ISO9001:2015 100% certified with ISO45001:2018 33% BREEAM certified | 100% certified with ISO14001:2015 100% certified with ISO9001:2015 100% certified with ISO45001:2018 33% BREEAM certified | 100% certified with ISO14001:2015 100% certified with ISO9001:2015 100% certified with ISO45001:2018 33% BREEAM certified | No change |
|--|--|--|--|-----------|

Outcome 15. Operate as a circular and regenerative business

| | | | | |
|-------------------------|-------------------------|-------------------------|------------------------------------|-----|
| Approach to circularity | See 2023 report page 35 | See 2024 report page 27 | See report page 15 | N/A |
|-------------------------|-------------------------|-------------------------|------------------------------------|-----|

Researched and Compiled by Anna Fredlander and Charlotte Knowles.